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*Final Report of
the Cambridge
Neighborhood
Safety Task Force*

**Response to Cambridge
City Council Order O-1,
August 2, 2006**

November 15, 2007

Prepared for:

Cambridge City Council

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Neighborhood Safety Task
Force

Final Report

Cambridge Neighborhood Safety Task Force

Presented to the Cambridge City Council by

Kenneth E. Reeves, Mayor
Robert W. Healy, City Manager
Co-Chairs of the Neighborhood Safety Task Force

Prepared by

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And the Task Force Subcommittee Co-Chairs:

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And the Members of the Neighborhood Safety Task Force

November 15, 2007

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Kevin Foster, Harvard University
Ian Forde, Business owner (Manhattan)
Anthony Galluccio, Cambridge City Council
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Priscilla Lopes, Workforce Development
Thomas Lucey, Harvard University
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Paul Murray, Jr, Community Member
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Dr. Nancy Rappaport, Cambridge Health Alliance
Kenneth Reeves, Mayor
Ellen Semonoff, Assistant City Manager
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Executive Summary

Overview

In August 2006, the Cambridge City Council issued a policy order to convene a task force charged with studying the problem of violent crime (particularly youth violence) in the city and to present recommendations for effective responses. Over the past year the Neighborhood Safety Task Force has analyzed the causes and effects of violent crime in Cambridge and examined a wide range of potential responses by city agencies, non-governmental organizations, community groups, individual citizens, and others. The Task Force examined anecdotal and statistical data on the nature of the violent crime problem in our city, consulted with experts, reviewed professional and research literature, and held dozens of meetings of subcommittees and the full Task Force. Perhaps more importantly, the Task Force received input from hundreds of Cambridge residents about the nature of the problems we face and how best to solve them. The recommendations for action described in this report represent the consensus opinion of the Task Force members that resulted from this intensive and comprehensive process. The organization and activities of the Task Force and its key recommendations are summarized below, and are presented in more detail in the body of the report.

Task Force Organization and Activity

- ❖ **Task Force Membership.** The Cambridge Neighborhood Safety Task Force was co-chaired by Mayor Kenneth E. Reeves and City Manager Robert W. Healy, and was comprised of approximately 50 core members representing a cross-section of Cambridge business owners and residents, youth advocates, the clergy, university staff, members of the Cambridge City Council, and a broad array of professionals from law enforcement, public health, public housing, and workforce development. A staff member of Abt Associates, a private research firm based in Cambridge, was appointed to (a) facilitate monthly Task Force Meetings; (b) guide the Task Force toward production of the final report; (c) coauthor the report; and (d) contribute subject matter expertise. Omar Bandar, Special Assistant to the Mayor, served as Task Force Coordinator.
- ❖ **Subcommittees.** Three subcommittees were formed to address the crime-related issues listed in the City Council Policy Order that gave rise to the Task Force: the **Employment**, **Community Response**, and **Policing** subcommittees. Each subcommittee had two co-chairs and at least three additional core members, and all other Task Force members were welcome to participate in any or all subcommittees.
- ❖ **Meetings.** Meetings of the full Task Force were held monthly between March 5 and October 11, 2007. Each of the three subcommittees met separately at least once per month (and one met weekly) and held numerous informal meetings of smaller workgroups.
- ❖ **Public Input.** The Task Force went to great lengths to gather input from the public. These efforts included:

- Public Meeting of the Community Response Subcommittee, June 19, 2007.
 - Employment Focus Group, July 31, 2007.
 - MYSEP Counselors Meeting, August 7, 2007.
 - Cambridge Youth Forum, August 14, 2007.
 - Cambridge Public Forum, September 25, 2007.
 - Ad hoc input from individuals.
- ❖ **Expert Input.** Task Force members sought expert opinion about crime and safety issues from professionals in public safety, public health, education, and social services.
- ❖ **Reviewing Other Public Safety Efforts.** Members of the subcommittees conducted web searches and literature reviews for information about successful public safety efforts, jobs programs, community/police relations, and other means of promoting public safety.
- ❖ **Task Force Report Development.** Guided by subcommittee charters and report templates provided by Abt Associates, each of the three subcommittees produced a report, and those reports are the foundation of this Task Force Final Report. Task force members worked on successive drafts, and made presentations at the monthly Task Force meetings to solicit feedback and to coordinate efforts across subcommittees. Drafts were circulated and reviewed by the full Task Force. The recommendations of each subcommittee that appear in this report were approved unanimously by the full Task Force at the final monthly meeting on October 11, 2007.

Summary of Major Task Force Recommendations

- ❖ **Employment.** The Task Force recommends that the City should provide a transitional jobs program that will address the employability needs of disconnected 18-35 year olds, and will coordinate current programs available to help meet those needs. The new employment program would begin as a pilot, and would run parallel to the city's current nine-week program. The proposed 11 to 14-week program's features include:
- An employer advisory committee comprised of employers who can provide assistance identifying private sector employment opportunities.
 - Individual transitional job placements.
 - Each week will include up to 32 hours of work and 8 hours of training and development assistance.
 - Development hours will include soft skills, career awareness, job development and job search, workshops on topics such as health issues and financial literacy, adult basic education, referrals.
 - Case management throughout the program will include consistent interaction with worksite supervisor, and referrals to needed services (health care, counseling, etc.).
 - CORI checks will be required for participants in the program to inform the job development process, but not as a prerequisite for enrollment/employment.
 - Placement assistance and other follow-up support will be provided for up to 24 months after participants complete program.

❖ **Policing.** CPD produced a short-term plan for addressing youth violence that was successfully implemented in the summer of 2007, and the Task Force recommends that the plan be adapted for implementation in future summers. The plan involved alternating deployment strategies and experimenting with different methods of stimulating community involvement. The subcommittee also developed long-range plans and recommendations. Features of the summer plans and long range recommendations include:

- Establishing a Summer Safety Task Force designed to provide ongoing assessment of youth/police relationships and clarification of City's policing policies.
- Increasing police presence, particularly of bicycle police officers and walking posts, in problem areas.
- Increasing the use of crime data to forecast seasonal and geographic crime patterns.
- Giving more control and flexibility to patrol supervisors.
- Working collaboratively with surrounding communities to improve the exchange of information and performance of routine area checks.
- Upgrading information technology improve the flow and exchange of information between police and the community, and between Cambridge and surrounding communities.
- Experimenting with different approaches to improving crisis response and communication following shooting incidents.
- Revamping the Neighborhood Sergeants' Program.
- Developing community-based diversionary strategies for youth.
- Establishing a Youth/Family Services Unit within the Cambridge Police Department.
- Expanding and enhancing the School Resource Officer program.
- Reintroducing a Juvenile Detective program.
- Working collaboratively with other agencies and organizations to effectively monitor and intervene with juveniles and families in need of community services.
- Increasing efforts to recruit Cambridge residents into the policing profession.
- Exploring the feasibility of re-introducing the Police Cadet Program.

❖ **Community Response.** The community response subcommittee had the broadest area to cover, and its recommendations reflect that breadth. Many of the recommendations focus on two areas: Crisis response and community building. The remaining recommendations address diverse areas such as improvements to the city's communication technology, hiring youth specialists, and expanding youth programs. The specific recommendations include:

- Training meeting facilitators throughout the community to conduct post-event neighborhood meetings within 24-72 hours after violent or shooting incidents.

- Developing a “Community Building Box” with ideas on how residents can build community, including hosting block parties, neighborhood preparedness events, and developing and maintaining phone trees, email trees, and local crime watches.
- Mapping and coordinating existing resources.
- Investing in criminal justice diversion programs for youths
- Develop a comprehensive communication procedures and technologies, including a “reverse 911” system, a “311” system to allow residents to directly request the City address local maintenance and repair issues, regular press conferences, and a larger presence on CCTV

Task Force Satisfaction of Policy Order Directives

- ❖ ***Task Force Membership.*** The task force fully satisfied the Task Force staffing requirements stipulated in the Policy Order. The task force was filled with appointees from each of the required organizations or sectors of the community: (a) Business Community, (b) Cambridge Health Alliance, (c) Churches and community-based organizations; (d) Court Representatives; (e) Educational Institutions; (f) Police and Crime Prevention Organizations; (g) School Department.. In addition, the Task Force included appointees from the City Council, City Hall, Workforce Development, Northeastern University, and Cambridge Housing Authority.
- ❖ ***Pursuit of Task Force Goals:*** A substantial research and analysis effort was undertaken, and a great deal of information is provided in this report that should serve the City well in the present and future pursuit of improved public safety. All six of the task force goals were the subject of research and analysis, and recommendations were produced to address each goal.
- ❖ ***Establishing or Strengthening Collaborative Relationships.*** One of the many benefits of the Task Force was strengthening or establishing relationships among law enforcement, public health, social services, and community organizations and individual residents.

Next Steps

- ❖ ***Address Additional Public Safety Issues.*** As one would expect when tackling great challenges, in a limited time frame, with few resources, there are a few pieces of unfinished business in the midst of the overall success of the Task Force. Future efforts should focus on (a) solutions to the problems associated with drugs and their role in youth violence, other crime, and neighborhood quality of life; (b) firearms and other weapons; (c) barriers to employment for at-risk youth, perhaps by modifying statutes or employer policies and practices.
- ❖ ***Operationalizing Current Conceptual Recommendations.*** Some of the Task Force recommendations are at the conceptual level rather than the specific programmatic or operational level, and future efforts could pursue how to put the proposals into practice.

For example, ideas such as 'increasing acceptance of diversity' will require more work to turn into specific programs or activities.

- ❖ ***Seek Community-Driven Initiatives.*** Since the Task Force was a city government initiative, and agency and organizational responses are within their control, it is understandable that many of the proposals feature what government can do to promote safety: community-driven initiatives and strategies are underrepresented, and the role of the city is perhaps over-emphasized. Future efforts should include more community-driven, grass-roots initiatives, and coordinate them with government efforts and the business community.

- ❖ ***Pursue External Funding.*** Many of the task force recommendations can be implemented soon, and the activities of public agencies can be supported within current operating budgets. Other initiatives may require additional resources, and for long-term plans the Task Force recommends seeking external funding from sources such as: (a) Byrne/JAG grants and Project Safe Neighborhoods from the *Bureau of Justice Assistance*; (b) Community Development grants from the *Office of Community Oriented Policing*; (c) guidance on funding crime prevention efforts from the *National Crime Prevention Council*; (d) *U.S. Department of Education* Mentoring Grants; (e) *James Irvine Foundation* Workforce Development Grants; (f) Weed & Seed grants from the *U.S. Department of Justice*; and (g) grants addressing juvenile and adult offender treatment and reintegration from foundations such as the *JEHT Foundation* and the *Gardiner Howland Shaw Foundation*.

- ❖ ***Continue and Expand Collaborative Problem Solving.*** It is expected that the task force members and the organizations they represent will continue to work together and sustain a productive dialogue.

Chapter 1: Task Force Objectives, Organization, and Activities

A. City Council Policy Order

On August 2, 2006, the Cambridge City Council issued a policy order requiring the Mayor and City Manager to “convene a special task force on neighborhood safety” (Appendix A). The task force was charged with studying the problem of violent crime (particularly youth violence) in the city and with presenting recommendations for effective responses.

The policy order required the task force to include (but not be limited to) members from the following organizations and sectors of the community.

1. Police and Crime Prevention Organizations
2. Business Community
3. Churches and community-based organizations
4. Cambridge Health Alliance
5. School Department
6. Youth
7. Court Representatives
8. Educational Institutions

The task force members were directed pursue six goals:

1. Address issues of jobless young people in their twenties.
2. Analysis of causes and effects of violent crimes in Cambridge.
3. Plan for peaceful summers including proposing park and youth center activities and police coverage for next summer (i.e., summer of 2007)
4. Analyze the impact of CORI law and regulations.
5. Improve police and community relations and communications.
6. Analysis of impact of older young people in our community on young teens.

B. Task Force Membership and Structure

The Cambridge Neighborhood Safety Task Force was co-chaired by Mayor Kenneth E. Reeves and City Manager Robert W. Healy, and was comprised of approximately 50 core members representing a cross-section of Cambridge business owners and residents, youth advocates, the clergy, university staff, members of the Cambridge City Council, and a broad array of professionals from law enforcement, public health, public housing, and workforce development.

A staff member of Abt Associates, a private research firm based in Cambridge, was appointed to (a) facilitate monthly Task Force Meetings; (b) guide the Task Force toward production of the final report; (b) coauthor the report; and (c) contribute subject matter expertise. Omar Bandar, Special Assistant to the Mayor, served as Task Force Coordinator.

The task force fully satisfied the Task Force staffing requirements of the Policy Order. Below are listed the appointees to the Task Force that represent each organization or sector of the community that the policy order required to have representation.

Police and Crime Prevention Organizations

David DeGou, Cambridge Police Dept.
John DiFava, Chief, MIT Police
Michael Giacoppo, Cambridge Police Dept.
John Sheehan, Cambridge Police Dept.
Jeff Gittens, Middlesex Probate Court
Robert Haas, Cambridge Police Department

Business Community

Ian Forde, Manhattan
Michael Shively, Abt Associates Inc.
Anthony Spears, Spears Funeral Home

Churches and community-based organizations

Rev. Brian Greene, Clergy
Michael Delia, President and Chief Executive Officer, East End House
Risa Mednick, VOX Project
Bishop Filip Teixeira, Clergy

Cambridge Health Alliance

Alexandra Detjens, Cambridge Health Alliance
Richard Harding, Cambridge Health Alliance
Claude-Alix Jacob, Cambridge Health Alliance
Dr. Nancy Rappaport, Cambridge Health Alliance

School Department

Joseph Grassi, School Committee
Richard Harding, Cambridge Health Alliance
Kenneth Reeves, Mayor

Youth

Richard Harding, Cambridge Health Alliance
George Greenidge, Youth Specialist
Luz Mendez, Department of Social Services
Risa Mednick, VOX Project
Lisa Thureau-Gray, President of the Board of Directors, Massachusetts Alliance on Teen Pregnancy

Court Representatives

Jeff Gittens, Middlesex Probate Court
Ronald Layne, Cambridge District Court

Educational Institutions

Marlon Davis, Benjamin Banneker Community Charter School
Marian Darlington-Hope, Lesley University

Lance Dottin, Cambridge Rindge and Latin School
Kevin Foster, Harvard University
Thomas Lucey, Harvard University
Paul Parravano, MIT
Damon Smith, Dean, Cambridge Rindge and Latin School

Others

Karen Jenner, Cambridge Housing Authority
John Youte, Workforce Development
Anthony Galluccio, Cambridge City Council
Pricilla Lopes, Workforce Development
Craig Kelley, Cambridge City Council
Paul Murray, Jr, Community Member
Richard L. O'Bryant, Northeastern University
Ellen Semonoff, Assistant City Manager
E. Denise Simmons, Cambridge City Council

Task Force Subcommittees

The goals set forth in the policy order were highly ambitions and very broad. The challenge of analyzing and effectively responding to violence and creating safer communities is profoundly difficult. To focus the considerable expertise assembled within the Task Force and divide the challenges into more manageable segments, three subcommittees were formed: *Employment*, *Community Response*, and *Policing*.

Each subcommittee had two co-chairs. The co-chairs were selected during the April Task Force Meeting, and remained in these roles to the present. Each subcommittee had and at least three additional core members, and all other Task Force members were welcome to participate in any or all subcommittees. Aside from the co-chairs, the membership of subcommittees was somewhat fluid. Others who are not listed below may have contributed to a particular subcommittee. The membership was, approximately, as follows:

Policing:

Anthony Galluccio, Co-Chair
David Degou, Co-Chair
Members: Michael Daniliuk
Karen Jenner
Pat Carvello
John Difava
Bishop Teixeira
Joseph Grassi
Richard Harding
John DiFava
Jamal Prince
Patricia Bradshaw
Selvin Chambers
Robert Tynes
John Brennan

Employment:

Richard Harding, Co-Chair
Ellen Semonoff, Co-Chair
Members: Mayor Reeves
Anthony Galluccio
Michael Daniliuk
Ronald Lane
Priscilla Lopes
Anthony Spears
Sion Chambers
John Youte

Community Response:

Craig Kelley, Co-Chair
Marian Darlington-Hope, Lesley Professor, Co-Chair
Members: Lt. John Sheehan
Mike Giacoppo
Lisa Thurau-Gray

To organize and facilitate the work of the subcommittees, Abt Associates provided the Task Force with a Subcommittee Charter (see Appendix B), which asked them to (a) develop a mission statement, or set of articulated objectives; (b) develop a plan for background research on the problem being addressed; (c) examine past efforts to address similar problems locally or elsewhere; (d) articulate the desired outcomes of proposed interventions; (e) state undesired outcome that are to be avoided by recommended interventions, such as unreasonable or unsustainable costs, negative impact on public safety, or unfair access to services or benefits; (f) state a schedule for completion of the subcommittee's work; and (g) record the steps taken by the subcommittee in pursuing their goals.

C. Task Force Meetings and Events

Monthly meetings of the full Task Force have been held monthly since the first organizational meeting in March of 2007 (a sample agenda for a monthly Task Force Meeting is provided in Appendix C). The Task Force meetings, all of which were open to the public, occurred on the following dates:

March 5	July 12
April 12	August 9
May 10	September 6
June 14	October 11

Subcommittee Meetings

The Employment Subcommittee held six meetings between May 5 and June 28, 2007. The Community Response Subcommittee held 12 weekly meetings between April 16 and July 9, 2007. The Policing Subcommittee did not track the number of meetings they held in pursuit of

the Task Force goals, but is estimated to be at least one per month (at least eight meetings) between April and October.

Public Meetings

The Task Force went to great lengths to gather input from the public. Much of the input gathered on an ad hoc basis: Most of the task force members are Cambridge residents and/or work in the city and are active in the community, and their home life and work bring them into contact with the primary targets of the Task Force: At-risk or crime-involved individuals, and residents of neighborhoods with relatively high crime rates. Task force members frequently received solicited and spontaneous feedback from individuals about neighborhood safety concerns, and about their perceptions of the effectiveness or ineffectiveness of current responses to crime and delinquency in Cambridge.

In addition to this steady stream of ad hoc public input, more formal and systematic input was sought in a number of venues:

1. *Community Response Subcommittee Public Meeting*

The public was invited to a meeting convened by the Community Response Subcommittee on June 19, 2007 (the marketing flyer inviting the public to meeting is presented in Appendix D). Feedback was received about the following questions that were posed to the attendees:

- How can the City government most effectively communicate with the City's communities?
- What can communities do to help build more cohesive, sustainable communities and effective response efforts?
- What can be done in partnership between the City and its communities?
- How can we encourage community to more effectively communicate with the police?
- What does a strong partnership between the police and community look like?
- How can relationships between multiple age groups within a community be encouraged?

2. *Employment Focus Group*

The Employment Subcommittee conducted a focus group consisting of nine men from the target population, who discussed their work experience, education, and challenges they have faced securing employment. The focus group occurred on July 31, 2007, and was conducted by a professional facilitator and attended by subcommittee members.

Most of the men had participated in the nine-week program and talked about their involvement with the program. Most of them indicated that they attempt each year to get a nine week job and that they hoped to work permanently for the City. They were also asked to respond to a brief description of the program design described in the Recommendations section of this report.

The men attributed their difficulty getting full-time jobs to a variety of factors including: having a CORI; lack of experience; insufficient education; personal issues; and discouragement. When asked what kind of help they would need to secure employment, they wanted: help preparing a

resume; coaching on how to act and present themselves; help setting goals; paid training and access to information about various programs. They expressed a desire to earn between \$9 and \$17 per hour. Most of the men preferred a job working for the City, but understood that the proposed program would include a temporary position with the City, with the goal of securing permanent private sector employment upon completion of the program. The men were positive about working with a case manager and had very specific qualities they thought staff would need to effectively engage them. They were also receptive to the idea of participating in some amount of unpaid employability training in order to secure a temporary job.

3. Mayor's Summer Youth Employment Program Counselors Meeting

A meeting attended by approximately 25 counselors from the Mayor's Summer Youth Employment Program was convened by Mayor Reeves on August 7, 2007. The minutes for the meeting are presented in Appendix E, and descriptions of select portions of the proceedings are presented below.

The Mayor began the meeting by presenting an overview of the Task Force, and then opened the discussion to the group by asking how the councilors perceive safety and violence in the City of Cambridge. Members of the group responded with a range of opinions: Some stated that Cambridge is overall a safe place, but there are certain neighborhoods that are unsafe and that intra-city rivalries can make it unsafe for certain people in certain neighborhoods.

The Mayor asked if neighborhood rivalries are noticeably present within the school itself, and some members of the group stated that indeed these area rivalries carry over into the school. Members of the group differed in their opinions about whether housing complexes were a problem because that is where the individuals most strongly identify themselves. As a potential solution to youths getting into trouble, one counselor stated that teachers and resident housing coordinators should take more interest in providing guidance to "troubled" youths.

When asked by the Mayor whether it is possible to wipe out crime in the city, some members of the group responded that "one shooting during the summer is not that bad"; that violence is going to happen; that compared to Boston, instances of violent crime in Cambridge are very low. Other members of the group stated that the problem of violent crime is complicated and involves multiple related issues such as communication, poverty, the achievement gap and others.

When asked their opinions on the relationship between violence/crime and employment, one counselor stated that the issue of crime is directly related to broader issues of housing changes, national trends, and economic discrepancies along racial lines. Other members of the group stated that unemployment has nothing to do with individuals committing crime because some people that have jobs also commit crimes, and some people prefer to sell drugs than to have a job. Another counselor stated that CORI is an issue when referring to jobs and that the city needs to do more to assist people who have CORI's. Additionally, one counselor stated that the city also has to do more to let city residents know about programs and city resources such as those services offered through the office of workforce development. The group also communicated that they thought that Harvard and MIT should do more to employ Cambridge residents.

When the Mayor asked whether individuals would be motivated to stop dealing drugs if they had jobs, the overwhelming response from the group was that jobs do not motivate an individual to stop dealing drugs, because many are dealing drugs for reasons other than money (to make friends, feeling of importance, etc.). A counselor also stated that searching for a job can be humiliating, and given the option of feeling important versus feeling humiliated, people who deal drugs will keep dealing. Another counselor stated that the city should also have programs that assist with transition from prison to the community, as well as “career fairs” for both youths and adults.

4. Youth Forum

A Youth Forum sponsored by the full Task Force was conducted on August 14, 2007. The 2.5-hour meeting was attended by 125 Cambridge teens, aged 14 to 18. The Mayor introduced the event and did a wrap-up, and several members of the Neighborhood Safety Task Force were there to listen. The purpose of the meeting was to gather input from the councilors to inform the work of the Task Force. The marketing flyer for this event is presented in Appendix F, and the minutes for the meeting are presented in Appendix G. Descriptions of select portions of the proceedings are presented here.

The format included a panel discussion with eight youth, followed by eight breakout groups facilitated by adult/ youth teams. The breakout groups reported back to the full forum. The Youth Panelists were asked to comment on issues relating to community safety, neighborhood tensions, adult/teen relations and the impact of media and popular culture. A number of the panelists responded to each of the issues offering both their own impressions and those of their peers.

On the issue of what makes a community safe or unsafe and what makes them as teens feel safe or unsafe, many of the panelists responded that they generally felt safe in Cambridge. They drew distinctions between the sense of safety in Cambridge versus that in Boston. Many of the panelists described feeling safe in different neighborhoods but acknowledged being aware that other teens they knew were not comfortable traveling to other neighborhoods. Many panelists noted that teens feel safe at the high school and in the youth centers.

Several panelists referenced particularly tensions between North Cambridge and “the Port.” Their suggestions for addressing the tensions included: hosting more events in neutral places such as the high school, helping teens channel some of the neighborhood tensions into productive activities such as cross neighborhood basketball tournaments, boxing or other opportunities to interact or represent your neighborhood in a positive way.

Teens thought that more mentoring programs and more activities for youth were important. Several teens spoke about the misconception that adults have of teens when they see groups of teens and are scared by them. Adults need to be willing to talk to teens. A couple of the panelists also thought that teens could be more aware of how they appear to the adults.

With respect to youth/police relations, the majority of responders indicated that they had positive relations with the school resource officer (SRO), but said there needed to be more police who had positive relations with teens. Several teens thought that if the Police were able to spend

more time with youth, in different activities, then teens would be more likely to turn to them if there were problems. A few teens commented that having police stationed in certain areas did not make them feel safe but made them feel watched.

The reports from the breakout groups were generally consistent with the themes from the panel discussion. On the issue of Community Safety, the common threads were:

- Teens generally feel safe in the community with many comparisons drawn contrasting Cambridge and Boston.
- It would be useful to have more community events, more events planned by teens and adults together, and more activities in different places, including the high school, the youth centers in different areas and other locations.
- Some felt more police/teen positive relations would support feelings of safety
- Teens have a responsibility also to help make the community safer.

On the issue of Neighborhood tensions, the themes were:

- The tensions were generally from a small group and often began with personal issues that then gain momentum with the group, but some tensions go back years.
- Teens who are involved in lots of activities, sports, dance, etc., identify with a broader group so strongest neighborhood-based issues are often where teens are not involved in other things or lack a strong sense of belonging to another group.
- It would be useful to have more central activities but also activities in the neighborhoods to try to build bridges.
- It would be helpful to find ways to celebrate the diversity of our City and go beneath the surface.

On the issue of Youth/Police relations, the feedback featured:

- Having more police interacting with youth in more informal ways would build personal relationships and establish trust.
- Some youth thought that police in general share stereotypes of teens so it would be useful to have more police who are really invested in and know teens.
- Having police assigned to neighborhoods and to youth centers would increase teen/police positive relationships.

On the issue of Youth/Adult relationships more generally, the common threads were:

- Teens and adults are both affected by their stereotypes of each other.
- Teens and adults need to be able to see each others' perspective more.
- It is important for teens to have strong relationships with at least one adult.

5. Public Forum

A Public Forum was held on September 25, 2007. Notices were sent to 41,000 Cambridge households, inviting them to participate in the discussion about crime and safety issues in their community. The event was also featured in Cambridge Chronicle stories in days prior to the

event. Prior to the event, the Mayor's office also *reached out to a variety of associations and councils and asking them to be part of the event; the organizations included the following:*

Neighborhood Associations:

- Agassiz Neighborhood Council
- Area Four
- Cambridge Highlands Neighborhood Association
- Cambridgeport Neighborhood Association
- Cambridgeport Neighborhood Initiative
- East Cambridge Planning Team
- East End House
- Harvard Square Defense Fund
- Mid-Cambridge Neighborhood Association
- North Cambridge Crime Task Force
- North Cambridge Stabilization Committee
- Porter Square Neighborhood Association
- Riverside Neighborhood Association
- Walden Square Community Association

Tenant Councils:

- Burns Tenant Council
- Corcoran Park Tenant Council
- J.F. Kennedy Tenant Council
- Jefferson Park Tenant Council
- Johnson Apts. Tenant Council
- Lincoln Way Tenant Council
- Linnaean Street Tenant Council
- Manning Apts. Tenant Association
- Millers River Tenant Council
- Putnam Gardens Tenant Council
- Putnam School Tenant Council
- Roosevelt Towers Tenant Council
- Russell Tenant Council
- Wash. Elms/NTC Tenant Council
- Woodrow Wilson Tenant Council

The Public Forum was attended by 80 residents, a professional facilitator, the Mayor and City Manager, the Task Force coordinator, and several other members of the Task Force. The meeting was held at seven o'clock PM in the Sullivan Chamber at Cambridge City Hall.

Mayor Reeves and City Manager Healy convened the meeting and presented an overview of the Task Force's charge and structure. The Mayor then introduced the forum's facilitator (Chandra

Banks, the District Wide Conflict Mediator for Cambridge Public Schools), who opened the floor for attendees to speak.

Minutes of the meeting are presented in Appendix H, but briefly, residents expressed a wide range of concerns and made a number of specific suggestions, including:

- The city should have a budget to direct youths to employment, and to get drug dealers into business school.
- Concern about noise and possible violence in the streets late at night in North Cambridge. One resident was concerned about late-night congregations of youths outside her home; that even when asked to leave, the youths do not leave and are confrontational. The attendee wants to have more walking patrols in North Cambridge especially between 1:00AM and 6:00AM.
- One attendee, who said that she is a mother of 7 children, stated that she is afraid for her children's safety. She said that since June there has been gunfire in the streets, and that she wanted to hear more about the police resources available to make the city safer.
- An attendee from Cambridgeport stated that she felt that neither the police nor the city government hear her concerns. She added that she liked the idea of a picnic, around the subject of safety in the city, to provide residents an opportunity to talk to each other so that they don't feel so alone in their concerns.
- An attendee, who stated that she is a CRLS parent, thanked the police for their presence at football games. However, she stated that there needs to be a police presence at the field on Mondays, Tuesdays, and Wednesdays, before football practice because there is no adult supervision of the youths during that time.
- An attendee from North Cambridge stated that he often overhears drug-related conversations on the streets. He stated that he is worried that people are over-relying on the police - that to solve the problems others need to be involved; that we need to get people more engaged. Lastly, the attendee stated that St. John's should have been turned into a center to help youths.
- One attendee stated that there needs to be more of a police, foot or bicycle, patrol presence in North Cambridge; that there needs to be a way to intervene with youths, possibly putting plain-clothes officers on the streets "to catch these kids."
- Addressing what she called "race, privilege, and class" an attendee stated that we can't put all the people in jail, and that not all people in baggy pants are criminals. She continued that we need to make a change in our own perceptions and that we need to make internal change.
- An attendee stated that the problems in North Cambridge, East Cambridge, and Central Square need to be taken care of. A possible solution may be to get the parents of youths more involved - "to let them know what their little darlings are up to" - and to possibly hold the parents responsible for their children's actions.
- An attendee, who stated that she is a parent and an East Cambridge resident, urged that people need to make an effort to walk up to kids in the community, to say hello, and to ask them if they went to school that day. She continued that it hurts her to see a city with so much wealth to have gangs in East Cambridge and Donnelly Field. She stated that there needs to be more police presence such as bike and foot patrols, not just "rolling and looking, rolling and looking." Referring to approaching youths, she stated that you are

only intimidated when you let someone intimidate you; and that we need to make a better effort to “know your kids, and to know our kids.”

- An attendee stated that the city needs to focus, not only on punishment, or catching people in the act, but also need to focus on prevention such as conflict resolution.
- An attendee stated that we need to focus on both intervention and prevention. The attendee continued that she is not afraid of kids in the community, that kids are not the problem. Cambridge offers great resources for youths such as the Youth Centers.
- An attendee stated that she does not know what she, personally, can do to keep the community safer, and would like help in understanding what else she can do, besides reporting crime, to do so.
- An attendee stated that his activities in Dana Park provide an opportunity to speak to neighbors and to talk to kids. He stated that when there was an incident in the park he and about 15 of his neighbors convened to solve the problem. He also stated that he does not know a single police officer and that he wants the police to be more present in the area.
- An attendee stated he would like to see an increase in the enforcement of open container laws.
- An attendee, who said that he works in probation, said that to address problems with youths there needs to be collaborative efforts like as is done in Boston where probation and police are able to build relationships with youths. There should be home visits, and they should go into the community to get to know youths. He continued that youths need help and direction, and that we are failing them. Regarding crime, he stated that one should not give someone the opportunity to commit a crime. He continued that if people want the police to protect them, then they need to take steps to protect themselves - such as having automatic lighting on their porches, and to be willing to testify in addition to reporting crimes.
- An attendee stated that he hopes that the Task Force is getting feedback from youths. He also stated that he would like the city to investigate where the drugs and guns that are in Cambridge come from.
- An attendee stated that he would like to see more efforts towards drug prevention and enforcement in the city. He also stated that if the city is getting Boston crime then the police have to act like Boston cops.
- An attendee stated that the police should not be blamed for crime in the city. He stated that there need to be more neighborhood walks; stating that “its your responsibility to get out in the streets.” Regarding youths he stated that kids in groups can be problematic and may make bad decisions, so if you see kids in a group you should approach and engage them.
- An attendee stated that youth sports could be used as a tool to prevent crime in the city.

Chapter 2: Report of the Employment Subcommittee

Objectives

The objectives of the Employment Subcommittee were (a) to analyze the employability needs of disconnected 18-35 year olds and the current programs available to meet those needs, and (b) to make recommendations to the Task Force about strategies and programs to increase employability and attachment to the workforce for this population.

Summary of Steps Taken

1. Six meetings of the employment subcommittee occurred on: 5/10/07, 5/17/07, 5/31/07, 6/14/07, 6/21/07, 6/28/07.
2. Outside presenters invited to subcommittee meetings: Tony Winsor from Mass Law Reform Institute updated the committee on CORI and efforts at CORI legislation reform (5/31); the City Manager's Office provided information about the nine-week program applicants (6/14); Anne Beckman from Just A Start YouthBuild and Matt McLaughlin from ROCA presented information about their programs (6/21).
3. The committee reviewed models of area programs and discussed potential design of a Transitional Jobs program in Cambridge.
4. Ellen Semonoff and Cambridge Office of Workforce Development (OWD) staff held several internal meetings to gather more information on the nine-week employee pool and to talk with DPW leadership about the nine-week jobs. Staff compiled occupational data on entry-level jobs in Metro North and also reviewed literature and research on Transitional Jobs programs.

Analysis of the Problem and Potential Solutions

The employment subcommittee agreed that the population to be served includes a wide range of people, all of whom are either disengaged from the world of work (not seeking employment) and/or have significant barriers to finding jobs and to staying employed. The group first focused on eighteen to twenty-six year old residents, but expanded the target population to age thirty-five in recognition that many individuals in this older group are equally disconnected from the labor force. Residents over the age of thirty-five will continue to be served through existing employment services.

Review of Programs

The subcommittee reviewed information on a variety of local employment and training programs that serve adults with barriers to employment to determine the opportunities that currently exist. The programs ranged from intensive, short-term job readiness programs to comprehensive work and education programs with wrap around case management services. The list of programs reviewed included: St. Francis House's Moving Ahead Program; Year Up; STRIVE; Just A Start's Biomedical Careers Training Program; Just A Start's YouthBuild Program; ROCA's Key Project; and Haley House's Bakery Training Program. Information about community college programs, community-based and proprietary school programs, the Cambridge Employment Program and Career Source, a One-Stop Career Center, was also included in the review (please see the chart and summary provided in Appendix I for more detail). In addition, the subcommittee heard presentations from staff from ROCA and Just A Start/YouthBuild. It was clear from this review that the available programs, for a variety of reasons, might not be appropriate for many of the residents in the subcommittee's target population.

Review of Data on Nine-week Program

In order to get a better sense of the profile of the target group, the subcommittee reviewed a summary of information compiled from applications for nine-week positions in the City. While applicants for this program are not the only target group, the subcommittee believed that the skill set of the applicants was representative of the target population. The subcommittee reviewed information gathered from the employment applications of all residents applying for nine-week positions in 2006 and additional information on those hired. The following self-reported information was discussed: years of school, longest job held, highest hourly wage, conviction for criminal offense, and whether or not an applicant had previously held a nine-week position. Age and ethnicity was available only for the 100 individuals hired into nine-week positions in 2006. A summary of data on the nine-week program is provided in Appendix I.

Review of Past Outreach to Nine-Week Applicants

Several years ago, staff from OWD and the Community Learning Center (CLC) worked closely with staff from DPW to schedule orientations for nine-week employees to inform them about available job search and educational services. The one-hour sessions were held on site at DPW at the end of the workday, and employees who attended were paid for the time. A Cambridge Employment Program (CEP) counselor and a staff person from CLC attended the orientation to describe the services. The CEP counselor scheduled follow-up appointments with interested employees to provide individualized assistance. Orientations were held regularly so that all employees had an opportunity to attend.

Unfortunately, attendance at the orientations was low and those who did attend rarely followed up to access services. Ultimately the effort was discontinued due to lack of interest on the part of nine-week employees.

Review of Existing City Employment Services

The Cambridge Employment Program provides services to those who may have barriers to employment, but are more job-ready and able to engage in the job search process with staff support. Although the program has recently revised its intake process, allowing potential clients to get appointments more quickly, the program does not provide the intensive case management that many of the target population require.

Review of Additional Information

Focus Group

In order to gather additional testimony and anecdotal evidence about the challenges and needs of the target population, a focus group was facilitated by Mo Barbosa on July 31st, 2007. Nine men from the community participated in the discussion, sharing information about their work experience, education and the challenges they have faced securing employment. Most of the men had participated in the nine-week program and talked about their involvement with the program. Most of them indicated that they attempt each year to get a nine week job and that they hoped to work permanently for the City. They were also asked to respond to a brief description of the program design described in the Recommendations section of this report.

The men attributed their difficulty getting full-time jobs to a variety of factors including: having a CORI; lack of experience; insufficient education; personal issues; and discouragement. When asked what kind of help they would need to secure employment, they wanted: help preparing a resume; coaching on how to act and present themselves; help setting goals; paid training and access to information about various programs. They expressed a desire to earn between \$9 and \$17 per hour. Most of the men preferred a job working for the City, but understood that the proposed program would include a temporary position with the City, with the goal of securing permanent private sector employment upon completion of the program. The men were positive about working with a case manager and had very specific qualities they thought staff would need to effectively engage them. They were also receptive to the idea of participating in some amount of unpaid employability training in order to secure a temporary job.

Labor Market Data

Labor market data on industries and occupations in both Cambridge and in the MetroNorth region revealed that the local economy is dominated by industries that require high levels of education. There are, however, a variety of lower paying jobs where the educational requirements are less. Labor market data on total industry employment in Cambridge indicates that the sectors with the highest level of employment are Educational Services, Professional and Technical Services, Health Care and Social Assistance, Hospitality and Food Service, and Retail Trade. The majority of entry-level jobs in the Metro North include a range of occupations including: retail sales, housekeeping, office clerks, administrative assistants, waiters and waitresses, customer service representatives, laborers, nursing aides, teacher assistants, food preparation workers, security guards and truck drivers. Most entry-level positions pay between \$8 and \$16 per hour.

Briefing and Discussion about CORI

The Employment Subcommittee invited Tony Winsor to a meeting in which they heard a presentation about CORI. The presentation included information about, and was followed by a discussion of, the current and recent efforts to get CORI reform both at the State level and within the City of Boston. Mr. Winsor identified 3 primary issues with the current CORI system that negatively effect individuals. The first issue was identity entanglement where an individual has information from the criminal record of another person being displayed on his/her CORI. The CORI board is supposed to adopt regulations to help address this issue but they have not yet been adopted. The second issue is that the CORI report may contain information beyond just convictions, such as crimes where the disposition may have been favorable but the listing of the crime influences the employer or landlord who sees the CORI. State legislation is pending that would address this issue better but there is not currently movement on that legislation. The third issue is that people who have been convicted of a crime at some point in the past continue to carry that information unless the record is sealed. So someone whose life turned around 8 or 10 years ago is still affected by the past information about the CORI.

The City of Boston adopted an ordinance which helps address some of these issues by requiring that CORIs be done for a more limited set of positions, that the decision to reject an applicant be made based on the nature of the job, the nature of the crime, the age of the conviction and the relevance of the crime to the position and by requiring that the applicant be notified of a planned adverse decision and be given the opportunity to dispute the accuracy and relevance of the CORI information. The Boston ordinance applies to city employment and to vendors doing business with the City. Cambridge applies similar rules to the use of CORI for city employment.

Research on Job Program Models

Based on the data reviewed thus far, the subcommittee has determined that a program model that provides rapid attachment to employment, an immediate paycheck and intensive case management services would be the most successful at engaging residents and helping them build the basic employability skills they need to get and keep employment. To refine the idea, we reviewed literature on a variety of employment program models.

The Transitional Jobs model seems most appropriate at this time for Cambridge, given the desire to serve a broad range of disengaged residents with multiple barriers to employment and the opportunities for transitional work positions within the city. Ideally, the program would be combined with scholarships for selected graduates to attend education and occupational skills training programs. We are also exploring new requirements for all nine-week applicants to help them connect to appropriate employment services and increase their awareness of ancillary services available to them.

Research on the Transitional Jobs model is neither abundant nor definitive, however studies and articles seem to be in general agreement about (A) *the populations best served by Transitional Jobs programs*, (B) *the design*, and (C) *the outcomes expected and achieved*.

A. *The population served:*

Transitional Jobs programs serve people who have not been able to overcome the employment barriers they face. A Minnesota comparison study identified 30 barriers to employment, and of 578 subjects, the average number of barriers *per person* was 11.5. The following are examples of barriers: criminal record, lack of high school diploma, no work history, chemical dependency, illness, major medical issue, mental illness, lack of transportation, physical disability, domestic violence, ill or incapacitated family member, lack of school age child care, homelessness.

B. *The Design*

Transitional Jobs programs are 3 – 12 months long (time-limited), providing an immediate opportunity to earn a wage for real work. Paid time is from 20 – 35 hours per week. Wages range from \$5.15 to \$8.00/hour.

Skills development and supportive services are provided through intensive on-the-job supervision and development programming during the work day/week. One-on-one case management helps clients address specific barriers; with this continual support, employees can recognize barriers which emerge at the work place, and learn how to address them on the job. In addition, programs provide life skills development, soft skills, and career awareness. Job development services help clients transition out of the temporary subsidized job into unsubsidized work.

Transitional Jobs programs frequently have an orientation process which can range from a few hours to several days. A few have longer orientation periods, up to three weeks. It is widely agreed that long-term follow-up services (18-24 months) are critical to the success of such programs.

C. *Expected Outcomes*

According to the Transitional Jobs website, 50 – 70% of participants who complete these programs attain permanent employment. The 20% difference in possible outcomes is not explained, but undoubtedly depends on such factors as population served, length and design of program, and strength of support services, as well as research design and methods. Two examples illustrate the range of outcomes reported:

- The Roca KEY program, which serves a population with multiple barriers, reports that at the end of Year 1, 29% of the participants were functioning well in unsubsidized jobs outside of Roca.
- A comparison study of TANF recipients from Chicago gives a dramatically different picture, with 71% of the participants in a Transitional Jobs programming finding employment in unsubsidized jobs, as compared to just 49% of a group who received more limited services.

Employment Subcommittee Recommendations

Goal of Recommendations

To increase employability and attachment to the workforce for the target population of disengaged 18-35 year olds.

Objective 1: Provide Transitional Jobs Program

To provide a Transitional Jobs program as outlined below, serving Cambridge residents, 18-35 years of age, with barriers to employment. This will be a pilot program, to be assessed by the percent of participants whose employability skills improve measurably during the program, and the percent who find unsubsidized employment after they complete the program or transfer to additional education or training.

Elements of the proposed program:

- Individual transitional job placements with assistance/training for supervisors.
- Transitional job positions will be in different departments, representing a range of entry level positions.
- 30 – 32 hours of work and 5 – 8 hours of development per week.
- 11 – 14 week program.
- Pay – \$10/hr.
- Opportunity for participants to re-join if they “blow out.”
- 12 participants per session (8 employed/ 4 in pre-work), three sessions per year.
- Pre-work participants attend development activities, work directly with job developer from the beginning, and are in line to replace participants who drop out.
- Mentor component for participants.
- Case management throughout the program will include consistent interaction with worksite supervisor and referral for needed services (health care, counseling, etc.).
- To ensure intensive supervision and case management, the pilot program would operate in tandem with, but not as a replacement for, the nine-week program at this stage.
- CORI checks will be required for participants in the program to inform the job development process, but not as a prerequisite for enrollment/employment.
- Development hours will include soft skills, career awareness, job development and job search, workshops on topics such as health issues and financial literacy, adult basic education, referrals.
- Job development and placement assistance.
- Follow-up support services for 18 – 24 months after participant completes program.
- An employer advisory committee comprised of employers who can provide assistance identifying private sector employment opportunities.

Objective 2: Provide Baseline Services During Application and Orientation

The proposed program should provide baseline services for all nine-week applicants through a short orientation and assessment process that would be required as part of the application process. During this assessment, nine-week applicants would learn about the Transitional Jobs program and other employment, training, and education services available in the city. Some residents, 18 to 35, may enroll in the new program; others in this age range may receive employment assistance from staff of the new program or from a Cambridge Employment Program career counselor and job developer. Approximately one-third of nine week applicants are over thirty-five; those residents who participate in the assessment process will be referred to Cambridge Employment Program staff to receive assistance in looking for permanent employment.

Should the proposed Transitional Jobs program move forward, the anticipated cost would be approximately \$415,000. The budget includes participant wages, case management and job development staff, resources to support additional education and training for some program graduates, and funds for supportive services. This figure assumes a thirteen week program and eighteen to twenty-four months of follow-up services, as well as assessment and employment services to other nine-week applicants.

Chapter 3: Report of the Policing Subcommittee

Objectives

The mission of the Policing Subcommittee was to develop both short and long-term action plans that are designed to improve the overall delivery of police services that lend themselves to enhancing community policing within the city. Moreover, it sought to incorporate into the overall mission of the police department those strategies that are designed to provide for greater levels of prevention and early intervention, to promote greater levels of collaboration, coordination, and cooperation with the community, other city departments, social service providers, and the justice system.

Short-term Policing Strategies/Tactics

In response to the Mayor and City Manager's Neighborhood Safety Task Force and while the task force began to examine and develop overall strategies that are designed to make the city safer, the police department was charged with the responsibility of putting into place short-term tactics designed to stem the level of violence that the city had experienced in prior years. Toward that end, the police department used this opportunity to alter its deployment strategies and experiment with different approaches intended to promote greater community involvement.

- Greater utilization of crime data to forecast seasonal crime patterns and provide for a more methodical approach to the staffing levels and deployment of resources. The Crime Analysis Unit worked directly with the command staff in developing recommended staffing levels that fluctuated by the day of the week and the hour of day. This alignment of police resources provided for a deployment pattern that was designed to offset anticipated crime trends. This data was also utilized in providing the basis for an increase in the amount of directed patrol activity engaged in by the sector and route police units assigned to regular patrol duties.
- In the early spring of this year, the department assigned walking posts in Area IV, Cambridgeport, Inman Square, North Cambridge, and Porter Square for the purpose of addressing crime problems evolving in identified hot spot areas.
- Expansion in the number of officers assigned on bicycles to engage in directed patrol activities within specific sectors of the city (actually tripled the number of officers eligible to work in bicycle assignments). These deployments augmented recommended staffing levels and fell under the direct supervision of the area sergeants.
- Utilization of bicycle officers in a park patrol capacity to specifically provide police presence within those parks that have presented problems in the past. These park patrols were in addition to the bicycle officers assigned to sectors of the city.
- Coupling police deployments to planned events around the city, rather than drawing officers away from patrol assignments as was the normal practice. As part of the weekly deployment plans, officers were specifically assigned to those planned events. This was particularly true

of the sporting events that were taking place within the parks, Columbia Street/Morgan Park, Western Avenue/Hoyt Field, and Rindge Avenue/Rindge Towers/ Jefferson Park.

- Increased interaction with the community with more frequent contracts through the Neighborhood Sergeants' Program.
 - Created email addresses for each of the neighborhoods to ensure residents had a means of communicating with their respective neighborhood sergeants.
 - Assisted various neighborhoods in standing up neighborhood walks and other neighborhood-based initiatives designed to encourage greater resident participation.
 - Neighborhood Sergeants were encouraged to provide bulletins to their respective neighborhoods in alerting residents to emerging crime patterns, providing information relative to crime incidents, and soliciting resident reporting of suspicious activity.
- Experimented with the use of Reverse9-1-1 outbound calling system in notifying the community of various emerging crime patterns.
- Developed as part of the police department's website a neighborhood-specific weekly crime bulletin that identifies criminal activity by neighborhood, and also updates residents on certain crime patterns being monitored.
- Experimented with various responses to post-shooting incidents that are designed to keep the neighborhood better informed and for the police department to be more responsive to a neighborhood's reaction and sense of wellbeing immediately following these incidents.
- The police department significantly increased the systematic evaluation of arrest warrants and used that system in the execution of those warrants.

Policing Subcommittee Recommendations

Modified Policing Deployment Strategies

- Place a greater reliance on the analytics generated by the Crime Analysis Unit to establish recommended staffing levels, directed patrol activities, and supplemental police deployments, such as, bike patrols, surveillance units, and other special assignments.
- Provide for greater clarification of roles and responsibilities for the supervisory and command levels of the police department in an effort to provide for direct supervisory interventions, collaboration and coordination between shifts, and greater levels of authority and accountability at the line level.
- Provide for greater clarification of the role expectation for officers who are performing both walking and bike assignments.

- Develop an internal electronic capability that will greatly enhance how information is shared and exchanged between shifts and operational units within the department. This electronic tool will be used to provide information to officers based upon shift and sector assignments. It will be the basis on how information is routinely updated and enriched. It will also provide for the mechanism to be utilized in how supervisor will communicate with one another with respect to directed patrol activities and the sharing of intelligence.
- Given the successes experienced with the increase presence of officers on bicycles supplementing patrol assignments, it is the intent of the department to broaden the application of this approach during the course of the winter months for a greater presence over the next spring, summer, and fall months.
- Completely revamp the Neighborhood Sergeants' Program to accomplish the following objectives:
 - Increase the frequency of meetings with neighborhoods down to the lowest possible denominator.
 - Provide for greater autonomy for the neighborhood sergeants to provide for greater collaboration with the various neighborhood groups.
 - Formalize the format of neighborhood meetings to bring clarity in terms of meeting structure, sharing of information, and productive dialogue.
 - Tie the neighborhood presentations to the community information that is being posted on the police department's website.
 - Continue to explore ways of utilizing technology to provide ongoing communications with various neighborhood groups both in the form of informational bulletins and community crime alerts.
 - Provide for a formalized method of how sergeants share information from neighborhood meetings with other supervisors, other internal units, and outside agencies in responding to neighborhood concerns and issues.

Youth/Family Community-based Diversionary Strategies

During the course of this past summer, the police department has been engaged in a number of conversations between Department of Human Services, School Department, Cambridge Health Alliance, District Attorney's Office, and other subject matter experts in devising an effective means of preventing delinquent behaviors and providing for early detection and interventions strategies for juveniles engaging in risky behaviors. Toward that end, the following initiatives will be implemented over the six to nine-month period:

- Creation of a multi-disciplinary advisory group who will be meeting regularly to share information relative to current trends, juvenile cases considered eligible for early intervention

diversionary programs, assessment of juvenile cases in terms of developing a comprehensive and coordinated response, and shape the direction and shape of the community-based diversionary program. As part of the short-term plan, the committee discussed an advisory group in terms of working with youth over the course of the summer. The composition of this advisory group would expand and contract in terms the additional summer programs being offered to assist youth.

- Establishment of a Youth/Family Services Unit within the Cambridge Police Department. This unit will be staffed by officers who are specially trained in working with the youth of the community, liaison with the School Department and Community Youth Centers.
- The School Resource Officer program will be expanded to have greater representation within the schools and to take on additional responsibilities associated with working more closely with youth and families who may be experiencing problems. The role and responsibilities of these officers is to work with those youth who may have engaged in minor offenses or risky behaviors in an effort to divert them away from the Juvenile Justice System. The SRO's will be actively involved in after school programs and outside activities so as to be provide a positive connection with the youthful population of the city.
- The department will be reintroducing the concept of Juvenile Detectives. These specially trained investigators will be working closely with the Juvenile Justice Courts, District Attorney's Office, Juvenile Probation, Department of Social Services, and Department of Youth Services for those juveniles may be referred into the system.
- Work closely with the Clerk Magistrate and the District Attorney's Office to create alternative paths for juveniles who may be referred into the Juvenile Justice System.
- Provide for a means of effectively monitoring and working with juveniles and families who may be in need of community services.
- Work with collaborative partners in developing a network of effective services for youth and families who may be in need of supportive services.
- The Youth/Family Services Unit will also serve as an internal resource to the other officers of the police department so as to provide a certain degree of continuity and consistency (predictability) in the delivery of services.

Alternative Programming for Adults in Need of Services

Unfortunately, the criminal justice system does not have the same degree of flexibility as afforded to juveniles. Once an individual reaches the age of majority (17 years of age and older), adults engaging in relatively minor offenses or who would be considered first-time offenders may not have the same advantages of alternative programming. Recognizing that age alone does not constitute the level of sophistication that one might expect of an adult, the police department intends on creating alternative pathways, albeit much more restrictive.

- Recognizing there are folks who live in the city that are experiencing difficulties that do not have a criminal nexus, the department will be exploring ways to broaden its approach in addressing those needs in a more systematic way.
- The department will be training a group of officers who will be equipped to deal with adults who may be in need of services outside of the criminal justice system. These officers will work closely with individuals where it may be determined that court referral may not necessarily be the appropriate response.
- In cases where individuals may be referred to court for the purpose of seeking alternative treatment and provide some parameters with respect to future behaviors, these officers will be working closely with the District Attorney's Office, Probation, and the Clerk Magistrates in seeking alternative resolutions as deemed appropriate.
- Officers assigned to this unit will be working in close collaboration with other social service providers, adult protection agencies, housing authorities, faith-based organizations, and other NGO's in finding alternative services for adults in need of such services.
- Officers assigned to this unit will work with those individuals who may find it difficult to live independently and serve as social service brokers in making appropriate referrals.
- Assessment of the feasibility of augmenting other resources to work in conjunction with the multi-disciplinary team.

Recruitment of Cambridge Residents

- In the interests of attracting more Cambridge residents into the policing profession, the police department will continue to re-evaluate and expand upon how it encourages young adults from the community in seeking positions within the police department.
- The police department will continue to work closely with the City's administration is assessing the feasibility of re-introducing the Police Cadet Program. In prior years when the program was in place, it proved to be a viable means of introducing young adults to policing. It often served as the entry point for many of the officers who now serve in the police department.
- By having an increased presence within the schools, it is the intent of the police department to encourage the youth in seeking policing as a potential career pathway.

Chapter 4: Report of the Community Response Subcommittee

Objectives

The Community Response Subcommittee sought to evaluate and assess the City's response to crime as viewed by neighborhood residents and businesses in order to form recommendations for the Cambridge Task Force On Neighborhood Safety so that CPD, DPW, CHA, CPS, neighborhood groups, business associations and ordinary citizens can develop strategies to achieve the goal of building community relationships that will help establish and maintain community behavioral norms, facilitate better communication between all members of a community(s) and decrease crime. An underlying assumption is that Cambridge is a place that can, does, and should value the differences between people, groups and cultures.

Expectations

That the Community Response Task Force would evaluate overall concerns about crime and related social issues in Cambridge, develop a series of suggestions for future action, provide a list of possible resources and set out a blue print for addressing the larger issues of building cohesive neighborhoods and developing more effective and interactive crime response actions. The expectation was that this report would be the first step in what would be an ongoing review of existing and potential programs, both in Cambridge and elsewhere. Given the complexity of these issues, this report is not expected to be a detailed template for what the City should do for the indefinite future to address Community Response issues, but instead is intended to be the *start* of an ongoing discussion.

Analysis Of The Problem

The Community Response Task Force examined a range of information, including:

- Ground rules for neighborhood meetings
- Cambridge/Somerville Resource Guide
- Somerville's Trauma Response Network
- Cambridge E-Line
- Current Police Outreach efforts
- Potential Mentoring programs and models
- List of organizations providing neighborhood building assistance
- List of organizations providing facilitation training
- Sample on-line public reporting form from Jacksonville, FL
- Webpages from Boston's crime watch program
- Cambridge Health Alliance's trauma response programs

The Community Response Task Force identified and discussed four major problem areas:

Problem #1: Crisis Response

Background: There is a need to inform the public in a timely and standardized manner about occurrences of crime, especially violent crimes. Uniform standards of practice should be established so that the public knows what communications to expect or how to obtain information about such crimes.

Problem #1 Research

We had an open public meeting where members of the public could come and address what we considered to be the core issues of our Committee. We also talked individually to people in Cambridge to discuss their concerns about crime and public safety. We also conducted on-line research about what other communities such as Jacksonville, FL and Boston, MA are doing in terms of what might be considered aspects of community response. We invited a variety of City staff to one meeting to discuss various overlapping issues, with the realization that any successful approach must be holistic and team-oriented. Other than the 4th of July, we have met every week that there has not been a larger committee meeting

Problem #1 Conclusions

1. The public needs to be able to/has the responsibility to communicate with CPD, just as CPD must communicate with the public.
2. A review of Crime Watch-type efforts, especially in Boston, MA, indicated that they were only successful if narrowly focused on a specific task. Crime watches are run by community members. CPD is willing to collaborate with residents and businesses to develop and support crime watches. Historically, public safety attempts have faltered over time, with neighborhood crime watches losing broad public involvement in quick order. One of the many vehicles for communication include neighborhood watch checklists, such as the Area 4 Watch Checklist presented in Appendix J.
3. There seems to be an overemphasis on youth being a cause of crime. Data shows that it is much more young adults, between 19 and 26, that are the cause of most crimes.
4. Any response must be holistic across City agencies, non-profits, neighborhood groups, etc.
5. Communication from CPD to the general public could use more consistency, some sort of template about how to respond to what sort of event and with whom communication should take place.

6. Post-crisis trauma responses, especially for CPD, are important to have planned in advance so CPD isn't trying to figure out what to do with 40 angry or grieving people "hanging out" after something happened. These responses could include relevant members of the clergy and specialized grief counselors from the Cambridge Health Alliance or other similar organizations.
7. Having a large, representative number of trained neighborhood facilitators will help ensure crime-related meetings are productive.
8. Somerville has trained hundreds of people in trauma response.
9. North Cambridge's post-Dudley Street shooting meeting is an excellent example of a well-done post event meeting.
10. CPD used to have a "safe parks initiative" with a more consistent police presence in our parks. It was a summer program that was more intensive than a park and walk. In the first year the program operated, there was not one violent crime in any public park. Now CPD concentrates on a few hotspot parks with Community Relations staff and bike patrols working them Wednesday through Saturday nights.
11. Crime has a variety of causes, not least among which are mental health and substance abuse/addiction issues. In Cambridge, the homeless population is often considered to be problematic from a crime standpoint, but the reality is that this population is responsible for little overall crime, and most of that crime is kept within the homeless population itself.

Problem #2: Community Building

Cambridge is a City that is constantly in transition. Many people move to Cambridge, stay a few years and move out of town without ever knowing who their neighbors are. Long-term residents similarly often don't know these transient neighbors or even other, less-transient neighbors. Overall, there seems to be a desire by many people to build "community," but building community is a difficult job and few successful models exist that don't involve a response to some specific threat. To the extent that people do know their neighbors, the feeling is that the community will become less tolerant to generally understood inappropriate behavior, residents will better communicate with each other, and the Police, their thoughts about crime and so forth.

Problem #2 Research:

We had an open public meeting where members of the public could come and address what we considered to be the core issues of our Committee. We also talked individually to people in Cambridge to discuss their concerns about crime and public safety. We also conducted on-line research about what other communities such as Jacksonville, FL and Boston, MA are doing in terms of what might be considered aspects of community response. We invited a variety of City staff to one meeting to discuss various overlapping issues, with the realization that any

successful approach must be holistic and team-oriented. Other than the 4th of July, we have met every week that there has not been a larger committee meeting

Problem #2 Conclusions:

1. There are a variety of ways people communicated and build community. These methods include:
 - Blogging
 - Websites
 - Email lists
 - Phone trees
 - Fliers
 - Bulletin boards
2. It is important for the community, to include its residents and businesses, accept responsibility for creating a culture of safety. Behavior outside acceptable and articulated norms should not be accepted by anyone.
3. A discussion of Community Response issues can't be complete without an honest discussion about race.
4. It is important not to stigmatize subgroups.
5. Having a large, representative number of trained neighborhood facilitators will help ensure crime-related, and other local, meetings are productive.
6. Cambridge is about the differences between us, but feeling safe means being able to accept those differences.
7. Parks are wonderful things, but they can be tension-causing as well, depending on who is doing what in them and at what time, and who is observing what is going on in them.
8. Not all parks are problematic, but some seem to be more so than others.
9. Many meetings and issues are generated or driven by negativity, such as mobilizing against a development proposal or gathering to talk about a shooting.

Problem #3: City Action

Cambridge has a vast amount of resources, both within the City and the larger community. These resources, whether it be parks maintenance, literacy efforts or community watches, need to be better coordinated among agencies and the general public so that all actions are viewed as taking place in the context of a larger, holistic team effort.

Problem #3 Research:

We had an open public meeting where members of the public could come and address what we considered to be the core issues of our Committee. We also talked individually to people in Cambridge to discuss their concerns about crime and public safety. We also conducted on-line research about what other communities such as Jacksonville, FL and Boston, MA are doing in terms of what might be considered aspects of community response. We invited a variety of City staff to one meeting to discuss various overlapping issues, with the realization that any successful approach must be holistic and team-oriented. Other than the 4th of July, we have met every week that there has not been a larger committee Task Force meeting.

Problem #3 Conclusions:

1. City agencies do a lot of work on public safety/quality of life issues, but frequently it seems that one agency doesn't know what another agency, or non-profit, is doing and how they might effectively work together on issues.
2. Some organizations, such as United Way, already do mentoring in some form. The dilemma is that mentoring programs are labor intensive and that volunteers are not always reliable.
3. Figuring out who does what in the City and how to get things done might be easier with geographically-based community resource staff.

Problem #4: Youth

By and large, people have expressed a lot of concern about “gangs” of “kids” “hanging out” at local parks and so forth. Sometimes these kids may in fact be kids and may, in fact, be behaving in a problematic way, but that is not always the case. Often kids simply want someplace to be by themselves, and in a dense City like Cambridge, remote space can be impossible to find. Sometimes, though, youth behavior is not contextually appropriate and could be reasonably interpreted as threatening or unpleasant.

Problem #4 Research:

We had an open public meeting where members of the public could come and address what we considered to be the core issues of our Committee. We also talked individually to people in Cambridge to discuss their concerns about crime and public safety. We also conducted on-line research about what other communities such as Jacksonville, FL and Boston, MA are doing in terms of what might be considered aspects of community response. We invited a variety of City staff to one meeting to discuss various overlapping issues, with the realization that any successful approach must be holistic and team-oriented. Other than the 4th of July, we have met every week that there has not been a larger committee meeting. The City also convened a youth forum for roughly 150 MYSEP youth to discuss issues of public safety.

Problem #4 Conclusions:

1. There seems to be an overemphasis on youth being a cause of crime. Data shows that it is much more young adults, between 19 and 26, that are a cause of most crimes
2. Communications with youth and about youth are problematic across all segments of our communities and CPD.
3. A lot of anxiety about youth seems to center both on African-American youth and on youth that a person does not know, regardless of what those youths are actually doing.
4. In today's Cambridge, many people are too worried to ask noisy youth directly to move away, so they go to CPD first to pass that message on.
5. Diversion programs, including assessment and plugging youth into appropriate service providers, can be an effective way to steer problematic youth out of trouble before they get stuck in the youth justice system. This type of work is also called "shortstopping." There is often a list, formal or informal, of behavior that the Police would consider appropriate for a shortstopped response. Cambridge is currently trying to develop a more dynamic, multi-faceted diversion program, involving courts, probation officers and so forth. Youth centers may also be a more integral part of this effort.
6. CPD does "City Links" where, twice a week, officers link up with kids from other countries.
7. From after-school clubs to sports to jobs, there are lots of youth-oriented resources in Cambridge if youth choose to take advantage of them.
8. 160 CPD officers went through Suffolk University's juvenile justice youth training to better understand and communicate with youth in Cambridge.
9. Some youth need to better understand the impressions they have on people when they behave in ways that are not accepted by the general population, such as shouting obscenities or being noisy late at night.
10. The youth produced "Me of We" would be a wonderful tool for people to use as a resource to learn more about how youth, and others, view themselves and their places in life.
11. Cambridge's "gangs" are more oriented along neighborhood lines, though they seem to be focused more on specific developments in those neighborhoods than the overall neighborhood itself. Because there are lots of reasons youth hook up and lots of variations in how they meet, that youth associate themselves with a

certain development does not necessarily mean that they live there, they may just find it a convenient place to hang out or they may have friends there, etc. In the past, this sort of rivalry seemed to be more between certain parks and sports.

12. CPD has a branch of school resource officers, providing a consistent presence in the schools, especially in CRLS.

Recommendations and Resource Requirements

Problem #1 Recommendations: Crisis Response

1. The CPD should have a standard process, to be implemented with neighborhood groups if possible, to have public meetings 48-72 hours after a major incident such as a rape or a shooting. This standard plan would include:
 - potential mediators/facilitators
 - possible meeting locations and contacts throughout the City
 - neighborhood contacts
 - experts on mental health to be on-call as appropriate if the situation involves crime in which mental health might be a factor
 - standard rules for meeting conduct and so forth
 - Contacts for childcare and appropriate food
2. The Community Response Subcommittee recommended that the City, “especially CPD but perhaps the Cambridge Health Alliance and DHSP staff,” needed to develop a program to address ‘after event’ issues where grieving or angry people can come to terms with an event before things get more problematic. This may include having ready access to professional counselors to help people grieve or display anger in an acceptable fashion, training CPD staff to understand and react to emotions in a different fashion, etc. The Task Force recognized that the CPD and CHA have longstanding plans in place (e.g., see a brochure describing the Cambridge Health Alliance Crisis Response Team), but agreed with the subcommittee that the City can always work to refine the response systems and to foster greater coordination and communication among them.
3. The City should develop a core group of trained volunteer facilitators (both adults and youths) and, possibly, translators, representative of the City’s various communities, who would be available as needed to facilitate crime-related meetings (a list of organizations providing training for group facilitators is presented in Appendix L). This will require identifying the type of individuals desired, providing training for them and maintaining a database of their contact information.
4. Meetings may need to have appropriate food and childcare, along with facilitators and translators, if targeted members of the community are going to show up.

5. The time and day and location of meetings may have to be shifted, or meetings may have to be repeated, in order to make it possible for some members of the community to attend.

Resources

- Money to pay for mediation training
- Staff time to develop CPD's standard plan
- Account to pay for childcare and appropriate food as needed

Problem #2 Recommendations: Community Building

1. The City, non-governmental organizations, and individual community members should work on teaching residents how to engage, understand, communicate with and accept people who are not like them in age, sex, race, class or any other manner. This will require regular forums with trained facilitators to help people discuss and understand these issues.
2. The City should develop a "Community Building Box" with ideas on how to help residents build community, ranging from ideas on how to host a block party to how to have neighborhood preparedness events and how to develop and maintain phone or email trees or local crime watches. A major point behind this "Box" would be to underscore the basic fact that residents are crucial to making their neighborhoods safe, and the police and other City agencies are there to help. "Collective efficacy" shows that community building does not have to be always "anti" something or "rabble rousing." If done properly it can be very proactive and healthy in all areas. Consistency and efficiency of 'get-togethers' of any sort are important, and many events should result in an action item(s), a filled out survey or some other item that indicates that the event was not simply a one shot deal. Given Cambridge's varied neighborhoods and communities, it is important that this "Box" not simply push building a one-size-fits-all 'vanilla' community. This would require staff time to develop and produce, but after that it would require very little upkeep.
3. The City should develop a core group of trained volunteer facilitators and, possibly, translators, representative of the City's various communities, to facilitate neighborhood meetings as neighborhood groups or City staff think appropriate. This will require identifying the type of individuals desired, providing training for them and maintaining a database of their contact information. It would also involve informing neighborhood leaders and City staff about the availability of these facilitators to help at potentially controversial meetings.
4. Possible "ice breakers" for communities include:
 - i. Events in parks
 - ii. Public planting efforts of flowers
 - iii. Formalized off-leash programs (dog parks/shared space)

- iv. Block parties, which CPD mini-grants can help
 - v. Visible skate parks/plazas
 - vi. Neighborhood bulletin boards
5. The City should focus its enforcement/norm-building efforts on parks that are known to be problematic.
 6. Prominently displayed “rules” in parks may help people understand and self-enforce norms such as no obscenities, etc. These rules could be printed up and stationed by city staff.

Resources:

- Money for mediation training
- Money for mediated meetings and trainings on how residents can engage in communication about race, class, etc.
- Food and childcare as appropriate
- Staff time to develop “Community Building Box”

Problem #3 Recommendations: City Action

1. The City, to include other agencies besides CPD, needs to develop a more effective, more comprehensive communication system. This could include everything from targeted use of Reverse-911 and fliers to regular press conferences and a larger presence on CCTV. The City should ‘map’ available resources to illustrate who is doing what sort of work, where. This map would help people coordinate their efforts as appropriate.
2. The City should develop a multi-agency support services team, with the objective of improving agency and community coordination throughout the City. This team should function as a collaborative of government and community partners. As a team, this coordinated government ensemble will work with community partners that are knowledgeable and representative of the neighborhoods where they are established. The City should build on existing strengths, seeking to use existing, indigenous resources available at the neighborhood level such as the Margaret Fuller House or the Gately Shelter rather than building new bureaucracies or infrastructure.
3. Individuals who are communicating with the Police or other City agencies on sensitive issues need to be 100% certain that their confidentiality or anonymity requests will be honored to the extent possible, realizing that some agencies or people, such as CPD staff, are often under legal obligation to act on certain types of information.
4. The City should pursue the development of a 311 system to allow residents to directly request the City address local maintenance and repair issues. In essence, this would be making the current Cambridge Request System (CRS) available for the general public, not just City employees.

Resources:

- Developing a 311 system may require considerable staff and contractor time
- Geographic neighborhood community staff may be expensive
- Staff time would be required for agencies to develop communication items and to determine what sort of communication is needed when, but no additional infrastructure should be required

Problem #4 Recommendations: Youth

1. Youth should be viewed as assets to a community, not as community deficits. Education about community youth development, a pro-youth message campaign and other programs that could be done by existing staff for little money might help integrate our youth better into the overall community. Use a variety of tools, such as “The Me of We,” to help facilitate this education campaign.
2. CPD should develop specialists to handle youth issues (this is already underway).
3. CPD should continue to develop ‘shortstopping’ diversion programs.
4. Cambridge needs to continue to have a full spectrum of youth programs available. Current youth programs need to be revitalized to attract more youth. Some programs may need to be extended to give youth more late night options. Later night closures may require more staff to supervise youth as they head home.
5. Effective mentoring programs could help teach youth how to adjust their behavior to the circumstances and how to maximize available resources.

Resources:

- CPD will have to spend \$ and staff time to train officers in diversion programs and youth work
- Diversion programs themselves may require additional staffing
- City staff or contractors would be required to help facilitate education about youth issues
- Expanded youth programs and hours will increase staffing costs

Additional Recommendations

Future Meetings

The City should continue to have discussions and forums about community response issues for the indefinite future. This would require a semi-regular meeting of interested, perhaps appointed, people to get together and review on-going issues and possible new theories to be tried. These collaborative meetings would help City agencies, non-profits and community leaders get a better idea of what other agencies, non-profits and community leaders were working on similar issues

On-going Evaluation

An ongoing evaluation should be conducted for all of the Task Force work and associated meetings and events, such as the Night Out Against Crime or the CPD/Youth flag football game or even neighborhood block parties. Given Cambridge's low crime rates and the general public's overall feeling of being safe from crime, it is not clear how we will quantify success. It is important to get concrete information on what impact our efforts are having both on reality (level of crime, which is already fairly low) and perception. It is important not to jump into the evaluation process until we know what the goal of the evaluation is and what our best tools will be.

- On-going school climate survey will help indicate what our CPS youth think about crime-related issues. This survey may be altered to better gather relevant information.
- The City-wide satisfaction survey could include some specific questions about public safety and response issues.
- A new survey program could be developed, possibly targeting the same people over time, to focus specifically on public safety related issues.
- Questionnaires and surveys could be distributed at every crime-related public meeting and other meetings of a neighborhood nature. They would be collected at the end of the meeting and their results catalogued and periodically analyzed.

Chapter 5: Discussion

The policy order set forth a highly ambitious agenda, asking the Task Force to research and analyze factors contributing to compromising public safety, and to propose effective and feasible solutions. Crime and delinquency are pervasive, persistent problems whose causes are many. Crime and delinquency are driven in part by macro-level forces over which individuals and organizations have little control, such as broad economic and demographic trends. They are also a function of more localized factors such as dynamics in schools and families, and individual traits such as temperament and mental health issues. When searching for solutions to crime, nearly any social, economic, demographic, or psychological factor is worthy of attention, and solutions are notoriously elusive and are often too costly to be feasible.

The Task Force accepted the challenges of analyzing public safety issues and proposing realistic and promising solutions. The Task Force members individually and collectively put forth great effort in pursuit of the goals of the City Council. The fact that the Task Force produced what is described in this report is a testament to their commitment to the community. Although many (but not all) of the recommendations of the task force would require significant resources to implement, the task force itself operated with no budget. The level volunteer effort contributed to the task force was remarkable; many task force members, particularly the subcommittee co-chairs, each devoted dozens of hours of their own time between April and October of 2007. The monthly meetings were attended by between 20 and 50 Task Force members and other from the community, and the participation in the subcommittees was exemplary. In addition to the Task Force Members, over 250 residents of Cambridge attended a variety of meetings to provide public input.

Substantial progress was made on all of the Policy Order directives (achievement of specific Policy Order goals is discussed below). A distinguished, experienced, and committed group of approximately 50 people comprised the Task Force, and represented each of the segments of the community called for in the policy order. A substantial fact-finding effort was undertaken and a great deal of research findings are provided in this report that should serve the City well in the present and future pursuit of improved public safety. A broad cross-section of the public and a variety of experts and practitioners weighed in on the subject, and many thoughtful, feasible, and practical solutions have been proposed.

This is not to say that the product of the Task Force's work is perfect, nor that Cambridge is on the cusp of eliminating problems that have stymied communities for centuries. If we allow ourselves an attempt at objective self-assessment, we would have to conclude that more progress was made in certain areas than in others. There are gaps in this report, and it is clear that work remains to be done. But before discussing these gaps, it is important to emphasize that this report is not the end of the process of analyzing public safety issues in Cambridge and searching for solutions. It is hoped that this is the beginning of a period of working more productively and collaborative toward a safer community. One of the many benefits of the Task Force was strengthening or establishing relationships among law enforcement, public health, social services, and community organizations and individual residents.

It is expected that the task force members and the organizations they represent will continue to work together and continue a productive dialogue. In fact, this is necessary: public safety is a moving target, and what was not problematic today might be so tomorrow. The conditions that make responses effective today may change and render these strategies ineffective in the future. Thus, it is critical that all segments of government and the community continue to work collaboratively. It is quite possible that when looking back on the Cambridge Neighborhood Safety Task Force, the most important long-term contribution may not be any specific strategy or program, but the establishment of productive, collaborative relationships.

As one would expect when tackling great challenges, in a limited time frame, with few resources, there are a few pieces of unfinished business in the midst of the overall success of the Task Force. For example, the Task Force paid little direct attention to the role of drugs in youth violence, other crime, and neighborhood quality of life. There is a large body of research on the direct links between drugs and crimes¹. The vast majority of crimes are committed by individuals either under the direct influence of drugs, or are crimes that are more indirectly related to drugs, such as cases where violence erupts in “turf wars” over drug dealing territories, or property crimes that occur to support addictions.² Substance abuse is also pervasive as a more indirect cause of crime, for example, drug abuse can interfere with education and job performance; difficulties in maintaining adequate legitimate income increases the risk of involvement in crime; and domestic violence and child abuse can be driven by the stress of family poverty caused by parents’ addictions.³ None of the recommendations of the task force specifically targeted drugs. Similarly, while the Task Force Focused on dealing with the aftermath of shootings events and on general prevention of violent crime, none of the recommendations directly addressed the availability of unregistered and illegal firearms.

The Task Force was populated with experts from criminal justice, public health, and social services who are acutely aware of the role of drugs in delinquency and crime. Expertise and awareness of the problem were not the issues. Instead, the gaps are the result of the need to focus on a subset of issues that could be feasibly addressed in a short timeframe. With a directive as broad as ‘analyze and improve public safety,’ not everything could be addressed in a matter of months with few resources. The task force had to prioritize the issues it pursued and pick its battles, and solutions to problems caused by drugs and weapons were not strongly pursued. However, they are obvious subjects when considering “next steps” that the City can pursue in the future.

Another area in which work remains is improving community responses and collaboration with public services. In the report, many of the recommendations are at the conceptual level rather than the specific programmatic or operational level. Remaining to be done is the work required to turn an idea such as ‘increase acceptance of diversity’ into specific programs or activities.

¹ Nurco, D.N., Kinlock, T.W., & Hanlon, T.E. (2004). The drugs-crime connection. Pp. 346-360 in Inciardi, J.A., and McElrath, K. (Eds.) *The American Drug Scene, An Anthology, 4th Edition*. Los Angeles: Roxbury.

² Curtis, R. (1998). The improbable transformation of inner-city neighborhoods: crime, violence, drugs, and youth in the 1990s. *Journal of Criminal Law and Criminology*, 88, 1233-1276.

³ Goldstein, P.J. (2004). The drugs/violence nexus: A tripartite conceptual framework. Pp. 384-394 in Inciardi, J.A., and McElrath, K. (Eds.) *The American Drug Scene, An Anthology, 4th Edition*. Los Angeles: Roxbury.

Also, community-driven initiatives and strategies are underrepresented, and the role of the city is perhaps over-emphasized. While it is implicit that most of the community response recommendations are dependent upon the community as a full partner, many of the recommendations feature the role of City government as the initiator of the response. This is not to say that the community response subcommittee has neglected or undervalues the role of the community. In fact, one of the key recommendations - the “community building box idea” - places the city in the role of facilitator, that offers a structure and suggestions but relies upon the community to provide the content and the energy to engage in community building. However, many of the other recommendations place the initiative firmly in the hands of city government: e.g., hiring crisis facilitators, establishing reverse 911 and 311 systems, CPD CHA, and DHSP involvement in leading crisis response; training of volunteers; city developing multi-agency services teams. While all of these are worthy ideas and have the full support of the Task Force, it is apparent that there are more community-driven strategies that could be featured in Cambridge’s plans to improve public safety.

Finally, one of the important next steps the City can take to implement recommendations of the Task Force is to secure external funding for those whose costs cannot be absorbed within existing budgets. Many of the task force recommendations can be implemented soon, and the activities of public agencies can be supported within current operating budgets. Other initiatives may require additional resources, and for long-term plans the Task Force recommends seeking external funding from sources such as: (a) Byrne/JAG grants and Project Safe Neighborhoods from the *Bureau of Justice Assistance*; (b) Community Development grants from the *Office of Community Oriented Policing*; (c) guidance on funding crime prevention efforts from the *National Crime Prevention Council*; (d) *U.S. Department of Education* Mentoring Grants; (e) *James Irvine Foundation* Workforce Development Grants; (f) Weed & Seed grants from the *U.S. Department of Justice*; and (g) grants addressing juvenile and adult offender treatment and reintegration from foundations such as the *JEHT Foundation* and the *Gardiner Howland Shaw Foundation*. More details about these funding source are provided in Appendix M.

Task Force Pursuit of the Goals Stated in the City Council Policy Order

The policy order listed six goals for the task force. Other sections of this report provide details about the analysis of each problem and recommendations for responding to them, but a brief summary of the task force activity and compliance with the policy order is provided here. The six policy order goals are listed in bold, followed by a brief review of the Task Force efforts relative to each goal.

1. Address issues of jobless young people in their twenties.

One of the many ways the task force pursued this goals was to establish the Employment Subcommittee analyze and develop effective responses to employment issues affecting youth and young adults.

2. Analysis of causes and effects of violent crimes in Cambridge.

The full Task Force and each of the subcommittees pursued some aspect of this broad goal in each of their activities. For a city the size of Cambridge, the CPD has one of the largest and best crime analysis units in the United States. This unit provided the Policing Subcommittee, as well as the larger Task Force, with invaluable statistical information and trend analyses that were used to form recommendations for responding to crime and safety issues. For example, the Community Response subcommittee noted that there seems to be an overemphasis on youth causing crime; data shows that it is much more crime committed by young adults between the ages of 19 and 26. Based on analysis of crime in Cambridge and elsewhere in the Nation, the Task Force expanded the operational definition of “youth violence” to include that committed by people up to 35 years of age. The Task Force also gathering anecdotal accounts and resident insights about violent crime in Cambridge via the Youth Forum, Public Forum, and the MYSEP Counselors Meeting.

3. Plan for peaceful summers including proposing park and youth center activities and police coverage for next summer (i.e., summer of 2007)

The CPD produced a short-term plan for addressing youth violence that was successfully implemented in the summer of 2007, and the Task Force recommends that the plan be refined and implemented in future summers. The plan involved altering deployment strategies and experimenting with different approaches for increasing community involvement, including:

- Formed a Summer Safety Task Force to focus on cyclic crime problems that are more prominent during summers.
- Improving police coverage at sporting events, particularly those taking place within the parks such as Columbia Street/Morgan Park, Western Avenue/Hoyt Field, and Rindge Avenue/Rindge Towers/ Jefferson Park.
- Increased police presence (particularly of bicycle police officers and walking posts) within parks that have presented problems in the past.
- Worked collaboratively with the Department of Human Services, School Department, Cambridge Health Alliance, District Attorney’s Office, and others to devise effective means of preventing delinquent behaviors and providing for early detection and interventions strategies for at-risk juveniles.
- In the early spring, the department assigned walking posts in Area IV, Cambridgeport, Inman Square, North Cambridge, and Porter Square for the purpose of addressing crime problems evolving in identified hot spot areas.

4. Analyze the impact of CORI law and regulations.

Since the main impact of having a criminal history is on employment, the Employment Subcommittee assumed the task of determining the effect of CORI laws and regulations. As part of their analysis of youth and younger adult employment issues, the subcommittee invited Tony Winsor from Mass Law Reform Institute to brief them on CORI and efforts at CORI legislation reform. A focus group of at-risk men attributed their difficulty getting full-time jobs in part to having a criminal record. The

subcommittee took this and other information about the impact of CORI on employment, and the links between unemployment and crime and delinquency, and integrated it into their recommendations for a job program. They determined that the best way to help young people overcome criminal records in the job market was to provide an option where employment skills and a track record maintaining employment could be developed.

5. Improve police and community relations and communications.

The entire Task Force addressed these issues in numerous ways, as it was recognized from the beginning that all of the initiatives depend upon communication and collaboration. Specific illustrations of the Task Force's attention to police/community relations are seen in the following recommendations:

- CPD establishing a Summer Safety Task Force designed to provide ongoing assessment of youth/police relationships and clarification of City's policing policies.
- CPD working collaboratively with surrounding communities to improve the exchange of information and performance of routine area checks.
- CPD upgrading information technology improve the flow and exchange of information between police and the community, and between Cambridge and surrounding communities.
- CPD experimenting with different approaches to improving crisis response and communication following shooting incidents.
- CPD Establishing a Youth/Family Services Unit
- CPD expanding and enhancing the School Resource Officer program.
- CPD Working collaboratively with other agencies and organizations to effectively monitor and intervene with juveniles and families in need of community services.
- The community response subcommittee recommendations featured community building, improvements to the city's communication technology, and expanding youth programs.

6. Analysis of impact of older young people in our community on young teens.

In pursuing the Policy Order's objectives, the Task Force attended to the role of "older young people," rather than adhere to legal cutoff-point of 18 years of age to define youth. This matter was pursued by the entire Task Force in various ways. The Employment and the Community Response subcommittees each independently expanded the working definition of "youth," for the purposes of the task force, up to age 35. The Community Response subcommittee emphasized that there is too much emphasis on the role of true minors, and that most crime is committed by legally defined adults.

Appendix A

City Council Policy Order

O-1
IN CITY COUNCIL

August 2, 2006

COUNCILLOR SIMMONS
COUNCILLOR SULLIVAN
COUNCILLOR DAVIS

ORDERED: That the City Manager and Mayor be requested to convene a special task force on neighborhood safety; and be it further

ORDERED: That the task force include members from, but not limited to:

Police and Crime Prevention Organizations;
Business Community;
Churches and community-based organizations;
Cambridge Health Alliance;
School Department;
Youth;
Court Representatives; and
Educational Institutions.

and be it further

ORDERED: That the goals for the task force include:

Analysis of causes and effects of violent crimes in Cambridge;

Plan for peaceful summers including proposing park and youth center activities and police coverage for next summer;

Address issues of jobless young people in their twenties;

Analyze the impact of CORI law and regulations;

Improve police and community relations and communications;

Analysis of impact of older young people in our community on young teens.

In City Council August 2, 2006
Adopted by the affirmative vote of eight members.
Attest:- Margaret Drury, City Clerk

A true copy;

ATTEST:- Margaret Drury, City Clerk

CITY COUNCIL

Policy Order Resolution

O-14
IN CITY COUNCIL

November 20, 2006

COUNCILLOR MURPHY
COUNCILLOR DAVIS
COUNCILLOR DECKER
COUNCILLOR GALLUCCIO
COUNCILLOR KELLEY
MAYOR REEVES
COUNCILLOR SIMMONS
COUNCILLOR SULLIVAN
VICE MAYOR TOOMEY

ORDERED: That the City Manager be and hereby is requested to provide the City Council with an update on the findings of the special task force on neighborhood safety, specifically its analysis of the impact of CORI law and regulations.

In City Council November 20, 2006
Adopted by the affirmative vote of nine members.
Attest:- D. Margaret Drury, City Clerk

A true copy;

ATTEST:-
D. Margaret Drury, City Clerk

CITY COUNCIL

Policy Order Resolution

O-40
AMENDED ORDER
IN CITY COUNCIL

September 10, 2007

MAYOR REEVES
COUNCILLOR DAVIS
COUNCILLOR DECKER
COUNCILLOR KELLEY
COUNCILLOR MAHER
COUNCILLOR MURPHY
COUNCILLOR SIMMONS
VICE MAYOR TOOMEY

- ORDERED: That the City Council be and hereby is requested to provide the Neighborhood Safety Task Force with input on the most appropriate way to solicit community input for the Neighborhood Safety Task Force final report; and be it further
- ORDERED: That the City Council be provided a briefing on the work of the Neighborhood Safety Task Force before receiving the final report; and be it further
- ORDERED: That this matter be referred to the Neighborhood Safety Task Force.

In City Council September 10, 2007
Adopted as amended by the affirmative vote of
eight members.
Attest:- Donna P. Lopez, Deputy City Clerk

A true copy;

ATTEST:-
Donna P. Lopez, Deputy City
Clerk

REFERRED TO THE NEIGHBORHOOD SAFETY TASK FORCE

View Original Order

CITY COUNCIL

Policy Order Resolution

O-2
IN CITY COUNCIL

September 24, 2007

COUNCILLOR KELLEY
COUNCILLOR DAVIS
COUNCILLOR DECKER
COUNCILLOR MAHER
COUNCILLOR MURPHY
MAYOR REEVES
COUNCILLOR SIMMONS
VICE MAYOR TOOMEY

ORDERED: That the City Manager be and hereby is requested to ensure that the upcoming Neighborhood Safety Task Force's public meeting be televised, web cast and placed in the on-line archive to help facilitate greater public involvement in public safety issues.

In City Council September 24, 2007
Adopted by the affirmative vote of eight
members.
Attest:- D. Margaret Drury, City Clerk

A true copy;

ATTEST:-
D. Margaret Drury, City Clerk

Appendix B: Subcommittee Charter Template

SUBCOMMITTEE CHARTER

(template)

SUBCOMMITTEE:

SUBCOMMITTEE MISSION:

To evaluate and assess (problem X) in order to form recommendations for the Cambridge Task Force On Neighborhood Safety so that (agencies, groups) can develop strategies to achieve the goal of _____.

BACKGROUND:

Background information on the problem being addressed, including:

- Research
- Testimony and anecdotal evidence
- Departmental or organizational baseline data
- Record of past departmental or organizational efforts to address the problem
- Record of efforts to address similar problems elsewhere

BOUNDARIES:

The **subcommittee** shall ...

- o Focus on recommendations for action, e.g.
 - Increase police presence at location X at times X and X.
 - Expand after-school and summer programs.

DESIRED OUTCOME: A successful project will result in... e.g.,

Decreased calls for service to police in X neighborhoods during months ___ to ___.

Decrease in ____.

Increase in ____ .

UNDESIRED OUTCOME: A successful project will not result in... e.g.,

Unreasonable or unsustainable costs.

Negative impact on public safety.

Unfair access to services or benefits.

ESTIMATED DATES FOR COMPLETION:

- ___ / ___ / ___ Subcommittee Charter
- ___ / ___ / ___ Analysis of problem
- ___ / ___ / ___ Draft of recommended actions presented to Task Force
- ___ / ___ / ___ Final reports from subcommittees delivered to Abt Associates
- ___ / ___ / ___ Abt Associates drafts final report, circulates among task force members
- ___ / ___ / ___ Abt Associates delivers Task Force final report to City Council

SUBCOMMITTEE MEETING FREQUENCY & DURATION:

Date:
Time:
Location:

MEMBERS:

TEAM CHAIRPERSON:

RECORD KEEPER/MINUTES:

Appendix C: Sample Agenda for Task Monthly Task Force Meeting

Cambridge Neighborhood Safety Task Force Meeting

AGENDA

Thursday, June 14, 2007

Introductory Comments

Mayor Reeves / Robert Healy

Discussion of Processes and Logistics

Michael Shively

- Next meeting dates for full Task Force: Thursday, July 12
Thursday, August 9
Thursday, September ? (14, 21, 28)
- Discuss subcommittee minutes.
- Discuss “voice” of the report, and what consensus means.
- Discuss drafting of subcommittee reports, building consensus and checking progress by circulating among subcommittees and with full Task Force.
- Discuss content of subcommittee reports, & addressing policy order topics.
- Potential target dates:
 - Monday, July 2: 1st draft Subcommittee Reports circulated.
 - Thursday, July 12: Discuss 1st drafts at Task Force meeting.
 - Wednesday, August 1: 2nd draft Subcommittee Reports circulated.
 - Thursday, August 9: Discuss 2nd drafts at Task Force meeting.
 - Monday, September 3: 3rd draft Subcommittee Reports circulated.
 - September ? Discuss 3rd drafts at Task Force meeting.
 - Monday, October 1: Final subcommittee drafts due to Abt.
 - Monday, October 8: Abt circulates full Task Force Report draft.
 - Monday, October 15: Comments due to Abt.
 - Monday, October 22: Final report delivered.
- Overview of remainder of today’s agenda

Subcommittee Progress Reports & Discussion [20 min. each, about half presentation, half discussion]

- Policing Subcommittee Co-Chairs
- Employment Subcommittee Co-Chairs
- Community Response Subcommittee Co-Chairs

Discussion

- Logic models for proposed initiatives and programs.
- Grants supporting proposed initiatives and programs.
- Is there a need among the teams for additional information, resources?

Closing Comments

Mayor Reeves / Robert Healy

**Appendix D: Marketing Flyer for a Public
Meeting of the Community Response
Subcommittee**

Please Attend a Community Meeting on Community Response & Public Safety

When: Tuesday, 19 June 6-8 PM

Where: City Hall, Sullivan Chambers

Come help the City Neighborhood Safety Committee's Community Response Task Force answer the following questions:

1. How can the City government most effectively communicate with the City's communities?
2. What can community(ies) do to help build more cohesive, sustainable communities and effective response efforts?
3. What can be done in partnership between the City and its communities?
4. How can we encourage community(s) to more effectively communicate with the police? What does a strong partnership between the police and community(s) look like?
5. How can relationships between multiple age groups within a community(s) be encouraged?

Community Response Task Force's Mission:

To help communities make themselves safer, to identify and articulate acceptable norms and behavior and act appropriately.

Meeting Rules:

1. 3 minutes per public speaker
2. Only one speaker at a time
3. No back and forth between speakers and other speakers or Task Force members
4. No specific incidents or names that will make comments personal to someone who is not the speaker
5. Criticisms should have suggested solutions.
6. No clapping, cheering, booing or other noises from meeting attendees.

For more information, call Craig Kelley at 617-354-8353 or email Craig@CraigKelley.org. Task Force meeting minutes may be found in the public safety section of www.Cambridgeconnects.org.

**Appendix E: Minutes of the MSYEP Councilors
Meeting for the Neighborhood
Safety Task Force**

Minutes prepared by Omar Bandar, Task Force Coordinator

On Tuesday August 7th, 2007, Mayor Reeves convened a meeting with approximately 25 councilors from the Mayor's Summer Youth Employment Program. The purpose of the meeting was to gather input from the councilors for the use of the Neighborhood Safety Task Force.

The Mayor began the meeting by presenting an overview of the Neighborhood Safety Task Force, and then opened the discussion to the group by asking how the councilors perceive safety and violence in the City of Cambridge.

Members of the group responded with a range of opinions. Some stated that Cambridge is overall a safe place but if you have a problem with a certain neighborhood then you cannot go there; others stated that they personally do not have problems in the City because they do not cause problems; others continued with this thought by stating that one has to seek trouble to have an inter-neighborhood problem - seeking trouble can include "rep-ing" (audaciously representing your neighborhood in another neighborhood), and/or not respecting other peoples' areas; others stated that inter-neighborhood problems can also stem from a single event that happened long ago or even just being perceived by "trouble makers" to be associated with a particular neighborhood even without "rep-ing."

Q: The Mayor then asked if these inter-neighborhood rivalries are noticeably present within the school itself.

Some members of the group stated that indeed these area rivalries carry over into the school. The high school cafeteria was specifically mentioned as an area where the area rivalries can physically be seen ("Port kids sit with Port kids," etc). It was also stated that youths who are not yet in the high school are often worried about going to the school because of the interactions with other neighborhood youths; another councilor stated that even sports affiliations (where different neighborhood youths on same team) are overridden by neighborhood rivalries when off the field, court, etc.

Q: The Mayor asked the group if they thought that the inter-neighborhood rivalries are just part of growing up or if they are associated with carry-over from generational problems (mother had a problem with a neighborhood, so daughter has a problem, etc.).

The group responded that that indeed there were familial connections with the rivalries, whether they be parents, siblings, cousins, etc, but ultimately it still comes back to individuals "rep-ing." The group also stated that there are plenty of first generation individuals who are part of the problem.

Q: The Mayor asked the group if these type of rivalries involve all Cambridge kids or subgroups within the city –income groups, community housing/single family, etc.

Members of the group differed in their opinions to this question – some stated that the housing complexes were a big part of the problem because that is where the individuals most strongly identify themselves. Others responded that individuals who live outside of housing complexes also contribute to the problem and, even though they do not live in the complexes, they are often associated with them - which makes it appear as though the complexes are exclusively the problem. As a potential solution to youths getting into trouble, one councilor stated that teachers and resident housing coordinators should take more interest in providing guidance to “troubled” youths.

Q: The Mayor stated that, statistically, youths are not the ones committing violent crime in the City, and in fact it is older people that are the real problem.

To this one councilor stated that when they first came to Cambridge they had the impression that the city was “happy-go-lucky” but adults around them talked about violence in the city and about the neighborhood rivalries, therefore influencing their opinion about the safety and violence in the city.

Q: The Mayor stated that some residents of the city believe that it is possible to wipe out crime in the city, and asked the councilors if they thought that this was possible.

Some members of the group responded that “one shooting during the summer is not that bad”; that violence is going to happen; that compared to Boston, instances of violent crime in Cambridge is very low. Other members of the group stated that the problem of violent crime is complicated and involves multiple related issues such as communication, poverty, the achievement gap and others.

Q: With reference to the good efforts of the Employment Subcommittee the Mayor asked the group about their opinions on the relationship between violence/crime and employment.

A councilor stated that the issue of crime is directly related to broader issues of housing changes, national trends, and economic discrepancies along racial lines. Other members of the group stated that not having a job has nothing to do with individuals committing crime because some people that have jobs also commit crimes, and some people prefer to sell drugs than have a job. Another councilor stated that CORI is an issue when referring to jobs and that the city needs to do more to assist people who have CORI's. Additionally, one councilor stated that the city also has to do more to let city residents know about programs and city resources such as those services offered through the office of workforce development. The group also communicated that they thought that Harvard and MIT should do more to employ Cambridge residents.

Q: The Mayor continued the conversation about crime and jobs by asking whether or not an individual would be motivated to stop dealing drugs if they got a job.

The overwhelming response from the group was that a job would not motivate an individual to stop dealing drugs because they are dealing drugs for reasons other than money (lots of friends, feeling of importance, etc.). A councilor also stated that searching for a job can be humiliating and given the option of feeling important versus feeling humiliated people who deal drugs will keep dealing. Another councilor stated that the city should also have programs that assist with transition from prison to the community, as well as “career fairs” for both youths and adults.

The Mayor then thanked the group for their input and the meeting came to a close.

Appendix F: Marketing Flyer for Youth Forum

**We want to hear
YOUR voice at the**

Cambridge Youth Forum!

Join young people from across Cambridge for
the 2007 Cambridge Youth Forum

WHERE: Cambridge Rindge & Latin School
Main Cafeteria

WHEN: Monday, August 13th, 2007

TIME: 2pm - 5pm

WHO: All Young People 14-19 years old

Come out and participate! Give your opinions and be heard by policy makers in Cambridge. We'll be joined by Mayor Reeves.

Topics Include:

- Public Safety
- Community Violence
- Neighborhood Tensions

FREE FOOD!

**Earn additional
MSYEP hours!**

Sponsored by:



Neighborhood Safety Task Force



Cambridge Youth Programs

Appendix G: Youth Forum Report

Youth Forum Report

On Monday August 13, the Neighborhood Safety Task Force sponsored a Youth Forum to hear from youth about their views of community safety and violence. A group of eight youth from the Youth Centers and the Mayor's Summer Youth Employment Program worked with the Mayor and staff from the Department of Human Service Programs to plan the event.

Over 125 teens, ages 14 to 18, participated in the 2 ½ hour forum. The format included a panel discussion with eight youth, followed by eight breakout groups facilitated by adult/youth teams, and then concluded with a report back from each breakout group to the full forum. The Mayor introduced the event and did a final wrap up and thank you. Several members of the Neighborhood Safety Task Force were there to listen.

The Youth Panelists were asked to comment on issues relating to community safety, neighborhood tensions, adult/teen relations and the impact of media and popular culture. A number of the panelists responded to each of the issues offering both their own impressions and those of their peers.

On the issue of what makes a community safe or unsafe and what makes them as teens feel safe or unsafe, many of the panelists responded that they generally felt safe in Cambridge. They drew distinctions between the sense of safety in Cambridge versus that in Boston. Several of the teens expressed the view that a sense of security often also comes from inside.

With respect to the issue of neighborhood tensions, many of the panelists described feeling safe themselves in different neighborhoods but acknowledged being aware that other teens they knew were not comfortable traveling to other neighborhoods. Many panelists noted that teens feel safe at the high school and in the youth centers. Several panelists referenced particularly tensions between North Cambridge and "the Port." Their suggestions for addressing the tensions included: hosting more events in neutral places such as the high school, helping teens channel some of the neighborhood tensions into productive activities such as cross neighborhood basketball tournaments, boxing or other opportunities to interact or represent your neighborhood in a positive way.

On the subject of adult/teen relations, the teens had messages for parents as well as the police. For parents, a couple of teens thought parents needed to push their children to motivate them to do more. For adults in general, teens thought that more mentoring programs and more activities for youth were important. Several teens spoke about the misconception that adults have of teens when they see groups of teens and are scared by them. Adults need to be willing to talk to teens. A couple of the panelists also thought that teens could be more aware of how they appear to the adults.

With respect to youth/police relations, the majority of responders indicated that they had positive relations with the school resource officer but said there needed to be more police who had strong positive relations with teens. Several teens thought that if the Police were able to spend more time with youth, in different activities, then teens would be more likely to turn to

them if there were problems. A couple of teens commented that just having police stationed in certain areas did not make them feel safe but made them feel watched.

With respect to images of youth in pop culture, the responders did not think that overall hip hop caused trouble, but the image it presents of teens, especially young black men, can be problematic.

Report Back from the Breakout Groups

The youth/adult facilitators of the eight breakout groups reported back to the full forum on their recommendations/comments on the issues of Community Safety, Neighborhood Tensions, Police/Teen, and Adult/Teen relations. The information from the report backs was generally consistent with the responses from the panelists.

On the issue of Community Safety, the common threads were:

- Teens generally feel safe in the community with many comparisons drawn contrasting Cambridge and Boston.
- It would be useful to have more community events, more events planned by teens and adults together, and more activities in different places, including the high school, the youth centers in different areas and other locations.
- Some felt more police/teen positive relations would support feelings of safety
- Teens have a responsibility also to help make the community safer.

On the issue of Neighborhood tensions, the common threads were:

- The tensions were generally from a small group and often began with personal issues that then gain momentum with the group, but some tensions go back years.
- Teens who are involved in lots of activities, sports, dance, etc., identify with a broader group so strongest neighborhood-based issues are often where teens are not involved in other things or lack a strong sense of belonging to another group.
- It would be useful to have more central activities but also activities in the neighborhoods to try to build bridges.
- It would be helpful to find ways to celebrate the diversity of our City and go beneath the surface.

On the issue of Youth/Police relations, the common threads were:

- Having more police interacting with youth in more informal ways would build personal relationships and establish trust.
- Some youth thought that police in general share stereotypes of teens so it would be useful to have more police who are really invested in and know teens.
- Having police assigned to neighborhoods and to youth centers would increase teen/police positive relationships.

On the issue of Youth/Adult relationships more generally, the common threads were:

- Teens and adults are both affected by their stereotypes of each other.
- Teens and adults need to be able to see each others' perspective more.
- It is important for teens to have strong relationships with at least one adult.

Appendix H: Minutes on the Public Forum

Public Forum Minutes

September 25, 2007

The meeting was held at seven o'clock PM in the Sullivan Chamber at Cambridge City Hall.

Mayor Reeves and City Manager Healy convened the meeting and presented an overview of the Task Force's charge and structure. The Mayor then introduced the forum's facilitator (Chandra Banks, the District Wide Conflict Mediator for Cambridge Public Schools), who opened the floor for attendees to speak.

Among the comments and recommendations from the residents:

The city should have a budget to direct youths to employment, and to get drug dealers into business school.

Concern about noise and possible violence in the streets late at night in North Cambridge. One resident was concerned about late night congregations of youths outside her home; that even when asked to leave, the youths do not leave and are confrontational. The attendee wants to have more walking patrols in North Cambridge especially between 1:00AM and 6:00AM.

One attendee, who said that she is a mother of 7 children, stated that she and her family had recently moved to North Cambridge and that she is afraid for her children's safety. She said that since June there has been gunfire in the streets, and that she wanted to hear more about the police resources available to make the city safer.

An attendee from Cambridgeport stated that she felt that neither the police nor the city government hear her concerns. She added that she liked the idea of a picnic, around the subject of safety in the city, to provide residents an opportunity to talk to each other so that they don't feel so alone in their concerns. She also stated that she is concerned about any city ordinances that would implement a fence-ban because she is concerned about level-three sex offenders peeking in Cambridge residents' homes. She also stated that because guns don't come from Cambridge that there must be people coming in and "hustling our kids."

An attendee from North Cambridge stated that efforts to help youths get off the street are fine, but his real concern is that the problem of crime in the city is pathological. The crimes being committed are not of necessity but are pathological. There is a pattern where a crime is committed, the police are called, and then the police department says "do you really want to file a report?" - that the police say that they may know who the perpetrators are and leave it at that. The attendee continued that "yes, there needs to be a long term solution, but any number of our kids could be dead tomorrow." Lastly, the attendee asked about what was being done in situations where the same people seem to be getting into trouble over, and over again.

An attendee, who stated that she is a CRLS parent, thanked the police for their presence at football games. However, she stated that there needs to be a police presence at the field on Mondays, Tuesdays, and Wednesdays, before football practice because there is no adult supervision of the youths during that time.

An attendee from North Cambridge stated that he often overhears drug-related conversations on the streets. He stated that he is worried that people are over-relying on the police - that to solve the problems others need to be involved; that we need to get people more engaged. Lastly, the attendee stated that was a shame that St. John's couldn't have been turned into a center to help youths.

One attendee paraphrased a letter that was written by a North Cambridge resident. The letter stated that the author was a victim of a crime; that the police were not initially responsive when he reported the crime; and that he knows of another Cambridge resident who was the victim of a crime. The attendee stated that there needs to be more of a police, foot or bicycle, patrol presence in North Cambridge; that there needs to be a way to intervene with youths, possibly putting plain-clothes officers on the streets "to catch these kids."

An attendee, who stated that he is a CRLS parent to a 14 year old, stated that what hasn't been happening in Cambridge regarding crime and safety is a big issue, however lots of good has been happening and should not be overlooked – for example people within the school system, and among elected leaders, are making great efforts to connect with youths in the community. The attendee continued that we need to take initiative to take responsibility over our young people. The attendee continued with a story about his interaction with an adult female that was scared of /concerned about the youths that congregate in Dana Park and who wanted the youths arrested. The point of the story was that the woman had never engaged the youths directly and was just assuming that the youths were bad kids. The attendee stated that it is the responsibility of the community to engage, and acknowledge, the youths that they perceive to be the problem; that safety is not the responsibility of the city by itself.

Addressing what she called "race, privilege, and class" an attendee stated that we can't put all the people in jail, and that not all people in baggy pants are criminals. She continued that we need to make a change in our own perceptions and that we need to make internal change.

An attendee stated that he was at this forum in protest because he is upset that the city did not have the picnic/event format for this meeting. He stated that he acknowledges that the problem is one of perceptions and not the actions of youths – "the damage is from us and not young people." He continued that the sidewalks in Cambridge are more dangerous than the youths are. He stated that the attitude of the city is that policing is not their primary charge; that the police are just interested in catching perpetrators regardless of whether or not they are guilty.

An attendee stated that the problems in North Cambridge, East Cambridge, and Central Square need to be taken care of. A possible solution may be to get the parents of youths more involved – “to let them know what their little darlings are up to” – and to possibly hold the parents responsible for their children’s actions.

An attendee, who stated that she is a parent and an East Cambridge resident, urged that people need to make an effort to walk up to kids in the community, to say hello, and to ask them if they went to school that day. She continued that it hurts her to see a city with so much wealth to have gangs in East Cambridge and Donnelly Field. She stated that there needs to be more police presence such as bike and foot patrols, not just “rolling and looking, rolling and looking.” Referring to approaching youths, she stated that you are only intimidated when you let someone intimidate you; and that we need to make a better effort to “know your kids, and to know our kids.”

An attendee stated that Cambridge is not the only city where crime occurs, that there are studies outside of the city that the Task Force could look to for guidance. The attendee also stated that the city’s youths need good role models.

An attendee stated that she was concerned about the shooting that occurred on Hampshire Street on Saturday night.

An attendee stated that the city needs to focus, not only on punishment, or catching people in the act, but also need to focus on prevention such as conflict resolution. That youths need positive role models whom they have day-to-day contact with. We don’t need to focus so much on intervening with those that have problems, but we need to focus on those that do not have problem yet.

Continuing on that same subject, another attendee stated that we need to focus on both intervention and prevention. The attendee continued that she is not afraid of kids in the community, that kids are not the problem. Cambridge offers great resources for youths such as the Youth Centers.

In a difficult to follow testimony, an attendee stated that the city needs to be careful about stereotyping, and that the Task Force needs to focus on concrete subject matter. The attendee continued speaking but was speaking in a manner that was too difficult to follow. The microphone was eventually taken away from the attendee.

Seeing the need to bring focus back the forum, Chandra Banks reminded the attendees of the purpose of the meeting. Ms. Banks asked the attendees to try and think about ways that the city and the community can work together to make Cambridge a safer place, and asked the attendees to share their thoughts on what the Task Force can do.

An attendee stated that she does not know what she, personally, can do to keep the community safer, and would like help in understanding what else she can do, besides reporting crime, to do so.

An attendee stated that he spends a lot of time in Dana Park and that he even helps pick up trash in the park. He stated that he learns a lot about the activities that go on in the park as a result of picking up the trash and that he reports any evidence of illicit activities. Also, through his activities in Dana Park he has had the opportunity to speak to neighbors and to talk to kids. He stated that when there was an incident in the park he and about 15 of his neighbors convened to solve the problem. He also stated that he does not know a single police officer and that he wants the police to be more present in the area.

An attendee stated that driving while on a cell phone is the equivalent to driving with a gun and that something should be done to make it illegal. It is particularly unsafe for senior citizens who cannot get out of the way of a car in time.

The City Manager then spoke to the group to inform them of a new web-based program on neighborhood crime that the Police Department will be releasing soon. The City Manager also stated that there are some neighborhood "feuds" in the city. He also said that the people that are involved in shootings in Cambridge are generally also involved in illicit activities or are involved with a rivalry. The City Manager concluded that although there can't be foot patrols on every corner of the city, Cambridge does have substantial police resources for a city of its size.

An attendee from Cambridgeport stated that he has seen lots of drug dealing on Magazine Street, he assumes that those involved are primarily people coming down from Central Square. He also expressed concern about open containers and the lack of enforcement of public drinking. He would like to see an increase in the enforcement of open container laws.

Regarding youths, another attendee stated that they did not like how youths were perceived as being criminals because of their race.

An attendee, who said that he works in probation, said that to address problems with youths there needs to be collaborative efforts like as is done in Boston where probation and police are able to build relationships with youths. There should be home visits, and they should go into the community to get to know youths. He continued that youths need help and direction, and that we are failing them. Regarding crime, he stated that one should not give someone the opportunity to commit a crime. He continued that if people want the police to protect them, then they need to take steps to protect themselves - such as having automatic lighting on their porches, and to be willing to testify in addition to reporting crimes.

Regarding youths, an attendee stated that he hopes that the Task Force is getting feedback from youths. He also stated that he would like the city to investigate where the drugs and guns that are in Cambridge come from.

Regarding drugs, an attendee stated that he would like to see more efforts towards drug prevention and enforcement in the city. He also stated that if the city is getting Boston crime then the police have to act like Boston cops.

An attendee stated that the police should not be blamed for crime in the city. He stated that there need to be more neighborhood walks; stating that “its your responsibility to get out in the streets.” Regarding youths he stated that kids in groups can be problematic and may make bad decisions, so if you see kids in a group you should approach and engage them.

An attendee stated that there needs to be adult interaction in kids’ lives and that there needs to be inter-neighborhood cooperation to combat these issues. Lastly, he stated that with 55 shootings in Boston, Cambridge is far from having Boston’s crime. However, he continued, that it is up to the residents of Cambridge to make sure that crime in the city does not become like Boston’s.

An attendee stated that youth sports could be used as a tool to prevent crime in the city.

An attendee said that the police need to do more to get in touch with the community, and that the youths need positive role models in their lives.

Mayor Reeves then began to wrap-up the meeting by telling a story about how an individual’s perceptions greatly influence their opinion of safety in the city. He then acknowledged the other elected officials in the room, thanked the facilitator, Chandra Banks, and the Task Force coordinator, Omar Bandar. The Mayor then closed the meeting by thanking the group for coming.

Additional input from forms (FYI: forms were distributed at the forum for attendees to submit additional input if they so chose)

Form One: Resident from Dudley Street

I am very concerned and only hear about things a few weeks or days after events occur.

My street (Dudley Street) was closed a few weeks ago and no information was given to our neighborhood. It was startling because it was after dark, policemen with flashlights looking for someone/thing, all the while the neighborhood was given no info – such as it's now safe for you to get to the store. Who were they looking for (maybe we could help) – general lack of letting us know anything can sometimes be more unnerving than the crime.

Please keep us informed. I am also concerned about the mugging a couple of Sunday's ago. More police presence could help – I see very few at night and after sunset I am scared when I walk across Rindge field from Alewife station.

Thank you for your efforts!

Form Two: Resident from Columbia Street

1. Keep streets cleaned up & facades maintained – goes a long way in fostering community pride. Step up in-between monthly street cleaning & get landlords to maintain their buildings.
2. Advertise mentoring & tutoring agencies heavily – both to potential mentees and mentors. Maybe with utility bills, flyers. Lots of college kids that would get involved! (make sure that advertisements are multi-lingual)
3. More summer activities, structured and well funded, for kids out of school.
4. Cambridge newsletter with safety updates, current neighborhood efforts, after school activities – information for families and students alike.

Form Three: Resident from Montgomery Street

Of course intervening with families and teens before crimes are committed would be best, however, intervening during and after crimes is also key.

Especially with teens it is going to be near impossible to catch kids engaged in sociopathic behavior unless the police are willing to walk and bike the streets and not always in uniform.

These kids need to be caught now, and the services need to be brought to them where needed, And yes, they need to be taught a lesson when appropriate.

The lesson is:

- crime does not pay
- the police and residents are watching and will not tolerate it
- the city will intervene with services to help kids and families cope.

Appendix I: Employment Subcommittee Research

Employment Subcommittee Research on 2006 Nine-Week Job Applicants

Information compiled from City application forms

Introduction:

The paragraphs below provide a short narrative profile of the 253 applicants for nine-week positions from calendar year 2006, with a brief comparison to the 100 people of these who were actually hired. The attached pages show a breakdown for each category of information, providing the details in graph and table form. In each category, some people did not answer the question posed; those people have been left out of the percentage calculations and the graphs, but they are listed in the tables. There are ***two tables and two charts on each page*** – the left hand side of the page shows the 2006 nine-week applicants, and the right hand page has the 2006 nine-week hires.

Highest Education Level Completed:

The table and graph show that 17% of the nine-week job applicants (42 people) had less than a high school diploma. 50% had a high school diploma or a GED (123 people). About one third had some education beyond high school (32%, or 80 people).

Comparison between the applicants and those actually hired: A larger percentage of the people hired have some college education, most likely due to the tendency to hire college students for summer nine-week jobs. Exactly 50% of both groups have a high school diploma or GED as their highest degree.

Longest Job Held, in months:

Of those applicants who gave their job history, 31% (65 people) never held a job for longer than six months. For an additional 16% (35 people), their longest job was between seven and twelve months.

Comparison between applicants and hires: No noticeable difference.

Highest Hourly Wage:

Among the applicants who gave their hourly wages for previous jobs, 37% reported that their highest wage was \$10.00/hour or less (70 applicants). 45% had earned between \$10.01 and \$13.00/hour as their highest hourly wage.

Comparison between applicants and hires: Those hired for nine-week positions show higher wages, most likely because the city's living wage is higher than most private sector entry level wages.

Convicted of a Criminal Offense (Self-Reported):

Note: All information about convictions comes from self-reports, not from CORIs.

Of the 234 people who answered this question, 192 (82%) had not been convicted of a criminal offense, while 42 (18%) had been. Most people listed the offense, although many did not provide the year. The crimes ranged from fishing without a license to armed assault and armed robbery.

Comparison between applicants and hires: Those who were hired for jobs have a slightly lower rate of conviction than the applicant pool (11% of the hires as compared to 18% of applicants).

Previously held nine-week position(s):

Among the 253 nine-week applicants in 2006, about one-third (86 people, or 34%) had previously held a City nine-week job.

Comparison between applicants and hires: Of those who were hired, 52% (52 people), had previously held at least one nine-week job.

Age and Ethnicity 2006 Nine-Week Hires

Information compiled from list generated by Personnel Office

Introduction:

The tables and charts below show age and ethnicity for the 100 people hired for nine-week positions in 2006. We do not have age or ethnicity for the 153 applicants who were not hired.

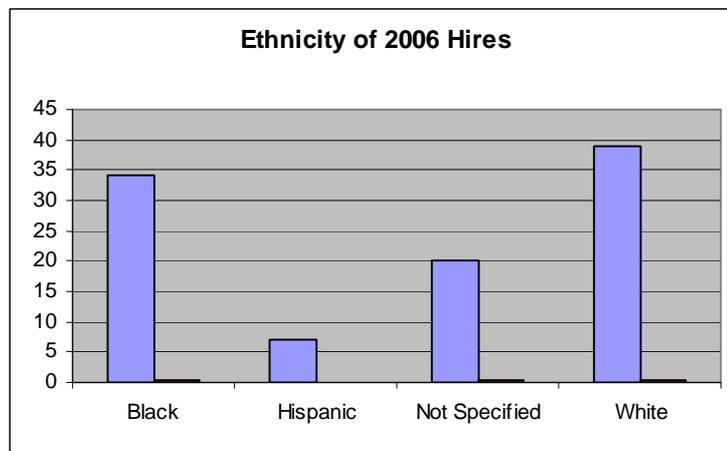
Age

Age	Number	Percentage
18 - 24	45	45%
25 - 30	15	15%
31 - 35	8	8%
36 - 66	32	32%
Total	100	100%



Ethnicity

Ethnicity	Number	Percentage
Black	34	34%
Hispanic	7	7%
Not Specified	20	20%
White	39	39%
Total	100	100%



Employment Subcommittee Research on Existing Employment Programs

Program	Population	Cost Per Participant*	Components	Duration	Outcomes
Moving Ahead Program, St. Francis House	18+, currently or formerly homeless (substance abusers, mentally ill, history of incarceration)	\$8,591	<ul style="list-style-type: none"> • First Step – 5 day course to explore interests, talents, careers, goal-setting, employer expectations • MAP – core job readiness program • Studio Shine – image consulting • HirePower – employment agency • Educational Support Services 	14 weeks, 9:00 – 3:00, five days a week	75% of graduates employed within 2 weeks; 73% of graduates remain employed 6 months after program in entry-level jobs
Year Up	Urban young adults 18 – 24 with diploma or GED, low to moderate income	\$13,337 (does not include stipends provided by corporate partners)	<ul style="list-style-type: none"> • 6 months of classroom training in either Desktop Support / IT Help Desk OR Investment Operations • 6 months of paid apprenticeship • Students can earn up to 18 credits at Camb. College 	One year, full time	87% of graduates are placed in full- or part-time positions with an average wage of \$15/hour
STRIVE, Boston Employment Service	Difficult to employ adults; one site dedicated to ex-offenders, 18 – 24	\$4,500	<ul style="list-style-type: none"> • Job readiness & attitudinal training • Job placement assistance • GED program 	5 weeks, full time	Roughly 75% of graduates find entry-level jobs
Biomedical Careers Program, Just A Start	18+ with diploma or GED, good reading & math skills, English language proficiency	\$9,800	<ul style="list-style-type: none"> • Academic classroom instruction • Lab skills training 	34 weeks, 20 hours per week skills training	For 2005, 75% of graduates were placed in the biomed/biotech field

			<ul style="list-style-type: none"> • Career planning, tutoring & job placement 		
YouthBuild, Just A Start	Participants must be 17-24 years old, and have dropped out of high school, low to moderate income	\$14,800	<ul style="list-style-type: none"> • Educational classes leading to a high school diploma or GED • Career counseling and planning • Training in employability/life skills • Participation in community service/work experience • Participants earn a stipend of \$125/week 	38 weeks for 32.5 hours per week.	Graduates find entry-level jobs in a variety of fields; many transition to community college or occupational skills training
ROCA KEY Project	High-risk youth ages 16-24	\$96/day/person for work crew; <i>cost does not include intensive case management and other services</i>	<ul style="list-style-type: none"> • Participants work on maintenance crews five days/wk • Life skills, job readiness and education classes occur daily • job development with retention support is provided. 	Depends on needs of individual participants; work crew assignments are 5 days per week, from 1 week to 1 year, 26 hours per week.	Year 1: 6% incarcerated, 19% active in prog., 46% in process of re-entry or being pursued for re-entry, 29% graduated and have unsubsidized employment.
Bakery Training Program, Haley House	Un or underemployed low income adults with barriers to employment, such as CORIs (75%), homelessness or substance abuse; 75% of participants are 20 – 30 years old.	Approximately \$3,000	<ul style="list-style-type: none"> • Participants learn kitchen procedures and baking techniques, demonstrating mastery in one product line • Participants are paid \$6.25 per hour • Products are sold in the Haley House café • Interview preparation and Job placement assistance 	Six months, 20 hours per week.	\$9 or \$10 hour positions in bakeries, hotels, etc.; many work in Haley House café

Community College	Adults with a GED/High School Diploma	\$300 per credit plus fees and books	Community Colleges offer a variety of certificate programs in health care, office skills, culinary arts	Most programs are 24-28 credits, representing nine to twelve courses	Depends on occupational area
Community-based training/Proprietary School training	Entrance requirements vary; many require GED/High School Diploma	Average cost is \$4,500	There are a variety of occupational training programs from very entry level (e.g. CNA training) to highly technical (System Network Administrator)	Three to twelve months	Depends on occupational area

* The cost per participant described represents the cost of purchasing a slot in an existing program. The cost of creating an entirely new program would be significantly higher.

Providers of Adult Employment and Job-Readiness Resources

Cambridge Employment Program

The Cambridge Employment Program (CEP) provides free employment assistance to Cambridge residents. By appointment, staff are available to provide individualized career counseling and job search assistance, including help with resume and cover letter development, help identifying job leads and researching employers, and instruction in using the Internet for job search. CEP provides on-site walk-in access for program clients to on-line computers, fax and telephone service, job listings, and a range of printed materials. CEP is located on the first floor of 51 Inman Street. Phone number is 617-349-6166.

Career Source

For employment assistance, OWD also refers residents to Career Source, a one-stop career center that offers job seekers assistance with their search for employment. Career Source services include: job search assistance; resume preparation; listings of job openings throughout the state; information on education and training programs and financial aid; workshops on networking, interviewing, career exploration and more; an on-site career resource library; and a computer lab. Though limited, funds are available through Career Source for income-eligible individuals to pursue training. Career Source is located at 185 Alewife Brook Parkway. Phone number is 671-661-7867.

STRIVE

STRIVE offers an intensive, full-time, four-week training program emphasizing attitudinal and job readiness skills for people who have not been successful finding or keeping jobs. Participants learn how to dress and speak appropriately for the workplace, how to follow directions, accept criticism, and function as team players. The training also stresses accountability, positive self-presentation, and other qualities that are key to success in the workplace. STRIVE has begun to run sessions for ex-offenders through a relationship with the Suffolk County House of Corrections. STRIVE/Boston runs ongoing cycles at their Ruggles and Codman Square locations. For more information call 617-437-1441.

Cambridge Biomedical Careers Program

The Cambridge Biomedical Careers Program is a nine-month training program operated by Just A Start Corporation that qualifies graduates for entry-level jobs in biotechnology companies, hospitals, laboratories and research institutions. The training includes classes, tutoring, career planning and job placement. Graduates are eligible for up to 18 college credits from Bunker Hill Community College. Applicants must have a high school diploma or GED, good reading and math skills, strong interest in the sciences, and the ability to attend classes full-time. OWD provides funding for at least ten Cambridge residents to participate in this training each year and a staff member serves on the program's Advisory Board. The program is located at 142 Cambridge Street in Charlestown. The phone number is 617-242-0562.

YouthBuild

YouthBuild/Just A Start is an Americorps program that provides multiple services for individuals 17-24. The program offers educational classes leading to a high school diploma or GED, counseling, career planning, and training in employability and life skills, along with community service/work experience. Upon completion of the program, graduates transfer into further education, training or employment and receive support for an additional year. The program is located at 1175 Cambridge Street. The phone number is 617-492-1460.

Bunker Hill Community College Satellite Campus at CRLS

The Bunker Hill Community College Cambridge Satellite at CRLS provides an accessible and affordable option for post-secondary education. The Cambridge Satellite's evening classes allow students to begin work towards an associate degree or a certificate in a variety of fields. Past courses include: Computer Science, College Writing, Mathematics, Psychology, Accounting, History and other disciplines.

Year Up at Cambridge College

Year Up is a one-year, intensive training program that provides young adults, ages 18-24, with hands on skill development, college credits, and a paid corporate internship. Students must be high school graduates or GED recipients and must be low to moderate income. During the first six months of enrollment, participants focus on one of two areas: 1) Desktop Support / IT Help Desk or 2) Investment Operations. Participants are dually enrolled in Year Up and Cambridge College and can earn up to 21 college credits. During the second six months of enrollment, students are placed in paid internships. A stipend is paid to all participants throughout the one-year program.

Community Learning Center

The Community Learning Center (CLC) offers two supplementary employment classes. They are available for students who are already enrolled in classes at CLC, and both meet once per week. One class is for low level English language learners who are introduced to the world of work in the USA, and the other is for fluent English speakers who need help with resume, job search, interview skills, etc. Two trained student mentors provide assistance to the low level class, helping students one-on-one with employment related skills development, and accompanying them on interviews and job search trips.

Cambridge Works and Learns

The Office of Workforce Development annually publishes *Cambridge Works and Learns*, a directory of Cambridge-based organizations which offer programs in basic education, language education, job training and job placement assistance to both youth and adult residents of Cambridge.

Appendix J: Area 4 Neighborhood Walk Checklist

Area 4 Neighborhood Walk Check List

Name: _____ Date: _____ Time: _____ Walking Area/Park(s): _____

Safety Walk Goal: To become better acquainted with the individuals, buildings, and public spaces in our neighborhood in order to make more connections between neighbors, and for a safer place to call home.

Call **617-349-3300** for the CPD non-emergency dispatch if you see anything suspicious – do not engage any situation.

Call **911** if you see a flagrant crime underway.

Email **rodents@cambridgema.gov** with the date, time, and location of any rats you see.

Visit **<http://www.cambridgema.gov/cpd/>** to make an anonymous crime or drug trip.

What you're looking for:

Street Upkeep Needs	Vandalism	Suspicious Individuals
Examples: <ul style="list-style-type: none"> • Shrubs/trees to prune • Street/park lights out • Dark areas • Rat infestations • Trash accumulation • Potholes 	Examples: <ul style="list-style-type: none"> • Graffiti (especially gang or recurring tags in concentrated areas) • Broken windows, property • Stripped bikes • Car glass on street or sidewalk from a break-in • Slashed tires 	Examples: <ul style="list-style-type: none"> • Transactions in parks at night • Slowly circling cars • Overheard talk of criminal actions • Unfamiliar loiterers • Collections of youths/young adults wearing similar colors, outfits • Individuals publicly under the influence of drugs or alcohol

Street Upkeep Needs	Location (address, street, landmarks, ID # (e.g., orange street light tag))
1.	
2.	
3.	
4.	
5.	
6.	

Vandalism	Description (Type of window, tag letters,)	Location (streets, area of building or object, address)
1.		
2.		
3.		
4.		
5.		
6.		

Suspicious Individuals	Time	Description (license plate + make/model, clothing, unchanging characteristics like hair, teeth, tattoos)
1.		
2.		
3.		
4.		

Other Notes

Safety Walk Focus Area

This map shows Area 4, its boundaries, and a few blocks beyond in each direction. It's up to you to determine the route of your walk. It's good to walk the area close to your home, but you're encouraged to explore the Area 4 neighborhood as possible and vary the path of your walks. Be sure to make a pass through the park areas in your section. Feel free to create a route within the area that works best for you.

Area IV

Cambridge, Massachusetts



Week 1 is the week of 8/13/07.

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Weeks 1 + 3	Denise Simmons		David Grotrian	Reed Bundy Kelly Fanning	Mark Flanagan	David Grotrian Mark Flanagan	
Weeks 2 + 4		Josh Conway Catherine Weicker Torgun Austin	Sarah Jane White Will Fox	Reed Bundy Kelly Fanning	Tanya Brio A.J. Aranyosi		

**Appendix K: Cambridge Health Alliance
Community Crisis Response Team
Brochure**

Community Crisis Response Team

*A Service of the Victims of Violence Program at
The Cambridge Health Alliance*

Crime and violence affect entire communities. The Community Crisis Response Team (CCRT) provides short-term crisis intervention and consultation services to communities traumatized by violence. The CCRT tailors its services to the particular persons, crime, and community involved. Working closely with community representatives to assess local needs, CCRT staff develops appropriate response plans – ensuring that team member skills, backgrounds, and affiliations complement those of local resources.



Cambridge Health Alliance
A COMMUNITY OF CARING

26 Central Street, Somerville, MA 02143



Cambridge Health Alliance
A COMMUNITY OF CARING

What Is Community Trauma?

Violent events have a traumatic emotional impact on many levels: on individual victims, witnesses, family members, friends and co-workers, and entire communities. Events that can cause community trauma include:

- Two residents of a senior citizen housing development commit suicide
- On their way home from school, several children witness a shooting in their neighborhood
- An active member of a religious congregation is assaulted while walking home from services
- An employee of a small business is beaten and raped after work

What is the CCRT

The Community Crisis Response Team was founded in July 1988 in response to an absence of coordinated services for community groups traumatized by violence. The team unites professional representatives of mental health, social service, criminal justice, medical, religious, educational and other human service agencies in the Greater Boston area.

All agencies participate on a voluntary basis. Team members include specialists in victimization, psychological trauma and crisis intervention and professionals experienced in working with special populations such as children, minorities, and the elderly.

With this wide range of Team membership and skills, responses can be planned to address the specific needs of the individuals and communities affected.

In addition to their individual experience and expertise, all CCRT members participate in an intensive training program and in on-going in-service education. Training focuses on the application of the Team's empowerment model of community-level crisis intervention.

The CCRT is funded by the Victims of Crime Act grant (VOCA), administered by the Massachusetts Office for Victim Assistance.

CCRT Services

- Consultation and support to community settings as they plan and implement their own crisis response activities
- Direct crisis intervention, primarily in the form of community "debriefing" meetings, for those directly affected by a traumatic event. These meetings help participants regain a sense of control over their lives and foster community-wide coping and support
- Training of local service providers in understanding the psychological impact of acute and chronic trauma
- Follow-up consultation and assistance to affected communities.

Building Healthier Communities

The Cambridge Health Alliance is a unique healthcare system comprised of The Cambridge, Somerville and Whidden Memorial Hospitals as well as 18 neighborhood health centers in the Cambridge, Somerville and Everett communities. In affiliation with the Harvard Medical School, the Cambridge Health

Alliance brings the brightest minds and most advanced medical and psychiatric programs to the patients and communities it serves.

Committed to healthcare accessibility, service excellence, and choice, the Cambridge Health Alliance provides care to people of all ages, from all cultures, and with all incomes. The cornerstone of its mission is a network of neighborhood health centers, which delivers everyday healthcare directly into the communities. Many of the physicians and nurses speak the languages and understand the cultures of specific neighborhoods. At the main hospital campuses, specialty services and programs are offered, as well as inpatient diagnostic testing and surgery. For more serious illness, the Cambridge Health Alliance is affiliated with the best hospitals in the Boston area.

The Cambridge Health Alliance has been recognized as a national model of community health. In 1993, it received the Foster G. McGaw Prize for Hospital Excellence in Community Service from the American Hospital Association and the Baxter Foundation.

To learn more about the CCRT or to request intervention services, contact the CCRT Coordinator at 617-498-1180

**Appendix L: Organizations Offering Group
Facilitation Training and
Resources**

Community at Work

Consulting firm that provides resources and training on group decision-making and facilitation.

<http://www.communityatwork.com>

Institute of Cultural Affairs

Non-profit organization dedicated to promoting social innovation through participation and community building. Offers training in Group Facilitation Methods, Participatory Strategic Planning, Philosophy of Participation, etc. Offers facilitation and strategic planning services and books describing the 'Technology of Participation'.TM <http://www.ica-usa.org/>

International Association of Facilitators

Professional organization: newsletter, journal, annual conference, and electronic discussion on group facilitation. <http://iaf-world.org/>

International Association for Public Participation (IAP2)

Nonprofit association of members designed to promote and improve the practice of public participation. Offers events, conferences, publications, and communication technology.

<http://www.iap2.org/>

Community Problem-Solving Project @ MIT

A learning space for people and institutions worldwide. The users of this site work in all three sectors -- public, nonprofit (or non-governmental), and private -- and across them. They work on a wide variety of issues, from housing and health care to education and the environment, from labor and economic development to crime and public safety and "comprehensive" community change.

<http://www.community-problem-solving.net>

AmericaSpeaks

AmericaSpeaks develops innovative deliberative tools that work for both citizens and decision makers. These tools give citizens an opportunity to have a strong voice in public decision making within the increasingly short timeframes required of decision makers. As a result, citizens can impact decisions and those in leadership positions can make more informed, lasting decisions. <http://www.americaspeaks.org>

Mediate.com

Forums, articles, links, resources, calendar of events, and trainings. <http://www.mediate.com/>

National Civic League

Advocacy organization promoting the principles of collaborative problem-solving and consensus-based decision making in local community building. Offers programs, and publications. <http://www.ncl.org/>

NTL Institute

Not-for-profit organization that offers programs for trainers and group facilitators with an emphasis on social change. Provides publications and training products. <http://www.ntl.org/>

***Select resources from Community at Work: www.communityatwork.com.**

**Appendix M: Potential Sources of External
Funding For Neighborhood Safety
Initiatives**

Potential Sources of External Funding for Task Force Initiatives.

At the June Task Force meeting we discussed **Byrne/JAG grants** from the **Bureau of Justice Assistance**, and **Community Development grants** from the **COPS Office**. Below are additional sources of future funding that may be considered by the subcommittees. All of the 2007 deadlines for the Federal grants are behind us, so the idea is to look at potential funding sources as task force initiatives are being developed, and then have a plan to seek external funding in 2008 to sustain or enhance the initiatives. The foundations generally have rolling deadlines and applications or concept papers can be submitted any time or at several points in the year.

The first listing below (National Crime Prevention Council) provides guidance for how to fund crime prevention efforts. The other listings are about specific sources of foundation and Federal government grants.

This is not an exhaustive list, and many of the task force members and others that are (or will be) involved in Task Force initiatives will be able to identify other sources of external funds.

National Crime Prevention Council: Fundraising for Prevention

<http://www.ncpc.org/topics/by-audience/law-enforcement/fundraising-tools/>

Paying for prevention requires money. While mobilizing a Neighborhood Watch program requires only the costs of T-shirts, cell phones, and walkie-talkies, developing an afterschool program could entail enormous costs. When developing new initiatives, consider local, state, and federal funding opportunities, philanthropic foundations, and local businesses. Read [ways to fundraise](#) for your crime prevention program online or purchase [Finding Federal Funds](#) for strategies that state-level groups have secured funds for prevention.

U.S. Department of Education Mentoring Grants

<http://www.ed.gov/programs/dvpmentoring/index.html>

Assistance is provided to promote mentoring programs for children with the greatest need. Grants are provided to programs that: (1) assist such children in receiving support and guidance from a mentor; (2) improve the academic performance of such children; (3) improve interpersonal relationships between such children and their peers, teachers, other adults, and family members; (4) reduce the dropout rate of such children; and (5) *reduce juvenile delinquency and involvement in gangs by such children.*

Grant funds must be used to support school-based mentoring programs and activities to serve children with the greatest need in one or more of grades 4 through 8 living in rural areas, high-crime areas, or troubled-home environments, or who attend schools with violence problems.

James Irvine Foundation Workforce Development Grants

http://www.irvine.org/grants_program/former/sustain/wfd.shtml

In 2000, building on six years and over \$15 million of previous grants in support of workforce development, The James Irvine Foundation established a Workforce Development portfolio under its Sustainable Communities program. These investments supported programs that moved lesser-skilled workers into "career pathways" — occupations that provide wage progression and upward mobility. The Foundation promoted long-term career development and advancement opportunities for low-skilled workers in growing industries that are a central part of regional economies throughout California.

Weed & Seed (U.S. Department of Justice)

<http://www.ojp.usdoj.gov/ccdo/funding/welcome.html>
<http://www.ojp.usdoj.gov/ccdo/ws/2008guideln.html>

The letter of intend deadline was May 31, 2007. The next cycle will begin next year, with the solicitation appearing in April 2008.

Project Safe Neighborhoods (BJA, U.S. Department of Justice)

<http://www.ojp.usdoj.gov/BJA/grant/psn.html>

The deadline for FY 2007 is past, and the next cycle will begin next Spring.

The JEHT Foundation

<http://www.jehtfoundation.org/criminaljustice/>

The JEHT Foundation's Criminal Justice Program works to bring the latest research and best practices to bear on efforts to make the criminal justice system a more effective mechanism for insuring public safety and guaranteeing fairness to individuals. The Program supports parallel funding tracks for juvenile and adult justice each of which reflects the interests described below. In each of these arenas, the policies and practices

of the criminal justice system have a significant influence on determining whether outcomes for the public and criminal justice involved individuals are likely to be positive or negative.

The Gardiner Howland Shaw Foundation

One of the attractive features of the Shaw Foundation is that it focuses on criminal and juvenile justice in Massachusetts, and one of its priorities is collaborative anti-crime efforts like our task force [*emphasis added below*].

<http://www.shawfoundation.org/>

The Gardiner Howland Shaw Foundation was established in 1959. Because the foundation has limited funds, the Shaw Trustees are interested in funding initiatives that demonstrate a current awareness of important problems confronting our criminal and juvenile justice systems. The foundation is committed to making grants that can make a real difference in the way our justice system operates. Therefore, to assist prospective applicants in preparing requests for funding, we provide the following priorities for funding:

- Research, analysis, and journalism, that examine important criminal and juvenile justice issues and offer ways to *improve the administration of justice in Massachusetts*.
- Initiatives that demonstrate innovative approaches to the reintegration of adult and juvenile offenders leaving correctional and detention facilities.
- *Programs that demonstrate effective inter-agency and community collaboration models for crime prevention.*
- Initiatives that address the legal, social and rehabilitative needs of juvenile and adult offenders through *advocacy, public education and training*.