



**CITY OF  
CAMBRIDGE**



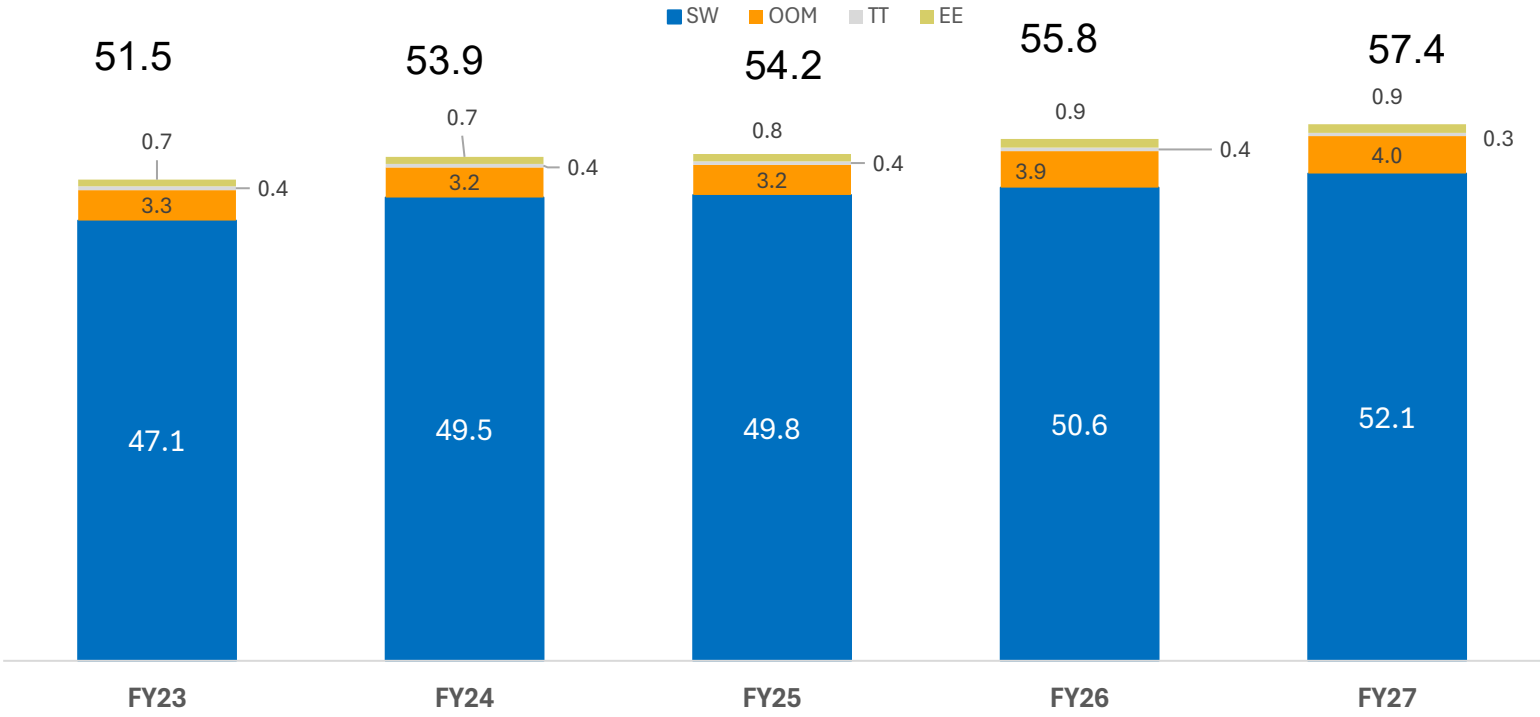
# Cambridge Police FY27 Budget

Finance Committee Meeting

March 10, 2026

# Five Year budget comparison

Police Budget by statutory category (Million \$)



Year-over-year Increase

4.7%

0.6%

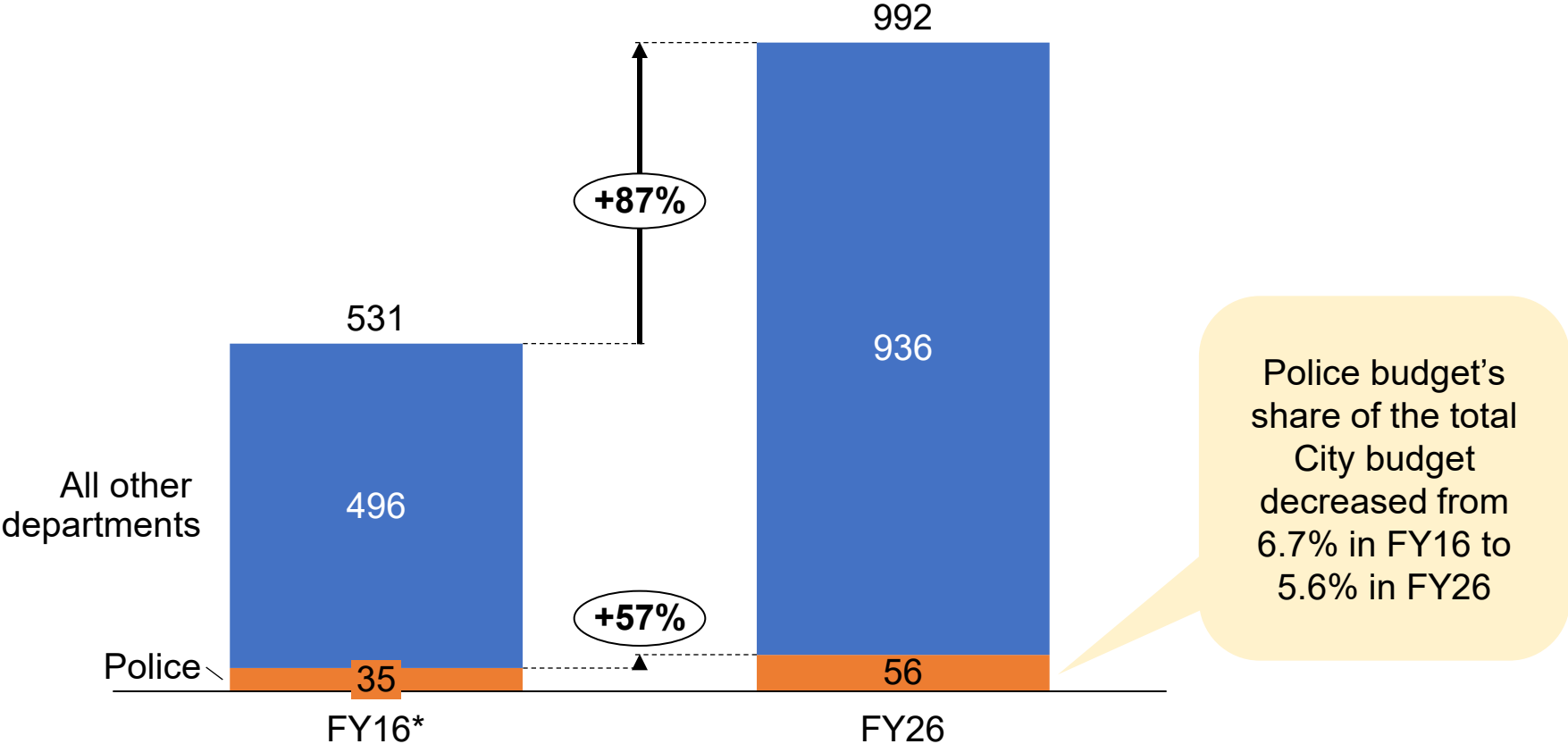
3.0%

2.7%

# The Police budget has grown more slowly (57%) vs. the City's operating budget (87%) between FY16-FY26

City and police operating budget, FY16\* and FY26

Million \$

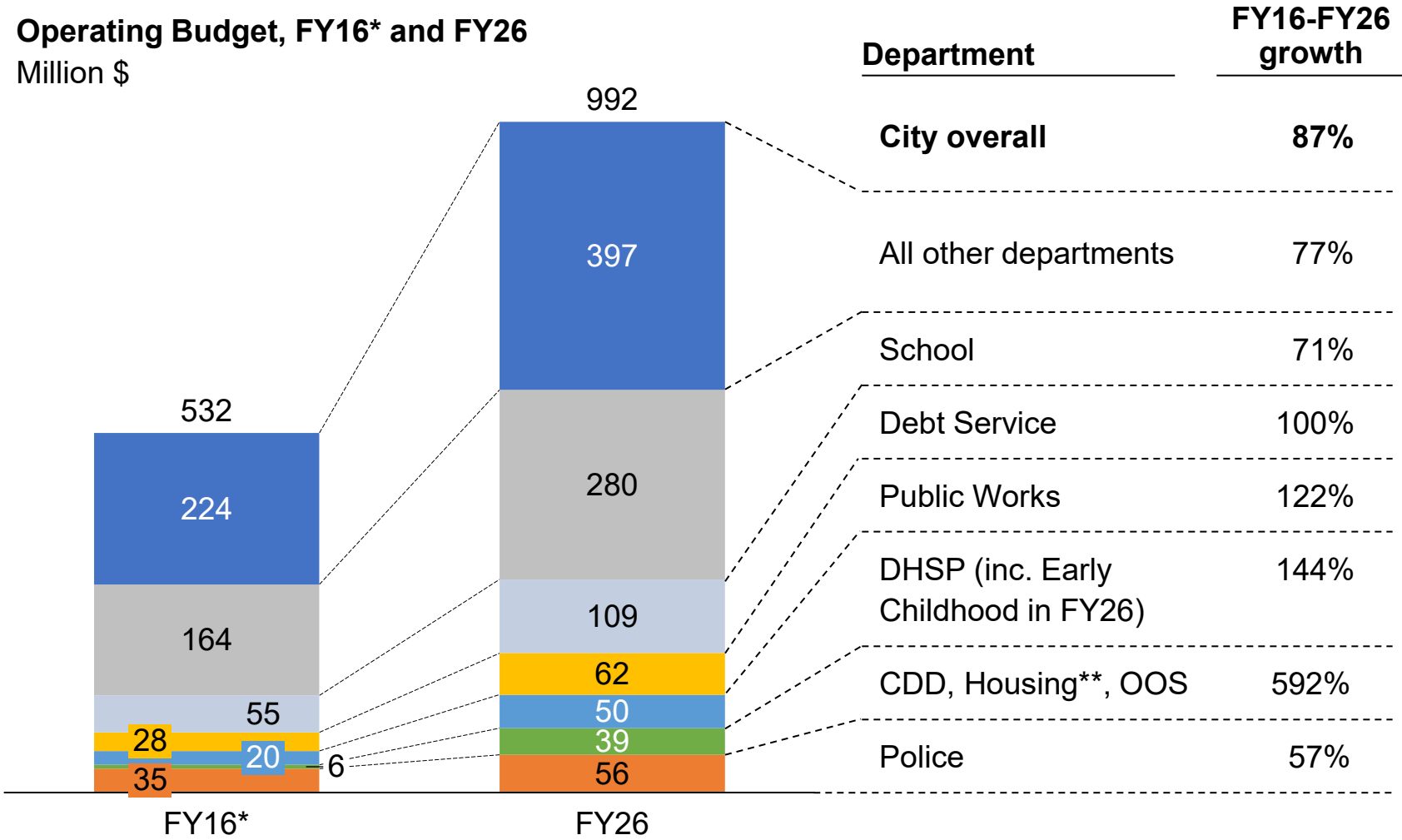


\*For FY16, dental insurance, health insurance, and pensions were moved from individual depts. to the Employee Benefits Department for an apples-to-apples comparison with FY26

# During this period, many departmental budgets have grown faster than both the City's overall operating budget and the Police budget

## Operating Budget, FY16\* and FY26

Million \$



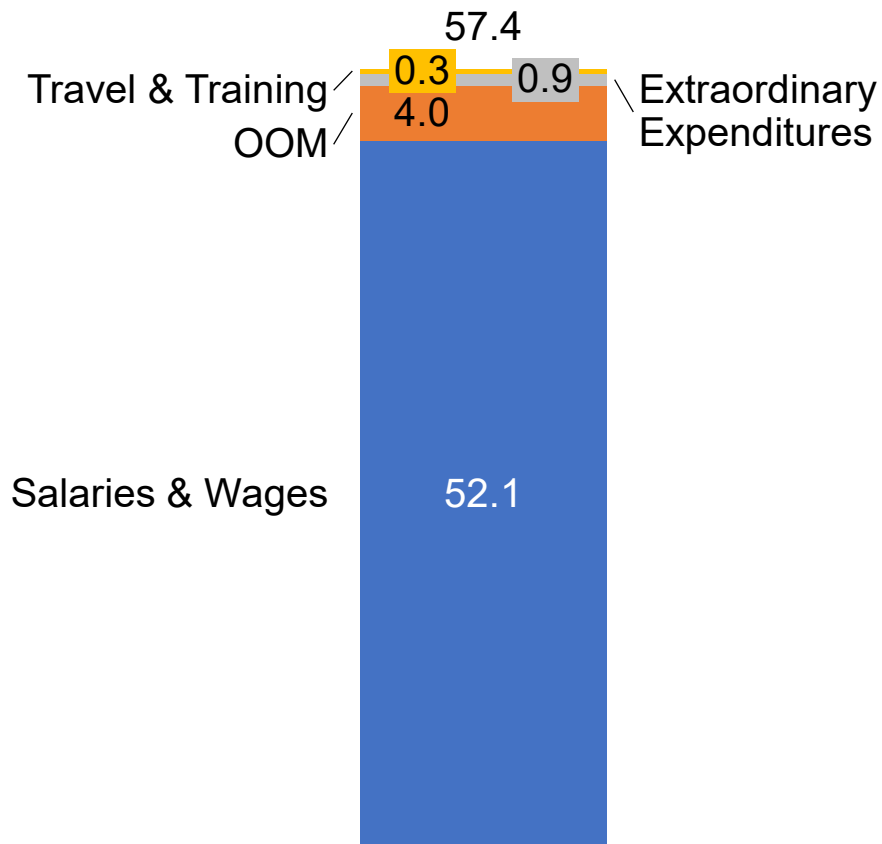
\*FY16 benefits moved to Employee Benefits for an apples-to-apples comparison with FY26

\*\*Includes general fund money to support affordable housing

# The Police FY27 proposed budget is \$57.4M, marking a 2.7% increase from the FY26 budget

FY27 proposed figures are preliminary

## Police FY27 proposed budget by statutory categories (Million \$)



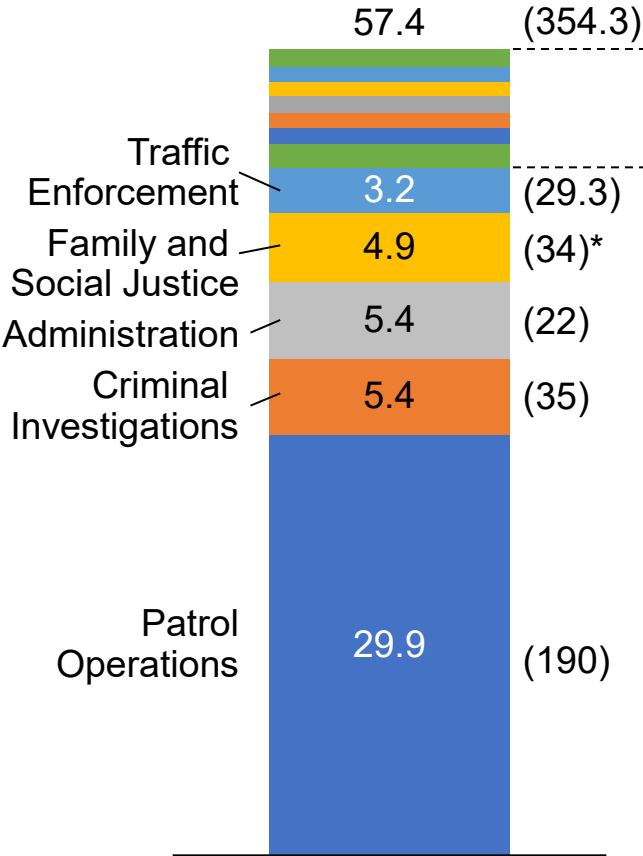
## Key highlights:

- FY27 proposed budget is \$57.4M
- This marks an increase of ~\$1.5M, or 2.7%, from the FY26 budget
- Anticipated non-personnel increase in public safety technology for FY27 is \$130K
- Salaries & Wages represents 91% of Proposed FY27 Budget
- OOM represents approximately 7% proposed FY27 Budget
- 2.1% budget savings:
  - \$600K from police cadet program
  - \$600K from overtime

# Patrol Operations is the largest division, accounting for 52% of the Police budget

*FY27 proposed figures are preliminary*

**Police FY27 proposed budget by division**  
 Million \$ (FTE number in bracket)



<u>Division</u>	<u>Proposed budget</u>	<u>FTE number</u>
Procedural Justice	\$1.4M	5
Technical Services	\$1.1M	5
Planning, Budget, Personnel	\$1.0M	7
Commissioners Office	\$1.3M	3
Tactical Operations	\$1.0M	5
Professional Standards	\$1.2M	8
Training	\$1.5M	11

\*There are 5 clinical service staff within the Family and Social Justice division

# Most of the department's budget growth since FY22 is due to salary increases across union and non-union staff

## Key highlights

*FY27 proposed figures are preliminary*

### Salary Growth

- FY22-FY27: \$7.9M

### Non-Salary Budget Growth

FY22-FY27:  
~\$1.5M

- Body Worn Camera Program (\$495K)
- Clean Fleet partial cost (\$207K)
- Data Transparency & Analysis (\$200K)
- Enhanced Public Safety Technology (\$269K)
- Partnership with ROCA for at risk youth (\$100K)
- Less lethal training (\$40K, partially absorbed from existing budget)
- Reduction in travel & training (-\$37K)
- Review of policies, procedures and training and CALEA Accreditation (\$110K)

### Other Selected Initiatives

FY22-FY27:  
No budgetary increases

- Alternative hiring pathway
- Jail Re-Entry Initiative
- Second Chance program
- Clinicians and Police program (CAPS)
- Additional less lethal tools
- Co-Response program (one staff funded by grant and one by CPD budget before FY22)
- Post overdose support (Grant)
- Expanded community engagement (Game Night, Everyone's Got to Eat, Youth Sports etc.)
- E-Citations (absorbed through existing budget and Grant funding)

# The effort to implement Community Oriented Policing was started over 30 years ago and remains an ongoing priority

## Key milestones

1993: Implemented Community Oriented Policing  
1995: Hired Youth Outreach Coordinator and Elder Services Coordinator  
1997: Implemented Neighborhood Sergeants Program  
1998: Formalized Use of Force Policy  
1998: Issued New Policy Requiring Officers to Report All Uses of Force  
2004: Began Providing Policing the Teenage Brain Training  
2004: Developed Youth Police Academy  
2007: Implemented Safety Net Collaborative (juvenile diversion program)  
2007: Established Homeless Outreach Officers  
2007: Co-founded the Cambridge-Arlington-Belmont High-Risk Domestic Violence Assessment and Response Team  
2008: Initiated Implicit Bias Training  
2010: Began Providing Gay Officers Action League (GOAL) Training  
2012: Began Providing De-Escalation Training  
2012: Began Providing Fair and Impartial Policing Training  
2014: Implemented Focused Deterrence Program  
2015: Hired First Licensed Social Worker  
2015: Hired Director of Outreach and Community Programs  
2015: Implemented Quarterly Stakeholders Meeting  
2015: Founded Multi-Disciplinary Homeless Street Outreach  
2015: Implemented Recovery Session/Mental Health Court  
2016: Created Homeless Court with Local Judge  
2016: Began Providing First-of-Its-Kind Trauma Training to Officers  
2016: Founded Regional Critical Incident Stress Management Team  
2017: Began Providing Anti-Defamation League Training

2017: Crash-Related Calls for Service Drop to Lowest # Recorded in 20 years  
2018: Established Family and Social Justice Section  
2018: Established Office of Procedural Justice  
2018: Hired Director of Clinical Support Services  
2018: Began Providing ICAT Training (one of the first departments in New England and in the country)  
2018: Named Civilian Chief of Professional Standards Unit  
2019: Introduced Cambridge-Northeastern Police Academy  
2019: Introduced Police Cadet Program and Youth Explorers Program  
2019: Formed Partnership with The Iota Chi Chapter of Omega Psi Phi Fraternity, Inc.  
2019: Superintendent Elow Recognized as Social Justice Leader in the Community by NAACP  
2020: First Department in the Country to Participate in Historic Injustices and Present Policing Project  
2021: Introduced Cambridge Second Chance Program  
2021: Initiated Clinicians and Police Initiative with Cambridge Health Alliance and Somerville Police  
2021: Second Chance Program  
2021: Clinicians and Police Program (CAPS)  
2022: Signed CALEA Accreditation Agreement  
2022: Post Overdose Support (Grant)  
2024: Co-Response Program  
2025: Additional less lethal tools and training  
2025: Jail Re-Entry Initiative  
2025: E-Citations (absorbed through existing budget & grant funding)  
2026: Alternative Hiring Pathway  
2026: CPD received Advanced CALEA Accreditation

# Cambridge has invested over the years to promote CPD diversity, support diversion, enhance procedural justice, and improve preparedness

## Cadet Program

- 5 of 6 of original class have completed or nearing completion of the Police Academy
- Has increased CPD diversity

## Enhanced Clinical Support

- Clinical support unit (CSU) clinicians are embedded in the Department and work hand in hand with officers using case management approach with most vulnerable populations
- In 2025 the CSU worked on 1,340 cases

## Police Academy

- Established so that we could teach officers about Cambridge commitment to procedural justice and provide experiential learning
- Has increased CPD diversity

## Community Preparedness

- Explosive Ordinance Disposal (EOD) and Tactical Patrol serve as regional assets (e.g., Harvard & MIT call for support; Local and regional events)
- Avoids using outside agencies when there is a critical incident (without similar community and procedural justice approach)

## Youth Resource Officers

- Partner with schools and families to divert Cambridge youth away from juvenile justice systems
- Serves as a national model for YRO programs

## Family and Social Justice Section

- Wraparound services to those most at risk for involvement in the criminal legal system
- Sequential Intercept Model
- Dedicated outreach
- Case management across the department
- Work with DA and specialty court sessions

## Procedural Justice Unit

- Ensures proactive data analysis and transparency

# Thank you



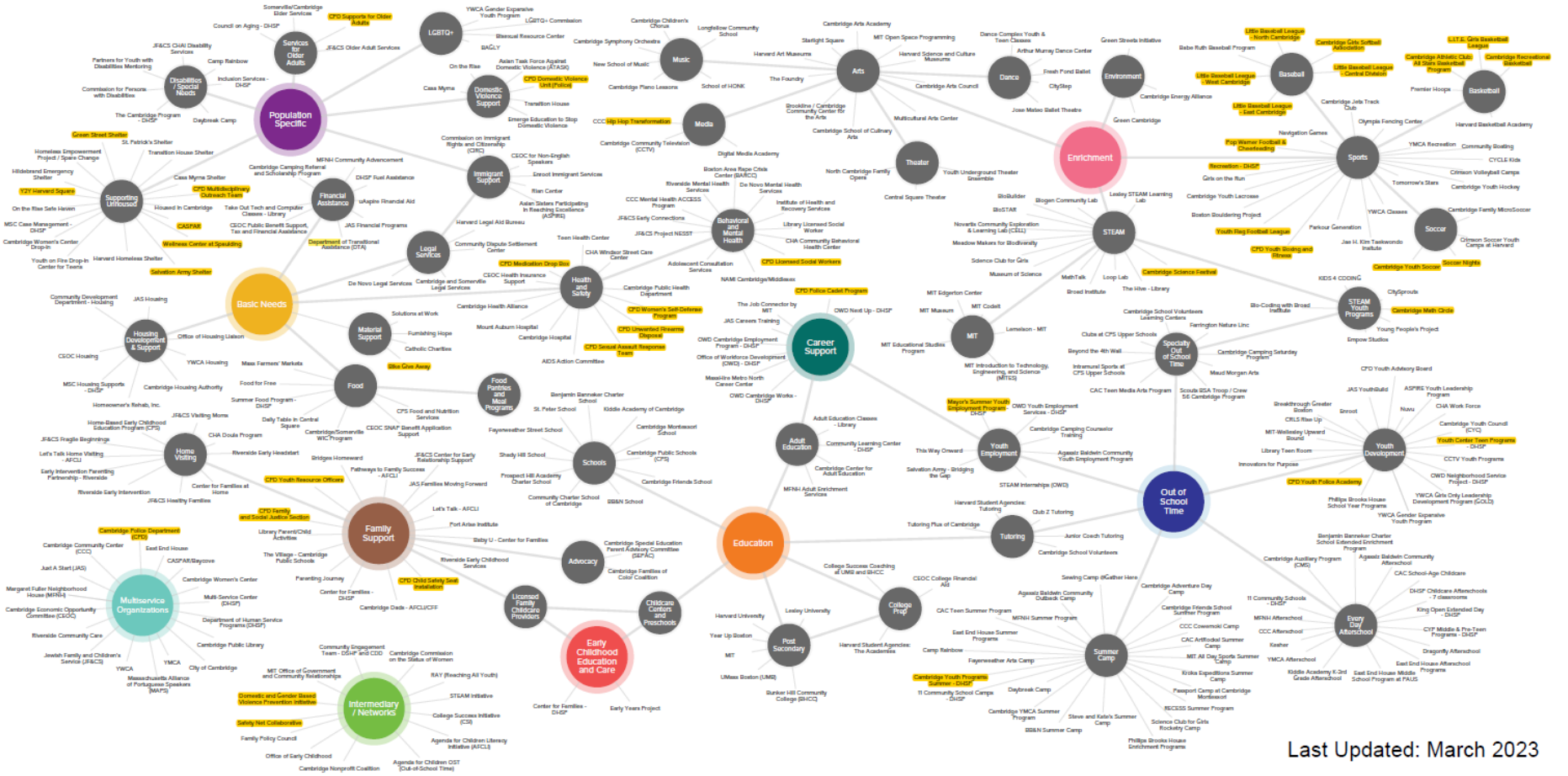
# APPENDIX

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# These programs embed CPD throughout Cambridge's ecosystem (high-level view)

## Cambridge Cradle to Career Ecosystem Map

For more information about organizations listed here, go to [www.finditcambridge.org](http://www.finditcambridge.org) or call/text 617-686-2998  
To interact with this ecosystem map online, go to [www.kumu.io/familypolicycouncil/cambridge](http://www.kumu.io/familypolicycouncil/cambridge)



Last Updated: March 2023

# These programs embed CPD throughout Cambridge's ecosystem (zoomed-in view, 1 of 2)

CPD Supports for Older Adults

CPD Domestic Violence Unit

CPD Multidisciplinary Team

CPD Youth Resource Officers

CPD Child Safety Seat Installation

CPD Family and Social Justice Section

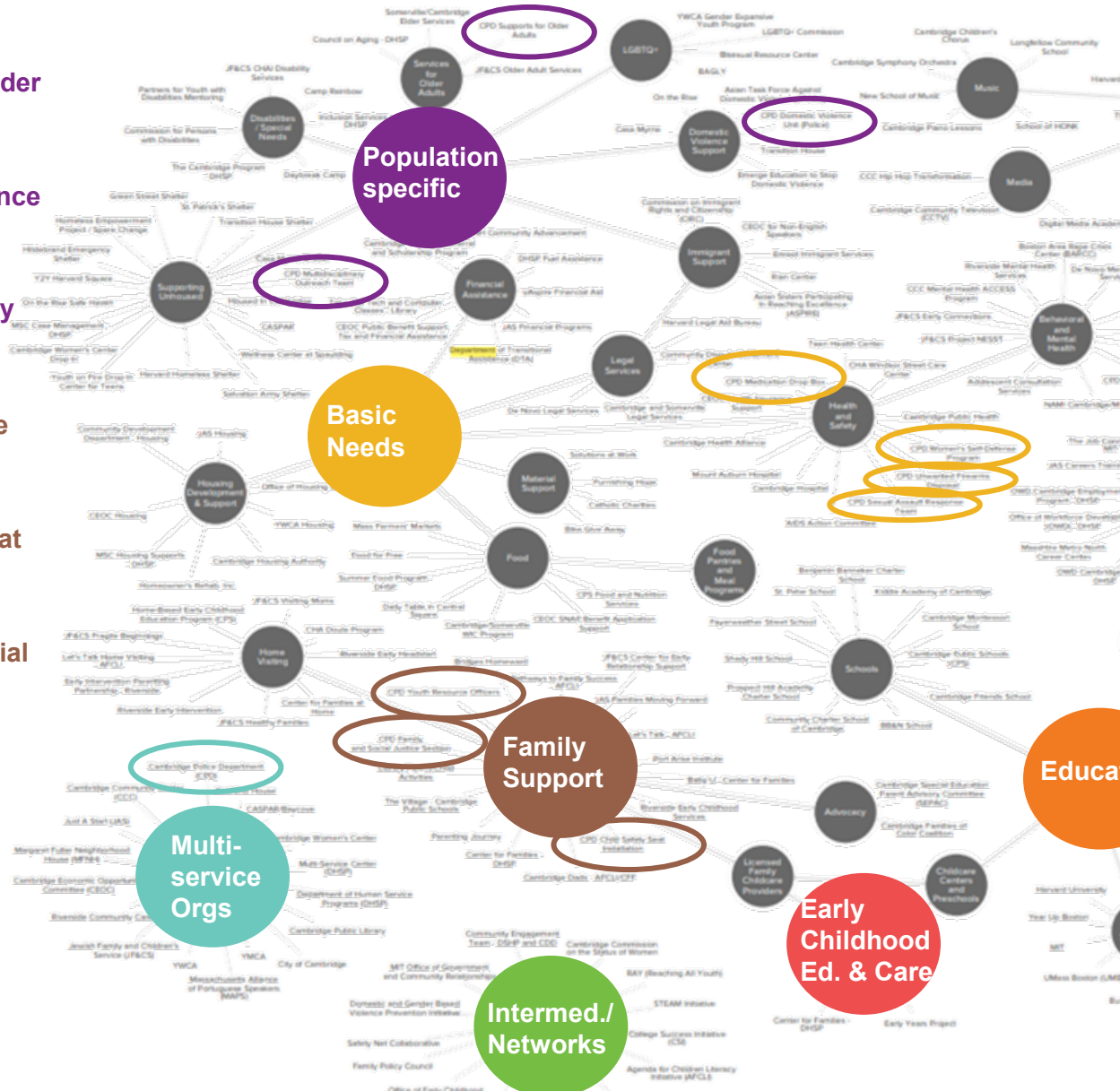
Cambridge Police Department

CPD Medication Drop Box

CPD Women's Self Defense Program

CPD Unwanted Firearms Disposal

CPD Sexual Assault Response Team



# These programs embed CPD throughout Cambridge's ecosystem (zoomed-in view, 2 of 2)

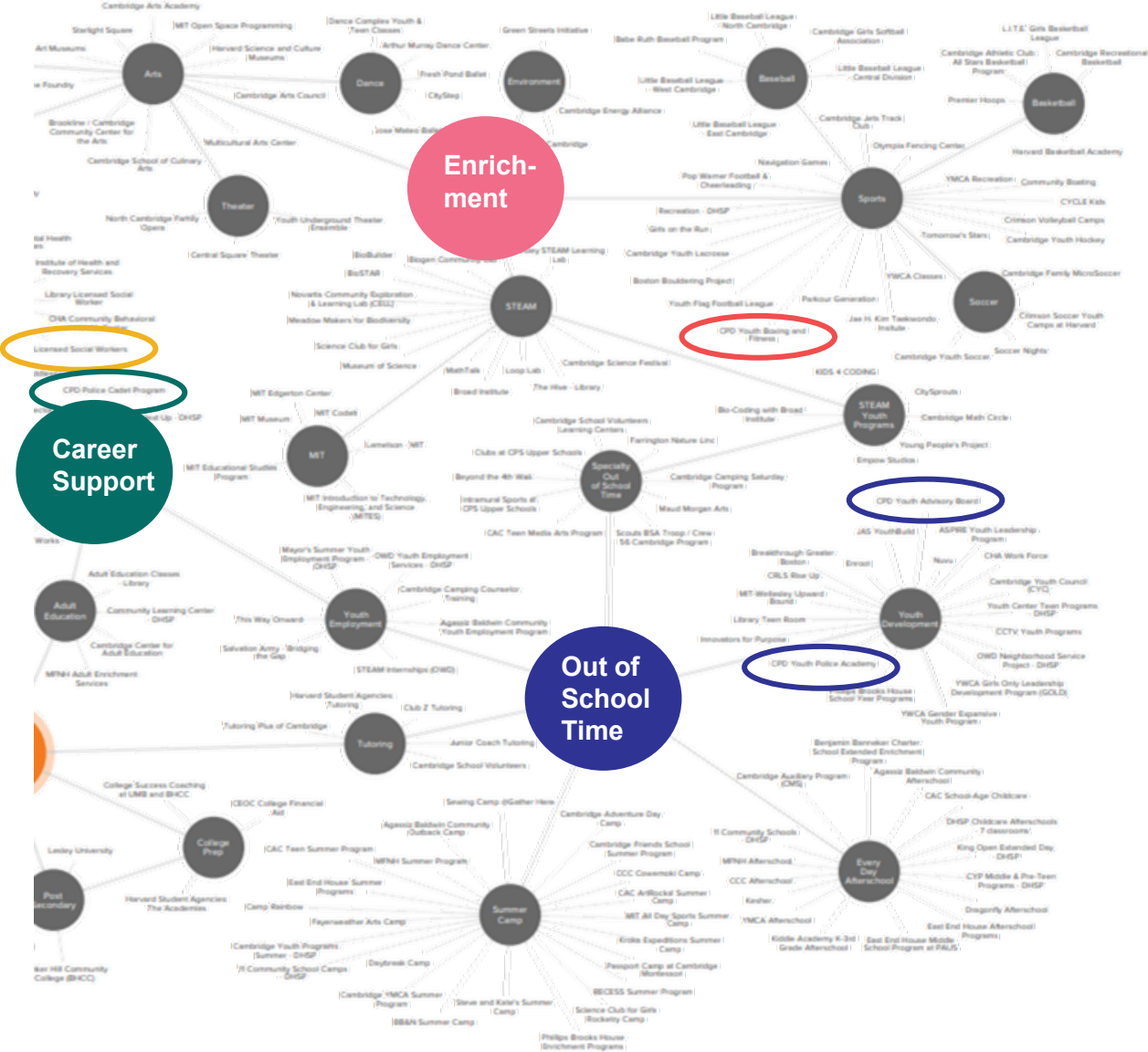
CPD Licensed Social Workers

CPD Police Cadet Program

CPD Youth Boxing and Fitness

CPD Youth Advisory Board

CPD Youth Police Academy



# These programs have a tangible impact on our residents' lives and our ability to respond in crisis

Case Examples	Situation	CPD intervention	Impact
<b>Youth</b>	<ul style="list-style-type: none"> <li>Youth committed serious non-violent offense</li> <li>They were not attending school, solely focused on music career</li> </ul>	<ul style="list-style-type: none"> <li>Worked with juvenile's parents and school on community-based diversion approach</li> <li>Facilitated music studio hours in exchange for school attendance</li> </ul>	<ul style="list-style-type: none"> <li>No more police involvement</li> <li>Youth graduated from CRLS</li> <li>Continues to work with music studio post-diversion</li> </ul>
<b>Elderly   Unhoused</b>	<ul style="list-style-type: none"> <li>Unsheltered resident has lived in Harvard Square since 2011</li> <li>Was in need of a prosthetic replacement</li> </ul>	<ul style="list-style-type: none"> <li>Convened a meeting with the Harvard Square Business Association, Pro EMS, Public Health Department, and DMH to develop an intervention plan</li> <li>Secured commitment from several benefactors to fund expenses</li> </ul>	<ul style="list-style-type: none"> <li>Was outfitted with new prosthetic and replacement was successfully completed</li> <li>Has been very happy with new prosthesis and even got a bicycle he is able to ride now</li> </ul>
<b>Mental Health</b>	<ul style="list-style-type: none"> <li>Individual with history of Mental Health issues with 36 documented CPD responses for concerns over their behavior</li> </ul>	<ul style="list-style-type: none"> <li>Clinical Support Unit coordinated with courts, DMH, and CPD patrol and outreach officers</li> <li>Patrol saved life in 1/22 blizzard</li> </ul>	<ul style="list-style-type: none"> <li>Individually admitted to Worcester Recovery Center for 6 months until safe discharge plan developed</li> </ul>
<b>Domestic Violence</b>	<ul style="list-style-type: none"> <li>Unhoused woman, who was pregnant, was physically and verbally abused and threatened to be killed by the baby's father during the course of their relationship</li> </ul>	<ul style="list-style-type: none"> <li>Connected with Criminal Investigations Unit and Domestic Violence Unit, who later coordinated with District Attorney's Office and Elder and Disabled Persons Protection Unit</li> <li>Secured charges against suspect</li> </ul>	<ul style="list-style-type: none"> <li>Father of baby pled guilty at a trial; will spend 14-18 years in state prison and 5 years probation at end of sentence.</li> </ul>