

PUBLIC SAFETY



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PUBLIC SAFETY

BACKGROUND

Public safety in Hartford is a shared responsibility, with multiple City departments and offices, external partners, and residents themselves involved. Over the last eight years, the City has prioritized core necessities like police staffing levels while making significant new investments and building partnerships that broaden the concept of public safety and emphasize crime prevention.

This transition report documents many of the City's efforts on those core public safety services and new initiatives, with metrics and information, along with details about funding, where applicable. Please note that a separate section of this transition report focuses exclusively on efforts to reduce community gun violence.

BACKGROUND CONT.

At a high level, while there are many ways to conceptualize what public safety means in a community, one of the most common measures is the amount of Part One crime, which measures the level of violent crime. Part One crimes include rape, robbery, aggravated assault (including gun violence), burglary, larceny, and auto theft. The chart below shows total Part One crimes in Hartford over the last ten years, demonstrating a consistent and significant downward trend since 2015.

PART ONE CRIME TREND

YEAR	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
PART ONE CRIMES	7099	6585	6751	7049	6740	6364	5916	4635	5214	4438	4476

One important piece of context to note is that the measurement of these crimes recently became more rigorous, when the FBI switched to a new data collection system called the National Incident-Based Reporting System in 2021. The new system requires a greater degree of specificity and an FBI analysis found that using the new system resulted in slightly higher levels of reported crimes, due to changes in reporting requirements. Even with that change to a more rigorous reporting requirement, Part One crime in Hartford has been on a consistent downward trend. In 2022, Part One crime was down nearly forty percent compared to 2012. As of the first week of December 2023, Part One crime has continued to decrease, relative to 2022, falling by a further 6.8%, despite an increase in auto theft driven largely by the design flaw in Kia and Hyundai vehicles.

Overall, the consistent year-over-year decreases in Part One crime from 2015 to the present represent a significant improvement in safety, security, and quality of life for Hartford residents.

CITY INITIATIVES

This report outlines a selection of public safety-related city initiatives and partnerships by categorizing them by department or function.

POLICE DEPARTMENT

STAFFING: The Police Department currently has 375 sworn officers. Despite an unprecedented commitment to recruiting over the past eight years, the Department has also seen a number of retirements and hiring of officers by other departments, as has been the case in many urban departments around the country. There are currently three members of the Department who are retirement eligible, with 50 becoming eligible for retirement in the next five years.

- **Recent Recruitment Statistics:** Since taking office in 2016, the current administration has prioritized police recruitment and recruiting diverse candidates. Overall, from 2016 through 2023 the City has recruited 258 new police officers in some of the most diverse classes in the city's history. Over the last four years, 49% of new recruits have been Black, Hispanic, or Asian, and 22% have been women. In the four years before the current administration took office, the city recruited less than fifty new officer.
- **Recruitment Strategies:** Over the past two years, the City of Hartford has worked with the Hartford Police Union to implement substantial wage increases to support recruitment and retention. In addition, the Police Department has devoted resources to maintaining a full-time Recruitment Unit with a Lieutenant, a Sergeant, and an officer. The Recruitment Unit is responsible both for proactive community engagement and for supporting applicants through the application process. In 2022, the most recent full year of recruiting, there were 575 total applicants.
- **2018 Assessment:** In 2018, at the City's request, the Department of Justice conducted an assessment of the Police Department's recruiting strategies. That assessment resulted in a number of recommendations, including establishing stronger communication with applicants and better preparing prospective recruits for written and physical components of the application process, which the Department has since implemented.

— **Resident Hiring:** The Police Department has taken a number of measures to support and encourage the hiring of Hartford residents, including: regularly engaging with community organizations like the Urban League, the Blue Hills Civic Association, the Greater Hartford NAACP, as well as Hartford Public Schools and local churches; holding events aimed at educating residents on how to become eligible to be a police officer; providing coaching for both the written and physical components of the application process, and waiving certain application fees for Hartford residents; and offering Hartford residents more time to achieve performance standards.

• **Funding:** The vast majority of the Police Department's budget comes from the General Fund and goes to staffing of various divisions throughout the department. The largest single division is the patrol division, which accounts for approximately 40% of the Department's funding. A small number of positions, approximately between 10 – 25, are grant-funded every year. The largest source of grant funding is the U.S. Department of Justice's COPS Hiring Program, which is a competitive award that law enforcement agencies, including Hartford, compete for every year.



ACCREDITATION: Independent state and federal accreditation bodies certify law enforcement agencies based on their adoption and maintenance of standardized policies and procedures for all departmental activity, from their handling of evidence and their code of ethics to their policies for critical incidents and treatment of suspects. The process of earning accreditation can take years, and it includes multiple stages, including self-assessment, external assessment with on-site evaluation and interviews, and ongoing monitoring.

- **Current POSTC Accreditation:** The Hartford Police Department was accredited by the Connecticut's Police Officer Standards and Training Council (POSTC) in 2022, earning Tier I certification, which is the first of three successive tiers. This was the first time the Department earned any accreditation in its history.
- **CALEA Accreditation:** The Department recently earned national accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), one of two national accreditation organizations recognized by the U.S. Department of Justice. Only a quarter of the police departments in Connecticut have CALEA accreditation, and the assessment is valid for four years. Larger police departments are held to a more rigorous accreditation standard, and Hartford is the only one of Connecticut's five largest cities to have been awarded accreditation.
- **Future Accreditation:** The Department is pursuing Tier II and Tier III accreditation from POSTC in 2024. The 2022 Tier I accreditation lasts for three years, and the Department will have to determine which accreditations to pursue for recertification in the coming years.

TECHNOLOGY: Enhancing the use of technology to enhance crime prevention and investigative efforts has been a major policy emphasis over the last eight years, and the Department has built its Capital City Command Center (C4) into the state's most sophisticated municipal law enforcement technology asset. The Department uses the C4 to distribute information in real time to assist in critical incidents, improve case closure rates by substantiating or discovering new investigative findings, to plan and prepare for large events, and more.

- **Citywide Camera System:** The City has made significant investment in the build-out of a citywide camera network, which now provides some level of coverage in every neighborhood in the city. The camera network is a key component of the City's investment in technology, and has been a critical tool for solving gun violence cases that likely would have remained unsolved previously. A forthcoming analysis from the Police Department studied 419 shootings between 2019 and 2023 and found that when shooting cases have video relevant to the incident, there is a 123% increase in the proportion of cases solved, compared to those cases without video. Recently the Department launched a program that allows residents and business owners to register their own cameras with the police department, speeding up investigations and allowing officers to be more proactive with properties that are a consistent concern.
- **Funding:** Maintenance for the camera system varies year to year. The budget for 2023 was \$315,000 within the Department of Public Works budget. The Police Department expects that maintenance costs will decline as the City builds out its fiber network. However, it is imperative to continue to invest in regular maintenance, and there continue to be opportunities to close gaps in the citywide camera network coverage.
- **Staffing:** The C4 is staffed by five detectives and one officer, as well as with five full-time civilian analysts. These positions are supported by the General Fund.



- Body Cameras:** The Department began rolling out its body-worn camera program in 2019, with a phased deployment throughout the department, including the creation of a use policy. The city initially purchased 325 body-worn cameras and 75 car cameras, and then in 2021 purchased an additional 150 body-worn cameras. The Department now has enough body-worn cameras for all officers to wear them.

- Funding: The initial rollout in 2019 cost \$1.8 million and was purchased with a combination of City funding and state grant funding. The second deployment in 2021 cost \$375,000 and was paid for with City funding. There is minimal maintenance cost associated with the body-worn camera program because the cameras are built for constant use.

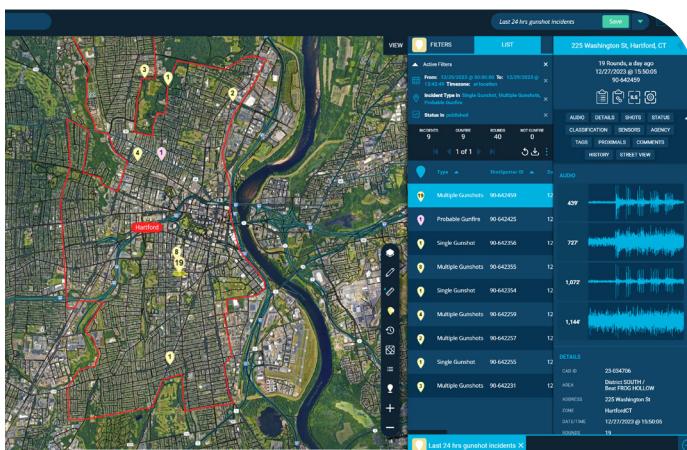
- ShotSpotter Expansion:** Hartford utilizes ShotSpotter technology, which is an acoustic sensor system that detects gunfire and alerts the police to its exact location with high precision. In recent years, Hartford has significantly expanded ShotSpotter coverage throughout the city. ShotSpotter now covers all residential neighborhoods in the city, identifying shots-fired incidents that might previously have gone unreported and allowing the Police Department to respond as quickly as possible to shooting incidents.

- Funding: ShotSpotter is an annual subscription service that costs approximately \$740,000 at its current level of deployment. The City does not own the equipment or perform any maintenance. A small portion of the annual cost for the next two years is covered by the \$2 million Community Based Violence Intervention & Prevention Initiative Grant received by the city in 2022.



• Drone Program: In 2021, the Police Department began using drones to enhance their search and monitoring capabilities. The Department uses drones to track dirt bikes and stolen cars, assist with facilitating large crowds, support the deployment of officers in emergency situations, for crime scene documentation, and more. The Department has a policy that governs its use of drones, including prohibitions on using drones as a weapon.

- Funding: The Police Department used approximately \$100,000 in grant funding from the State to procure nine drones and fund related training and licensing through the Federal Aviation Authority. There are minimal maintenance costs.



INTERNAL AFFAIRS: The Police Department's Internal Affairs Division (IAD) investigates citizen complaints reported to the department, conducts internal investigations, supports officer-involved shooting investigations (which are led by the State), and it can also investigate conduct by an officer at the direction of the Chief of Police. The Division is led by a commander, eight investigators, and an administrative assistant. In recent years, the City and the Police Department have placed significant emphasis on increasing the rigor of IAD investigations and ensuring that citizen complaints are taken seriously, a commitment reflected in a **dramatic increase in the percentage of cases sustained** beginning in 2018, compared with prior years.

CITIZEN COMPLAINTS REPORTED TO DEPARTMENT

Year	Cases	Sustained Cases	% Sustained
2014	127	9	7.1%
2015	104	5	4.8%
2016	81	5	6.2%
2017	74	5	6.8%
2018	62	15	24.2%
2019	86	19	22.1%
2020	79	24	32.9%
2021	71	28	39.4%
2022	66	19	28.8%

- Statistics:** The percentage of citizen complaints sustained by the Internal Affairs Division increased dramatically between 2017 and 2018, and since then has remained above 20%. The Police Department has implemented a number of new processes to ensure complaints are reviewed appropriately and thoroughly.
- Early Intervention System:** In addition to investigating complaints and conducting investigations, the IAD consistently tracks complaints against officers so that even if complaints aren't sustained, the Department can take action. If officers receive repeated complaints, they can be assigned to undergo additional training or enhanced supervision to ensure they're performing their duties appropriately and with integrity.

CIVILIAN POLICE REVIEW BOARD: Hartford's Civilian Police Review Board (CPRB) investigates complaints made by members of the public against Hartford police officers. The body underwent major changes in 2020 with a revised ordinance proposed by Mayor Bronin and supported by the City Council. The most significant changes included: (a) The creation of a new, funded Inspector General position within City government to coordinate the independent investigation of allegations of misconduct, and to provide dedicated staff support to the members of the CPRB; (b) The establishment of a process for concurrent investigations by the Inspector General and the Police Department's Internal Affairs Division, rather than consecutive investigations; (c) The empowerment of the CPRB to appeal the Police Chief's decisions to an independent arbitrator; and (d) The authority of the CPRB to initiate an investigation without a specific complaint from a member of the public.

- Recent Work:** Over the last two years, the body has focused on making sure its investigatory and hearing process is institutionalized, which for many years had been inconsistent. As part of that process, the CPRB has updated its bylaws to be consistent with the revised ordinance, begun deploying a new case management system, and reached an MOU with the Hartford Police Union to participate in interviews of officers conducted by the Police Department's Internal Affairs division upon request. In practice, there has been little disagreement between the findings recommended by IAD and those reached by the CPRB, and the CPRB has not yet used the arbitration process.
- Composition:** The CPRB has nine voting members and two alternates. The Mayor appoints eight of the nine members (with Council confirmation), and the ninth is appointed by the Commission on Human Relations. There is also a non-voting member appointed by the Mayor who must be a Hartford resident between 18 – 26. The new ordinance also says the Mayor "shall give substantial weight" to nominees recommended by a majority of Council members or through a community recommendation process.

- **Current Status of the Inspector General:** The current Inspector General is serving on an interim basis. The incoming administration will have to resolve his status or nominate a new Inspector General in accordance with the ordinance, which requires a joint appointment by the Mayor, Chair of the CPRB, and the President of the City Council.
- **Case Load:** Prior to the 2020 reforms, the CPRB suffered from a significant case backlog and by the time the new ordinance took effect in March 2021, the backlog was 170 cases. The entire backlog was cleared by September 2022.



FIRE DEPARTMENT

STAFFING: In the first three years of the Bronin administration, from 2016-2018, the City heavily recruited firefighters due to an impending spike of retirements, hiring 128 firefighters in that short period of time. Since then, it has added new classes on a staggered basis. The current staffing level is 329 sworn personnel, with 24 additional firefighters currently enrolled in the Fire Training Academy.

- **Funding:** The vast majority of funding for firefighters comes from the General Fund. In 2017, The City won an \$11 million SAFER Grant, part of an annual FEMA grant program that helped fund three years of salary for approximately 70 firefighters. The City continues to receive SAFER funding at a lower level.

FIRE HOUSE RENOVATIONS: The City has allocated funding for multiple fire house renovations using General Fund and grant dollars. These renovations are meant to repair lighting, improve air quality and ventilation, fix roofs, and improve locker rooms and living spaces, among other changes.

- **Funding:** Multiple firehouses have received significant investments, some across multiple fiscal years, including: Fire Station 11 – \$4.7 million; Fire Station 5 – \$4.5 million; Fire Station 9 – \$4,500,000. Station 11 has been completed. Stations 5 and 9 are currently in the planning phase.

- **Upcoming Renovations:** The renovation for Fire Station 16 is currently in the planning phase and has an estimated budget of \$4.5 million. Planning for the renovation of the Department's training facility is also underway, but there is no cost estimate yet.

ACCREDITATION: In 2020, the Fire Department became one of only 87 out of approximately 26,000 U.S. departments to be both internationally accredited and to hold an ISO Class 1 classification. Similar to the Police Department's accreditation process, the Fire Department underwent a rigorous internal and external evaluation of its processes and procedures, from training and public education to fire suppression and Hazmat operations.

INVESTMENT IN FIRE PREVENTION: In the FY24 budget, the City added four new full-time inspector positions to the Fire Marshal's office to help increase its capacity to perform inspections. Like other cities with large numbers of buildings, Hartford has not been able to keep pace with the annual property inspections mandated by state statute. The Fire Marshal's office participates in the city's new Residential Licensing Program, adding new regularity and consistency to the inspections process.

- **Funding:** The funding for these positions comes from the General Fund.



EMERGENCY SERVICES & TELECOMMUNICATIONS (ES&T)

STAFFING: For years, there has been a nationwide shortage of 911 dispatchers, and as recently as 2020, Hartford's dispatch team was operating at nearly half capacity. ES&T conducted a comprehensive revamp of its recruitment, training, and retention programs, and as of December 2023, there are zero vacancies. That includes 19 fully-trained dispatchers, eight trainees, five fully trained "Call Takers" (a new position), and 13 dispatchers who are scheduled to begin training in 2024.

- **Compensation:** As part of the recruitment revamp, ES&T significantly increased salaries for both dispatchers and supervisors, raising compensation by approximately 30% and 40% respectively.
- **Training:** ES&T historically trained candidates on an ad-hoc basis in small groups of three or four. In November 2022, ES&T began conducting larger group trainings through a dedicated Training Academy, and built a broader new curriculum. This includes engaging with partner agencies, ride-alongs with public safety responders, and both online and in-person training modules, on top of all mandated certifications.
- **Call Taker Position:** ES&T worked with its union to create a new position aimed at alleviating the workload of the dispatchers. These call takers receive training that allow them to receive and respond to calls for service — with the hope that they will eventually become dispatchers. They must successfully complete State-mandated certification within one year of employment.

COMPUTER-AIDED DISPATCH (CAD), RECORDS

MANAGEMENT SYSTEM (RMS), AND RADIO UPGRADE:

The City's prior CAD and RMS systems were installed about 40 years ago, and the radio systems used by public safety departments were reaching the end of their life. ES&T, working with the Police and Fire Departments, recently completed the CAD/RMS project, and anticipates the new radio infrastructure will go live in early 2025.. These upgrades put ES&T in line with or beyond the industry standard.

- **Funding:** The CAD/RMS project upgrade cost \$8 million, with \$5 million from the State Office of Policy and Management and \$3 million from the City's General Fund. The separate radio infrastructure upgrade project costs approximately \$6 million, funded exclusively with City dollars.
- **Text to 911:** Hartford launched its "Text to 911" system in January 2018 and became one of the first municipalities to implement the feature, which is particularly useful in critical situations like home invasions and for individuals who are deaf or hard of hearing.
- **Next Generation 911:** The backbone of the 911 system in Connecticut is maintained by the State government. In 2015, it began upgrading its 911 systems to "Next Generation 911," which is a more resilient system with expanded capabilities, including the ability to receive texts, photos, and videos from emergency callers. Hartford switched over to the new system in 2017.

OFFICE OF COMMUNITY SAFETY AND WELLNESS

In recent years, the City has initiated or expanded a number of efforts to promote public safety and wellness that are independent of traditional law enforcement. To help coordinate those initiatives, the Mayor established the Office of Community Safety and Wellness within the office of the Chief Operating Officer. This section provides a non-exhaustive review of the initiatives coordinated and managed by the Office of Community Safety and Wellness.

HEARTeam: In 2020, Mayor Bronin and the City Council allocated funding for the creation of a civilian crisis intervention team to respond to 911 calls that may not require a response from law enforcement. In 2022, after an extensive research and community engagement process, the City launched the “HEARTeam,” integrating three service providers into the City’s emergency response system: the Wheeler Clinic for people under 18; the Community Renewal Team (CRT) for adults experiencing distress that is not acute; and the Capitol Region Mental Health Center for adults in severe distress.

- **Results:** Since the program’s launch, CRT has responded to by far the most calls, with 1,401 responses. The monthly response volume has steadily increased over time, with less than forty calls each in April and May 2022 and approximately 180 calls each in July and August 2023. Overall, 82% of calls did not trigger a co-response, meaning CRT did not have to go out with police or another partner. In 46% of calls, the team was able to provide assistance or at least evaluate the client, and approximately 37% of responses were canceled on scene because the response team could not find the client. CRT was able to arrange a referral or other follow up for 37% of encounters.



- **Funding:** The initial allocation was \$5 million in surplus funding from the FY2021 budget, and the program continues to operate with that funding. The program’s operating budget is \$1.6 million per year. In 2023, the city is working to finalize an additional allocation of \$2 million from funding reserved for mental health and wellness initiatives under the American Rescue Plan, to provide funding through at least 2025.

REENTRY WELCOME CENTER: The City created its Reentry Welcome Center (RWC) in 2018 and operated it out of City Hall with Community Partners in Action, one of the state’s leading reentry organizations. The goal was to connect returning citizens, particularly those completing sentences, to the services and support they need to build successful lives. Since then, it has worked with more than 1,000 individuals, offering case management and referrals to services that can help with basic needs, employment, education, and more, in partnership with a network of dozens of providers. In 2022, the City announced a major expansion of the RWC, at a larger facility, and with additional funding to expand its services.



- **Funding:** The RWC has always been supported by multiple funding streams. Initially in 2018, the Hartford Foundation for Public Giving provided a three-year, \$450,000 grant, with some staffing support funded by the city. It is currently funded by \$900,000 in American Rescue Plan funds, a \$375,000 Department of Justice grant, and ongoing funding from the Hartford Foundation for Public Giving. In 2023, the Mayor proposed and the City Council adopted a resolution allocating [cannabis tax revenue](#) to support the RWC – which will provide ongoing and likely growing revenue. There is currently one dispensary operating in Hartford, and estimated annual tax revenue is \$91,200.

NEIGHBORHOOD AMBASSADORS PROGRAM: In 2022, the City launched its Neighborhood Ambassadors program, which aims to give formerly-incarcerated residents part-time employment cleaning and beautifying high-traffic commercial corridors in neighborhoods throughout the city. In the program's first two years, it enrolled 27 Hartford residents. Going forward, the program will expand to 16 total ambassadors, with new responsibilities including traffic island maintenance and snow removal at city owned properties.

- **Results:** Fourteen of the 27 Hartford residents initially completed the program and seven were still enrolled over the summer of 2023, with the remaining six dropping out. Of the 14 participants who completed the program, 13 transitioned to full-time jobs, and one encountered a major health issue.
- **Funding:** The initial program was funded with a combination of American Rescue Plan dollars, CDBG funding, and resources from the Hartford Foundation for Public Giving. To provide a sustainable funding source, the City of Hartford has dedicated its “nip deposit revenue,” which it receives from a recently-enacted state surcharge, to the Ambassadors program. The current annual revenue estimate is about \$162,000.

HOMELESS ENCAMPMENT OUTREACH TEAM: Like many cities, Hartford has seen an increase in unsheltered residents who take up residence on public or private property. The City convened a working group including the Department of Public Works, the Police Department, the Department of Development Services, and partner agencies including Journey Home, Hands on Hartford, the Wheeler Clinic, and the Greater Hartford Harm Reduction Coalition to develop and implement a protocol to conduct outreach and appropriately clear encampments.

- **Outreach Protocol:** When the 311 system, the City, or one of its partners are made aware of an encampment, one of the partner agencies aims to respond to the identified site within 72 hours and begins working with individuals to connect them to the appropriate services, including shelter placement. The full working group convenes weekly to review the status of referrals it has made and identify locations for proactive outreach.

- **Responding to Encampments:** After initial outreach and referral, the City identifies a date for a clean up of the encampment, and posts a notice 72 hours in advance. During those 72 hours, outreach teams engage or reengage with any individuals remaining at the encampment to offer resources and provide support to them post-clean up. Journey Home is currently exploring an external partnership that could pilot changes to the current protocol.

SELF-CARE AND WELLNESS INITIATIVE: In 2023, the City launched a community-wide initiative to increase the community’s focus on mental well-being, bringing together national mental health leader Headspace, a local provider in the Copper Beech Institute, and the Greater Hartford Arts Council. The overall goals are to equip more Hartford residents with tools to improve their mental well-being, improve awareness of existing resources and identify gaps, provide mental wellness training to City employees, and strengthen their ability to in turn promote mindfulness resources for the residents they serve.

- **Funding:** This is a multi-year, \$900,000 initiative using American Rescue Plan funds.

UNIVERSAL REPRESENTATION PROGRAM: In 2021, in partnership with the City Council, the City launched its Universal Representation Program to fund legal assistance for Hartford residents facing immigrant court proceedings, and likely deportation. The program is administered by New Haven Legal Assistance, which had a longstanding practice of representing undocumented residents and experience representing them in immigration proceedings.

- **Funding:** The City has allocated \$95,000 in General Fund dollars for the program annually, and the incoming administration will have to decide its status for FY2025.



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RECOMMENDATIONS

→ CONTINUE TO PURSUE ADEQUATE POLICE AND FIRE DEPARTMENT STAFFING:

The City has worked aggressively and consistently to recruit police and fire personnel, and has negotiated significant increases in pay for officers and firefighters to assist with both retention and recruitment. However, both departments will continue to face staffing pressures going forward. Like urban police forces across the country, the Police Department continues to face retirements and transfers to departments with less challenging responsibilities, requiring continued focus on recruiting and retention. Stemming attrition will also require continued effort to reduce the number of involuntary call-ins, with some common-sense changes necessitating approval by the Hartford Police Union. The Fire Department's labor contract is expiring next year, and building on the substantial pay increase recently negotiated for junior firefighters, negotiating a responsible, fair contract that retains personnel at all levels of seniority should be a priority.

→ EVALUATE AND GROW THE HEARTEAM PROGRAM:

The HEARTeam program is funded through next year's FY25 budget cycle, and it has been successful and well-received by city residents. The City will likely be able to draw on anticipated end-of-year surplus dollars to sustain the program beyond that date, but should work to identify a recurring revenue stream, advocate for state funding for civilian crisis response initiatives, or pursue grant funding.

→ SUSTAIN AND EXPAND THE SCOPE OF THE REENTRY WELCOME CENTER:

The RWC has become an important part of the public safety and criminal justice ecosystem in Hartford, and its new location and funding will allow it to serve more returning citizens. Its continued operation and growth is not a given, and the incoming administration should continue to prioritize seeking funding and ensuring that the partnerships that allow it to succeed continue to deepen.

→ MAINTAIN AND EXPAND THE CITYWIDE CAMERA NETWORK:

While the City has made significant investments expanding the citywide camera network, there are still important areas of Hartford that lack adequate coverage, including heavily-trafficked corridors in the South End. The City should pursue funding for camera expansion, which is costly due to the need to purchase cameras and install high-speed fiber, which allows the cameras to plug into the broader system effectively and ensure its resiliency.

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RECOMMENDATIONS CONT.

- **SEEK FUNDING OPPORTUNITIES TO SUSTAIN COMMUNITY SAFETY AND WELLNESS INITIATIVES:** The network of programs within the Office of Community Safety and Wellness, including the community violence intervention and hospital-based violence intervention programs, the HEARTeam, the Neighborhood Ambassadors program, and others all have varied funding streams and their creation and implementation have been driven by consistent attention and prioritization by the Mayor and his senior leadership. The incoming administration should consider similarly devoting time and resources to each of these programs, as part of its broad public safety agenda.