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November 5th, 2024


Steven T. James
House Clerk
State House Room 145
Boston, MA 02133

Michael D. Hurley
Senate Clerk
State House Room 335
Boston, MA 02133

Dear Mr. Clerk,

Pursuant to line item 4512-2020 of Chapter 126 of the Acts of 2023, the Department is submitting this report on the "*Equitable Approaches to Public Safety Program*." The report is only focused on activity from July 1, 2023 through December 23, 2023.

Sincerely,


Robert Goldstein, MD, PhD
Commissioner
Department of Public Health

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KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR



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Equitable Approaches to Public Safety

Legislative Report

November 2024

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Legislative Mandate

Line Item 4512-2020 of Chapter 126 of the Acts of 2022:

For a matching grant program to be administered by the department of public health to support municipal public safety reform; provided, that funds shall be made available to municipalities pursuing public safety reforms and alternative investments to promote equitable public safety and public health outcomes; provided further, that eligible reforms and investments shall include, but not be limited to: (i) utilizing jail diversion programs, including restoration centers; (ii) hiring de-escalation specialists or implementing de-escalation training; (iii) hiring behavioral health specialists or utilizing other behavioral health supports; (iv) training in evidence-based or evidence-informed mental health and substance use crisis response or alternative emergency response; and (v) hiring or contracting alternative emergency response professionals; provided further, that preference in awarding matching grants shall be given to municipalities proposing alternative emergency responses conducted by unarmed community-based human service or behavioral or mental health providers who shall be unaccompanied by law enforcement but who may call on law enforcement as needed; provided further, that municipalities receiving matching grants shall demonstrate a measurable benefit to public health for the residents of the municipality, based on criteria established by the department, and that the municipality is pursuing new practices or reforms, or expansion of prior successful practices, that support criteria established by the department; provided further, that prior to receiving matching grants, municipalities shall provide a comprehensive implementation plan to the department of proposed public safety reforms and investments; provided further, that the department shall give priority to applications that propose to invest a majority of grant funds with community-based human service, substance use disorder treatment, behavioral health or mental health providers; and provided further, that not later than March 1, 2024, the department shall submit a report to the house and senate committees on ways and means that shall include, but not be limited to: (a) a list of all municipalities that received matching funds; (b) the amount of matching funds awarded to each municipality; and (c) a description of the reforms and investments implemented in each municipality awarded matching funds, prior appropriation continued..... \$3,500,000

Background

Line item 4512-2020 of the FY24 budget allocated to the Department of Public Health (DPH) \$3,500,000.00 to develop and sustain a grant program for municipalities, with the requirements that (1) municipalities provide matching funds and that (2) priority be given to proposals that give the majority of funds to community-based human service, substance use, or mental health providers. This legislation outlined certain types of reform that are eligible for funding, while allowing DPH to develop criteria for reforms that could receive funding under this procurement.

The eligible types of reforms named in the legislation included:

- Utilizing jail diversion programs, including restoration centers;

- Hiring de-escalation specialists or implementing de-escalation training;
- Hiring behavioral health specialists or utilizing other behavioral health supports; and
- Training in evidence-based or evidence-informed mental health and substance use crisis response or alternative emergency response or hiring or contracting alternative emergency response professionals.

DPH engaged in a lengthy process of stakeholder engagement and subsequently released a request for response (RFR). The Department issued contracts to the awarded vendors and is working closely with funded communities on program implementation. In October of 2022, a prior applicant, was funded due to a budget increase. In addition, in January 2023, the RFR was re-opened to seek up to two more participant communities. However, there were no applications submitted while the RFR was re-opened.

Equitable Approaches to Public Safety Program (EAPS)

In October 2021, DPH selected 5 municipalities for funding to develop and implement public safety reform and alternative investments. In November 2022, a sixth municipality, Northampton, was added based on a change in legislative language and increase in allocation of funds.

Funded programs include the following 5 components:

1. Engaging the community in the development and implementation of a comprehensive public safety reform implementation plan, using a public safety reform partnership and broad stakeholder involvement;
2. Creating a comprehensive public safety reform implementation plan for a public safety reform and/or alternative investment by the third month of the project period;
3. Implementing at least 1 public safety reform or alternative investment that is a new practice or reform or is the expansion of a prior successful practice;
4. Participating in at least 2 public health cross-trainings, 1 of which must be a racial equity training; and
5. Evaluating the public safety reform and/or alternative investment to demonstrate effectiveness.

DPH prioritized funding municipalities that met the following criteria:

- Proposal provided more than 50% of the proposed grant funding to community-based human service, public health, or behavioral or mental health providers;

- Community had a demonstrated public health need;
- The police department had either: (1) an active public safety reform partnership or (2) was currently implementing at least 1 public safety reform initiative or investment; and
- Municipality had the capacity to collect minimum datasets and conduct a project evaluation.

Municipalities were required to incorporate racial equity, cultural humility, restorative justice, and stages of change theory and principles into their program, along with DPH’s community engagement standards in their reform or alternative investment. These guiding principles are core elements to help mitigate the inequities that marginalized communities face and to build a public health approach to the work.

- **Racial equity:** Municipalities engage people of color in planning and developing interventions, and partners with organizations with deep relationships in communities experiencing violence.
- **Cultural humility:** The practice of cultural humility starts with the acknowledgement that people’s backgrounds (familial, cultural, geographic, etc.) shape their experiences in important ways. It also requires a commitment by municipal workers and service providers to reflect on how their own biases and those of others may interfere with the success of the people they serve.
- **Restorative justice:** Restorative justice processes aim to repair social harm through honest, nonviolent dialogue about conflict and violence. EAPS grantees use this approach to restore a sense of well-being to victims of harm, those who inflict harm on others, and surrounding community members.
- **Stages of change theory:** Municipalities recognize that individual behavior change is difficult and can take multiple attempts, with relapse being a core part of change. They incorporate motivational interviewing as a tool to assess an individual’s willingness to change and work with people at all stages of change.
- **Community engagement:** Successful public safety reform partnerships will engage with members from the community, not just community-based organizations that serve them. It is expected that the municipality and the Public Safety Reform Partnership will ensure active and meaningful participation by the communities most impacted by criminal justice system.

The table below specifies the allocation of EAPS funds to the 6 municipalities selected.

Grantees	Amount Requested and Awarded
Town of Amherst	\$450,000
City of Lawrence	\$450,000

City of New Bedford	\$450,000
City of Revere (Community Action Program Inter-City)	\$329,000
Town of Winthrop	\$449,825
Town of Northampton	\$450,000

Update on Programmatic Activities:

As of December 2023, five of the six municipalities are operational and responding to the public safety needs in their communities. One of the funded municipalities has had some barriers to getting their program up and running. We are working with them diligently to assist them in getting their program operational so they are able to serve their community. Details on the mix of reforms and alternative investments that are being implemented by the different municipalities are summarized below.

The Town of Amherst

On September 19, 2023, an Interim Leadership Team consisting of the Director of the Diversity, Equity, and Inclusion Office, Pamela Nolan-Young, the Fire Department Chief Tim Nelson, Sergeant Janet Griffin of the Amherst Police Department, and Community Responder for Equity, Safety & Service. (CRESS) Implementation Manager Kat Newman of the CRESS Department, assumed leaderships of the CRESS Department to provide temporary support and guidance to the department in the absence of a permanent director. During this time, the Leadership Team has identified areas of improvement and experienced both challenges and successes. Included below is information on the number of responses, impact, successes, and challenges:

Impact Responses:

- The CRESS Department has been on our town’s dispatch system since December 18, 2023. All six CRESS Department staff will complete a 1.5-hour dispatch shadow shift by the end of December.
- The Leadership Team, two Responders, and a member of the Town’s IT department met with Qualtrics to follow-up on software suggestions from the UMass Donahue Institute’s final report published in June of 2023. The procurement of this software, which is planned to be acquired within the first quarter of 2024, will replace the current in-house (Microsoft Forms) system of reporting.
 - o On November 6, 2023, a new in-house form was launched to better capture the work that the CRESS Responders are doing. At the time of this update, approximately 85 reports have been submitted. From these reports, a weekly excel file as well as a sample “snapshot” word document of the week in review was created.
- The Interim Leadership Team made the decision to not renew the ESO Solutions contract as Qualtrics will be a system more compatible to our daily operations.

Successes/challenges:

Travel:

- CRESS Implementation Manager and the Amherst Jones Library Director Sharon Sharry were invited to present at the Library Journal’s “Library Safety and Security” Event hosted in Houston, TX on Wednesday, November 8th. Newman and Sharon presented on a panel titled “**Empathy and Security: Community Relationships to Support Safety.**” The CRESS Responder who has been spearheading the CRESS-library interactions also attended. Read more about the [Library Journal Program](#)
- CRESS Implementation Manager and Interim Police Chief Gabe Ting presented at the 5th Annual National Law Enforcement Summit presented by the Police Assisted Addiction and Recovery Initiative (PAARI) in Boston on Monday, December 4th on the “Community Responder Model: How a Civilian First Response Can Improve Outcomes for Officers” panel. Read more about the [PAARI Program](#)
- As part of participation in the Center for Policing Equity (CPE) and Council of State Government’s (CSG) “Unlocking Democracy” program, Amherst participated in an in-person convening at the [Equal Justice Initiative Legacy Museum](#) in Montgomery, AL in December.
- CRESS Implementation Manager and Town Manager Paul Bockelman spoke on a local radio broadcast, ["Talk the Talk"](#) on Friday, October 27th: (1:30 is where the CRESS segment begins).
- Amherst Fire Chief Nelson discussed CRESS being on dispatch on [NPR](#) on December 18, 2023

Training:

- One CRESS Responder attended the 40-hour Crisis Intervention Training (CIT) block: [Western Mass CIT TTAC](#)
 - Two CRESS Responders will attend the upcoming (February 2024) block
- Sergeant Griffin instructed the 1-hour “Working with Victims of Domestic Violence: Crisis, Trauma, and Challenges” portion of the CIT block
- Implementation Manager instructed the 1-hour “LGBTQIA+” portion of the CIT block
 - Both Sergeant Griffin and Implementation Manager will instruct the same sections in the February block
- Two CRESS Responders attended a 2-day CIT Youth training
- Two CRESS Responders and Implementation Manager attended a day-long Mental Health First Aid training

Town and other Agency Collaborations:

- The Department of Public Works (DPW) has begun collaborating with the CRESS Department on encampments. The CRESS Department created a pamphlet to leave at encampment sites to introduce the CRESS Department and capabilities for future resource assistance.

- In reviewing historic Computer Aided Dispatch (CAD)-based data, it was shown that there has been a 53% reduction in police response since the CRESS Department has had a presence in the library. Due to this, CRESS has expanded the number of hours Responders are present. The CRESS Department and Library have a monthly meeting to connect about ongoing collaboration and address any concerns.
- CRESS Responder Tia is known for collecting various clothing and toiletries for unhoused individuals. The CRESS Department formally launched, “Tia’s Totes.” As a way to connect with other town department, the CRESS Department set up collection bins at the Bangs Community Center, Town Hall, DPW, the Recreation, Fire, and Police Department, and Library to collect donations from staff. Over 400 items were collected with some (such as toys) donated to our town’s police department to support their annual toy drive. See attachment D.
- One CRESS Responder worked with Amherst College to translate a portion of the CRESS forms into Spanish.
- Two Responders had an opportunity to present an overview of the CRESS Department and its capabilities at an undergraduate course “Advancing Diversity in Research and Practice” in the Psychological and Brain Sciences Department at the University of Massachusetts

Hiring

- The CRESS Department anticipates hiring three new CRESS Responders to start on January 16, 2023
- The search for a new CRESS Director is actively ongoing, with interviews to begin the first week of January 2024

City of New Bedford Health Department

Funding from the EAPS grant has allowed the New Bedford health Department (NBHD), New Bedford Police Department (NBPD), Child and Family Services (CFS), and NorthStar Learning Centers (NorthStar) to strengthen their partnership and begin to grow in innovative ways. The goals of the New Bedford EAPS Partnership are to increase collaboration and communication among existing programs to expand the impact with populations at high risk for entrance into either the criminal justice system or emergency department due to behavioral health or other issues.

With coordination from the health department, program partners have been able to meet regularly, increase communication and collaboration and have a greater impact on the intended population. After seeing an uptick in gun violence over the summer in the Blue Meadows neighborhood, the NBPD dedicated the time of Sargeant Samuel Ortega to the housing complex. Sargeant Ortega has spent two hours every day, Monday through Friday since September conducting outreach, speaking with youth and families, and building relationships and trust between the community and the police department. Building on the trust that

Sargeant Ortega has built within the Blue Meadows neighborhood, the NBPD partnered with other local organizations to host a very successful field day on October 28, 2023. Hundreds of residents attended to enjoy food, music, and games. Numerous officers from the NBPD were present and had positive interactions with the residents, specifically the youth. One of the highlights was witnessing a young male identified as at risk for gang activity playing football with the head of the gang unit. Officers received a lot of positive feedback from the event and hope to continue to host more community events.

The NBPD also hosted a Christmas party at the Our Lady of Guadalupe church on Sunday December 17, 2023. The event focused on immigrant and undocumented populations, the majority of which were Guatemalans, whom the police department has had difficulty reaching and building relationships within the past. The PD faces a lot of challenges when it comes to relationship building with the undocumented population in the community due to their fear of the authorities. This leads to a lack of trust with the PD, an increased rate of unreported crimes in certain neighborhoods, and a feeling of fear and lack of safety by that community. The NBPD were able to hold this event successfully this year, with several hundred kids, adults and community members, and at least 7 police officers fluent in Spanish. The Chief reported that at the event community members felt comfortable coming up to officers and asking their advice on various police processes, gathering information on what would happen if they were to report a crime and better understanding their options they had available to themselves if a crime were to occur. Had the event not taken place, community members would not have had this one-on-one opportunity to connect with officers – particularly with officers who looked and spoke like them. Youth were also engaged with the officers and younger children were provided with toys and gifts, while the older youth received gift cards, ensuring that no child was left out and providing an opportunity for the youth to interact with officers.

This funding also provides support to both CFS and Northstar for clinicians to conduct ride-alongs for behavioral health calls in an effort to divert individuals from the emergency department and criminal justice system and to instead connect them with the resources they need and that are a more appropriate response. This funding also supports additional services beyond the clinicians, including follow-up services to connect clients with resources to check-in on them days after the initial interaction. Many of these types of interactions are not reimbursable by insurance, however, are crucial to the wellbeing of the client in their wellness journey and in preventing future emergency room visits and dispatch calls.

The funding provided by the EAPS program has assisted NorthStar's Diversion and Assistance Program in its expansion to include 2 master's level clinicians. Together the clinicians provide approximately 65 hours a week of diversionary services within the New Bedford community. This funding allows for the diversionary services to support a wide variety of individuals regardless of a mental health diagnosis or insurance carrier.

Since July 1, 2023, this funding has supported more than:

- 109 "ride along calls" between CFS & NorthStar clinicians
- 26 nonbillable interactions/calls with CFS clinicians

- 28 diversions from the emergency department by CFS clinicians
- 101 NorthStar clients referred to voluntary services
- 231 total diversionary interventions engaged in by NorthStar clinicians
- 112 community members served by NorthStar clinicians

25% of the Northstar specific interventions were calls for service during a ride along, 7% of interventions were officer requested and 68% of interventions were follow-up services. 33% of interventions resulted in community-based referrals, the remaining were resolved on site, recommended for follow-up diversionary services, or referred to CFS Crisis or the Emergency Department.

Despite much progress, challenges still persist across the partnership. The NBPD faces challenges in building relationships with certain populations within the community, but with continued programs and consistent officer outreach and presence, relationships and trust are being built both within the Blue Meadows community and with the undocumented populations. Another challenge faced is being able to respond to all of the incoming calls where a clinician could be beneficial. CFS and NorthStar do not have capacity to fund a clinician for every single call to every precinct in the community at all hours of the day. We know that NBPD works 24/7 to keep the community safe, while clinicians are available to ride along during one shift per day. Additional clinician availability and partnership with additional officers within the NBPD will help to expand the reach and impact of this successful model to keep individuals and youth out of the criminal justice system and emergency department and get them to the resources they need.

City of Revere

There has been some significant progress in fiscal year 2024 thus far for the Revere Police Behavioral Health Unit (BHU). Some major additions include having a full team of staff up and running, including a full-time supervisor who also oversees the Community Services Division, BHU program coordinator, full-time police officer, and a BHU case worker. On average the BHU completes 50 to 80 follow ups on a monthly basis that consists of a phone call to connect and offer resources or a scheduled door- knock visit for a more direct approach. Each morning as a team, the team reviews the police reports and assess the individual's in-house history, review their risks (low risk or high risk) total number of calls of service, etc. If the BHU finds that this case needs support, the case worker will go forward with the follow up procedures and complete documentation in a new case management system called, Apricot. Apricot is a way to collect data and interactions of all phone calls, emails and interactions with clients. With each interaction, the case worker will ask the individual if they would like to be connected to services, what service is most needed and will follow up to collect data to see if the resource was used.

The BHU holds weekly case management meetings each Wednesday morning with the City of Revere's Substance Use/ Homeless Initiative office, Revere Police Domestic Violence Unit and Everett police department's outreach and homeless unit. BHU recently partnered with other

agencies in the area for a monthly meet and greet to collaborate together and share resources and information, agencies included: Power of Recovery, Roadmap to Recovery and Haven Health management.

Due to these important case management meetings and local connections, BHU is able to make direct referrals to individuals who need more assistance. The BHU not only makes follow ups on reports that come into the BHU inbox, but also conduct phone calls to individuals and families after an initial interaction to conduct a check in call. This program that was created is called Beyond the Data. We check in with individuals that need further services, to make referrals, help link the person to community-based services and to provide a complete wrap around service. The unit often provides a warm hand off to local or state resources.

During this year, the BHU has volunteered at numerous city events such as the Revere's boxing outreach program, the senior center monthly birthday celebrations, Halloween trunk or treat and Revere's food for free box donation program. As a group, they continue to be engaged in the community during these events.

The team has completed many trainings during their first full year of operations such as, Crisis Intervention Team training (CIT), QPR Gatekeeper training (a suicide prevention training), Conflict of Interest law, Mental health first aid for youth and adult, Xylazine 101. Program coordinator, Chantal Ragucci completed an eighty-hour training in person at Cambridge Health Alliance with a certificate of Community health worker/family liaison.

One main challenge is the staffing concern of not having a full-time clinician. During May and June, the unit had a full-time clinician who left the job at the end of July; the position has yet to be filled. They are actively working with North Suffolk Community Services to fill the position which is the missing link of the program.

Town of Winthrop

The MA DPH EAPS grant provides funding to the Winthrop Public Health and Safety Team, a multi-sector partnership that is co-led by both the Winthrop Department of Public Health and the Winthrop Police Department. This funding allowed the existing program, the Winthrop Community and Law Enforcement Assisted Recovery (C.L.E.A.R.) Program, to expand behavioral health and resource navigation supports while also providing multiple cross-sector trainings both between public health and public safety and also to the larger Winthrop community.

As of December 1, 2023, they have provided outreach to 208 referrals for behavioral health, substance use, domestic disturbance and social determinants of health-related calls for service. These 208 referrals are directly from public safety calls. Additionally, they have received 72 referrals from external stakeholders such as Winthrop Public Housing, Winthrop Council on Aging, Winthrop Public Schools and medical providers. Finally, they have seen community members self-referring for service support prior to interaction with public safety. All total,

there has been 290 referrals to the Winthrop Public Health and Safety Team from July 1, 2023-December 1, 2023. Of these referrals and follow-up, 69.8% have agreed to connect to services.

A major focus for the remainder of FY24 is to work directly with the Community Behavioral Health Clinic (CBHC) located in East Boston to formulate policies and procedures for public safety sectors to increase usage and diversion away from emergency rooms. Through multiple meetings held already with North Suffolk Mental Health and the leaders of Winthrop Police, Winthrop Fire and Action EMS, they have identified some barriers and opportunities to improve outcomes and decrease public safety involvement.

Town of Northampton

Northampton's most vulnerable community members deserve racially sensitive, socially equitable, community-based responses to their urgent needs. The City of Northampton's Department of Health and Human Services (DHHS), Division of Community Care (DCC) aims to offer support to individuals that have experienced or are currently experiencing difficult, challenging, and traumatic circumstances in their lives. The DCC is focused on developing within the Public Health sector, the only new first responder model in Massachusetts that is rooted in inclusiveness; addresses racial and social inequities and emergency needs concerns; helps those in immediate need to connect to resources; and provides ongoing support for the community.

The DCC's objective is to provide an alternative means to provide emergency support, mediation, and/or de-escalation. This can involve a single interaction to ongoing supportive individual and multi-system collaboration through consent-based practices. Additionally, the DCC strives to empower individuals to identify and connect meaningfully with resources that aid in meeting their needs and fostering personal agency, well-being, and thriving in the community.

The DCC's Public Health model provides an integrated, holistic care framework that incorporates prevention, response, and follow-up. Through its integration into Public Health, DCC is able to coordinate with other Public Health infrastructure to ensure alignment of its goals with other Public Health initiatives. It supports these initiatives in developing harm reduction and health equity focused services. The DCC promotes a culture of community-centered care within Public Health and develops policy, service, and evaluation frameworks in accordance with this culture.

Beginning in FY 24 the preparation leading up to the DCC Community Center opening and launch included a rigorous interview process to identify best candidates for DCC community responder team and collaborating with City of Northampton, stakeholders and partners to identify how the DCC would accept 911 calls referred or directed to DCC, and further development of Public Health First responder model.

The Community Responder team began over 150 hours of expert training and additional development of skills by the DHHS divisions staff and subject matter experts in July 2023. In August the peer advisory group internal guidance procedures were established, as well as

consultant collaboration to continue working on employee/staff manuals. Northampton's DCC has demonstrated a significant level of activity in the first two months of operations, from September 4 to October 31, 2023. Over this period, DCC logged 476 contacts with roughly 204 unique individuals. These individuals came into contact with DCC through a variety of means: phone call to 9-1-1 or DCC, voicemail or email for DCC, walk-in to DCC, on-street connection with DCC responder, and DCC follow-up. Walk-ins accounted for 71% of the total contacts, and phone calls accounted for 17% of contacts.

Since the DCC opened its doors on September 4th 2023, the most common calls to DCC have included: medical assistance, disputes/conflict resolution, welfare check, preventative/check-in, domestic, relocation assistance, resource support in the field, emotional support/mediation, resource navigation, use of community space, care for health needs from a Public Health Nurse and emergency access to a safe space for stabilization needs.

The DHHS DCC works closely with the UMass Center for Program Evaluation (CPE) for rigorous and ongoing assessment and evaluation of the new Public Health first responder role overall and detailed implementation analysis.

Challenges include: demand for services surpassing staff capacity; transportation and vehicle fleet size vs. community needs; volume during peak times for resource navigation; accessibility services and strain on social services available to people in emergency situations; ensuring that any relevant data can be shared appropriately with the DCC to best coordinate care. Additional funding will be required to enable the DCC to scale up to meet growing community needs. These include but are not limited to expansion to surrounding communities, mutual aid opportunities, expanding operational hours and ongoing emphasis on prevention strategies. uniquely support individuals with continued relationship building, systems navigations supports better connecting people to services/ outreach in combination with the emergency responses, Public Health Nursing and Community stabilization space staffing.

City of Lawrence

The funds provided to the City of Lawrence support a program titled, Lawrence Leading Equitable Approaches to Public Safety (LLEAPS n' Bounds Initiative). This interdisciplinary response model serves to assist individuals that are experiencing mental health challenges and or substance use disorder challenges. The team is comprised of multiple community partners that work together to provide comprehensive services for individuals being served.

LLEAPS n' BOUNDS mission is to implement a social justice initiative that embraces transparency, accountability, and equitable approaches to redefine public safety responses. This initiative is informed by persons with lived experiences to improve the social interactions between residents and public safety guided by the Sequential Intercept Mapping Model (SIM). LLEAP'S n BOUNDS has faced many challenges since this grant was awarded to the City of Lawrence. Changes in administration at the city level and LPD as well as the Director of Support Services and Chief of Police and the staff that was working on the grants. However, with the

assistance of community partners and those that have been committed to this program the city was finally able to kick off the program.

Since July 2023, all staff needed to serve the purpose of this program have been hired. This includes clinicians, navigators, outreach personnel, EMT's, evaluator, a program coordinator and other staff. They were able to complete their protocols and train officers on how to channel individuals to the LLEAPS n BOUNDS and minimize police presence and arrests. They have provided immediate response to crisis situations and have conducted outreaches in the community. In this process they have learned that the community is open to services and support when these services are offered in a manner that is respectful to their cultural beliefs, where they are in life in the time of crisis. An officer that has been assigned to work with the crisis calls has been able to build a positive rapport with the homeless community, who are often the individuals involved in these calls. This officer, the outreach team and the response team have been able to foster respect and accountability with the individuals being served, the community partners and the families of those who are participating in the program.

LLEAPS and BOUNDS have worked with the program evaluator and with design and a needs assessment survey. Using this survey has made it simple to channel individuals to services and connect them with the proper community resource to promote mental health. The ongoing connection with the navigator has made it simple for individuals to navigate the system. This goes from the RMV to obtain a legal Massachusetts ID to entering detox, and follow ups services after discharge. Lawrence has also partnered with the Lawrence District Court and the Massachusetts Trial court to be able to assist individuals' clear warrants when needed and navigate the court system as needed.

The program has been able to connect individuals to primary care doctors and insurance benefits by partnering with Greater Lawrence Community Health Center.

LLEAPS N BOUNDS has partners with their HUB partners and are now able to provide transportation to detox once this need has been identified with a client. The crisis response, de-escalation team is able to responds to the immediate needs of the individuals, safety and follow up conversations. They use the HUB partners to transport in when it is not medically necessary to use police medical transports.

LLEAPS N BOUNDS has secured a space that is open for self-referral from 8:30 am-5:00 pm, as well as individuals who are identified and deescalated are able to meet with clinicians, navigators and recovery coaches when needed. We have also identified and shared in the community a line to call for services. LLEAPS N BOUNDS clinician and staff are on call after hours to ensure that individuals in crisis are being served around the clock.

LLEAPS N BOUNDS continues to be a work in progress but remain certain that this program will continue to bring services to a community in need. The team will continue to work on closing the gap between mental health and a community in need of techniques, response options, and resources so that the situation may be resolved in as constructive, safe, and humane a manner as possible.

Conclusion

At the time of this report 5 of the 6 funded municipalities are fully operational with the 6th anticipated to be by the end of FY24. During FY23, 3,439 individuals were served across all municipalities. This number is expected to grow significantly in FY24 since each program was not fully operational in FY23 and each program is continuing to become more established in their respective communities.