

**City of Philadelphia National Forum on Youth Violence Prevention**



**Philadelphia's Strategic Plan  
to Prevent Youth Violence**

**August 2013**



**Michael A. Nutter  
Mayor**

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through the Department of Justice Office of Juvenile Justice and Delinquency Prevention

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## Letter from the Mayor

Dear Philadelphians:

I am proud to introduce the Youth Violence Prevention Strategic Plan. This document is our strategy to make Philadelphia one of the safest cities in America and to improve the well-being of our most important asset - our children. Improving our city's safety is a goal that we all share, and so I hope that, in this plan, you share our commitment and determination to rid Philadelphia of the violence that haunts our city and holds back many of our citizens.



I have heard countless people say, "What is different here? We have tried again and again to solve this problem, and yet the violence continues." My answer is simple. Rather than tell us what we need to do to prevent youth violence in Philadelphia, this plan describes those outcomes on which we must concentrate. By focusing on the outcomes and holding ourselves accountable to achieving those outcomes, we keep our eyes on the prize.

In other words, while the programs and services needed to achieve these outcomes may change depending on the times, the outcomes remain the same - allowing us to be flexible while focused on the single goal of preventing youth violence in our great city.

The stakes are high. Over the past six years, 5,051 young Philadelphians ages 14 to 24 years have been shot or killed. Adding even more urgency to this issue, many more young people have witnessed violence, some multiple times.

I hold steadfast to the belief that babies in Philadelphia are not more predisposed to violence than babies in any other city or town. We can and must be doing more to prevent our youth from a life of violence.

Join me as we implement this plan. Together, we will build a safer city that gives our children the freedom and the opportunity to make our city shine even brighter.

Sincerely,

A handwritten signature in blue ink, which appears to read "Michael A. Nutter". The signature is stylized and includes a flourish at the end.

Mayor Michael A. Nutter

## Leadership and Partners

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## Introduction

The Nutter Administration's primary goal for Philadelphia is to become one of the safest cities in America. Since 2008, significant strides have been made: violent crime has fallen by 15% and property crimes by 9%. Yet, more needs to be done.

In 2012, 331 people were murdered in Philadelphia, and nearly 40% of those victims were youth 24 and younger. It goes without saying that Philadelphia cannot achieve greatness if its most important asset – its youth – are dying on the streets. The Nutter Administration strives to dismantle this status quo by systemically addressing the root causes of violence in Philadelphia.

All Philadelphians are affected by violence. Yet African Americans are disproportionately affected. This is especially the case among the most violent crime: murder. In Philadelphia, 75% of the homicide victims are black men and approximately 80% of those arrested for homicide are black men. And these men are predominately young, between the ages of 17-22. Thus, this strategy is informed and influenced by the full diversity of Philadelphia's residents, including Philadelphia's young male African American population.

This strategy is also a reflection of Mayor Nutter's leadership with Cities United – a national effort to reduce violent deaths among African American males. The vision of Cities United is that mayors and other municipal leaders across the country will form partnerships with other local officials, community leaders, families, youth, funders, and other stakeholders within their respective cities to champion strategies that reduce violence and violence-related deaths among African-American men and boys. Philadelphia's youth violence reduction strategy, therefore, is aligned with this larger vision.

This strategy is also guided and aligned with other priorities of Mayor Nutter's administration, including poverty reduction, workforce development, reintegration of the formerly incarcerated and improving educational outcomes for all Philadelphians. The essence of Philadelphia's youth violence prevention strategy is to lead the city's community in a collective effort that strives to include business, academic, non-profit, philanthropic, religious and government resources to protect our children's first civil right—that of safety. It reflects Philadelphia's determination to: 1) embed youth violence prevention and reduction in the work and priority of every relevant city agency through accountability metrics; 2) take a long-term approach to this work; and, 3) ensure that youth and high impact communities are engaged in the development and ownership of the strategy.

## Governance

As a result of Philadelphia's participation in the National Forum, Mayor Nutter assembled a leadership team to develop and implement the city's youth violence prevention strategy. The Philadelphia Youth Violence Prevention Collaborative (YVPC)

is comprised of 30 leaders from across government, academia, and other stakeholder groups. It is co-chaired by Police Commissioner Charles Ramsey, Department of Human Services Commissioner Anne Marie Ambrose, and Philadelphia Family Court Administrative Judge Kevin Dougherty.

This collaborative has met monthly since December 2012 and the work is directed by Richard Greenwald, who, as a Stoneleigh Foundation Fellow, is singularly focused on the coordination of the city's youth violence prevention strategy. Some nine other individuals from city government also devote a portion of their time to support this work. Members of the YVPC and others – 125 in total – have been assigned to workgroups. These workgroups align with the National Forum priorities of Prevention, Intervention, Enforcement, Reentry, and Data & Evaluation. As the strategy advances, subcommittees will be formed around priority areas in order to guide the implementation of this strategic plan. The YVPC will continue to expand its network as necessary.

### **Strategic Focus**

An important hallmark of this plan is the central role data and analysis plays in its development. Through the plan's implementation, data will drive how the city directs its resources of time, talent and investments. The goal is to get to the point where each city agency will contribute to the collection and assessment of key data points that enable the Director and Co-Chairs to regularly evaluate progress, and report to the Mayor on strategy outcomes. This will be a significant undertaking and the YVPC will work with the National Forum's technical assistance on a system design for this work.

One of the early decisions made by the YVPC was to focus the development of a strategy to prevent youth violence in one of Philadelphia's highest-crime, highest-need neighborhoods. Thus, the details of the strategy presented are focused on the 22<sup>nd</sup> Police District. This area, located in North Philadelphia, has some of the highest and most violent crime rates in the city, and these conditions have persisted for generations.

Lastly, this plan recognizes that in order to create a vision that reflects Philadelphia's needs and is sustainable across mayoral administrations; the youth violence prevention strategy must be a living document that responds to and reflects community needs. Community ownership and participation in a strategy to prevent youth violence is one of the ultimate goals. Therefore, this plan will continue to evolve as a result of a collaborative process that includes diverse stakeholders.

### **Vision**

Philadelphia is one of the safest cities in America.

This will be accomplished when youth violence prevention and reduction efforts are 1) embedded in every city agencies' mission and reflected in their budgets, programs, outcomes, and accountability measures, 2) communities have adequate support to reclaim

their neighborhoods and 3) when youth across the city feel safe at home, at school, and within their neighborhoods.

## **Mission**

The mission of this strategy is to prevent and reduce youth violence in Philadelphia by creating a safe environment that supports the development of healthy, thriving, productive citizens through a city-wide multi disciplinary approach to youth violence aligning prevention, intervention, enforcement, reentry, and data & evaluation efforts.

## **Core Ideology**

Every young person in Philadelphia has a fundamental right to live in a safe neighborhood, free of violence, and the opportunity to realize a fulfilling adult life. Youth (and the adults who support them) should have access to proper health (both physical and behavioral) services, recreational activities, early and high-quality education and out-of-school-time opportunities, and the opportunity to earn a livable wage in the labor market. Those youth that commit crimes should navigate through a justice system that is efficient and swift, prioritizes their long-term well-being and thus, addresses the underlying causality of their delinquent behavior.

## **The Problem in Context**

Persistent violence plagues too many of Philadelphia's neighborhoods. According to the 2010 FBI Uniform Crime Report, Philadelphia has the 4<sup>th</sup> highest homicide rate among the 50 largest US cities – 21.6 homicides per 100,000 residents.<sup>1</sup> This rate is only topped by those of Detroit, Baltimore, and Cleveland<sup>2</sup>.

In 1990, Philadelphia registered a record 505 homicides for the year.<sup>3</sup> This total has waned over the past few years, hitting a low point in 2009 with 302 homicides.<sup>4</sup> However, since 2009, there has been a steady increase, which hit a five year high in 2012, when with the City recorded 331 homicides,<sup>5</sup> of which 124, or 37.5%, involved a victim aged 14 to 24.<sup>6</sup> And though the most recently available FBI statistics show a 2% national decline in 2011, homicides rose in Philadelphia for 2011.<sup>7</sup>

Most recently, in 2013, Philadelphia has seen a marked decrease in homicides year to date. As of August 7, 2013 the city has experienced a 40% reduction in homicides compared with this same time last year – from 211 homicides down to 151 homicides.

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<sup>1</sup> FBI Uniform Crime Report 2010

<sup>2</sup> Pew Charitable Trusts, Philadelphia 2013: State of the City

<sup>3</sup> 2011 Homicide Report and Analysis, Philadelphia Police Department

<sup>4</sup> Pew Charitable Trusts, Philadelphia 2013: State of the City

<sup>5</sup> Ibid.

<sup>6</sup> 2012 Homicide Report and Analysis, Philadelphia Police Department

<sup>7</sup> [http://www.fbi.gov/news/stories/2012/june/crimes\\_061112](http://www.fbi.gov/news/stories/2012/june/crimes_061112)

Despite this success, violence continues to be clustered in the most impoverished and segregated neighborhoods in Philadelphia.

Homicide rate in Philadelphia for the past six years<sup>4</sup>:

Year	Homicides
2007	391
2008	331
2009	302
2010	306
2011	324
2012	331

For several Philadelphia neighborhoods, violence has come to be accepted as an appropriate and expected way to solve a conflict. One grim fact of Philadelphia's homicide statistics is that both victims and perpetrators are overwhelmingly young, African American males. Forty percent of the perpetrators arrested in 2011 were African American males between the ages of 18-24.<sup>8</sup> Victims were of similar demographic: 75% of the 331 killed last year were African American men, as were 80% of the perpetrators.<sup>9</sup> From January 1, 2011 through June 30, 2013, a total of 299 youth between the ages of 14-24 died by firearms.<sup>10</sup> The City is keenly aware of how tragic this is and how violence disproportionately affects African American families and communities.

The City of Philadelphia map below shows the geographic density of the 1,589 shootings between January 1, 2011 and June 30, 2013. The data depict the troublesome and persistent hotspots of violence. One of the areas with a cluster of hotspots, located in North Philadelphia, is the 22 Police District.

In addition to high rates of violence, the 22nd Police District has among the highest rates of concentrated poverty; a history of high rates of child abuse and neglect; environmental blight; a large concentration of public housing, which houses almost 10% of the 37,000 youth (7-24 years) who live there, and, for too many residents, a lack of connection to higher education and the labor market. Certainly, there are assets in this district (see appendix IV), but given the high rates of persistent violence that plagues the 22<sup>nd</sup> Police

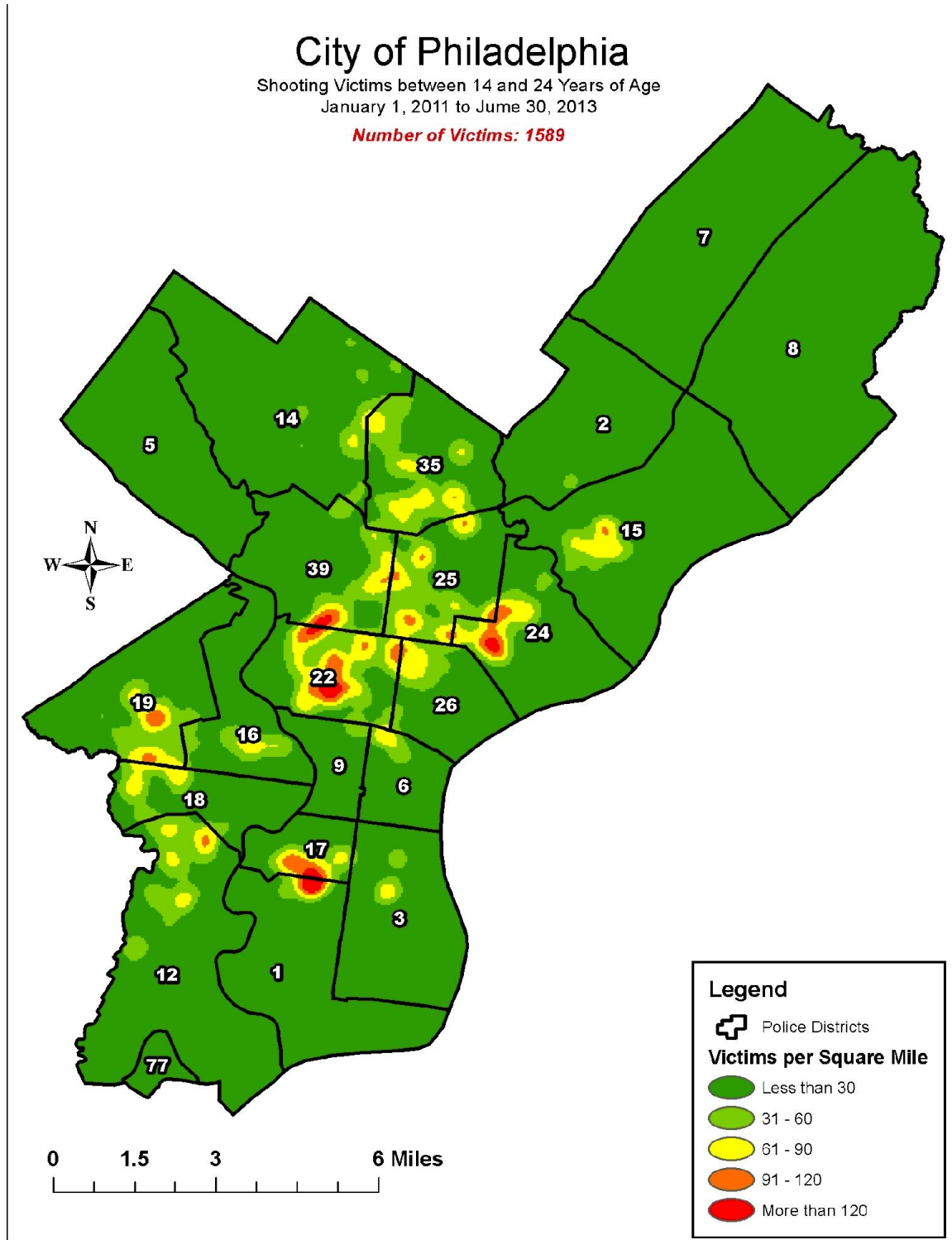
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<sup>8</sup> 2011 Homicide Report and Analysis, Philadelphia Police Department

<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

District, this plan will be focused in this area of the city where data suggests has among the greatest need.



## A Closer Look at the 22nd Police District

### Demographics

The 22<sup>nd</sup> Police District is 4.31 square miles located in North Philadelphia and bounded by Poplar, Lehigh, 11<sup>th</sup>, and 33<sup>rd</sup> Streets. Within the District, there are approximately 70,000 residents, approximately 4.7% of the city's population. Residents are 55% female and 45% male<sup>11</sup> and nearly 53% (about 37,000) are youth under the age of 24; which includes some Temple University students.<sup>12</sup> African Americans comprise 76% of the population making the 22<sup>nd</sup> Police District more racially homogeneous than many other districts in Philadelphia.<sup>13</sup>

### Poverty

While nearly one in four Philadelphians lives below the federal poverty line, 42.35% of those residing in the 22<sup>nd</sup> Police District live in poverty. And, in nine census tracts, more than 50% of the residents live below the federal poverty level.<sup>14</sup> Meanwhile, over 50% of the land in the 22<sup>nd</sup> Police District is owned by the City of Philadelphia, including 12 Philadelphia Housing Authority sites<sup>15</sup>.

### Rates of Abuse and Neglect

The Philadelphia Department of Human Services has calculated that the 22<sup>nd</sup> Police District had the highest rates of child abuse and neglect in 2012, 29.3 incidents per 1,000 households. The average rate for the city is 12.3 incidents per 1,000 households, thus, the 22<sup>nd</sup> Police District has 2.5 times the number of child abuse case than the city average.

### Education and Labor Force Participation

In the US, nearly 30% of 16 to 24-year-olds are unemployed or under-employed. An estimated 40% of students leave high school early unprepared for work or postsecondary education. These factors limit their ability to succeed in the labor market. Lacking a high school diploma and a job, these disconnected youth struggle with a lack of housing, delinquent behavior, and high rates of substance abuse, and are more likely to be affected by violence<sup>16</sup>.

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<sup>11</sup> Census 2010

<sup>12</sup> Esri Report for 22<sup>nd</sup> Police District; Temple University

<sup>13</sup> Esri Report for 22<sup>nd</sup> Police District

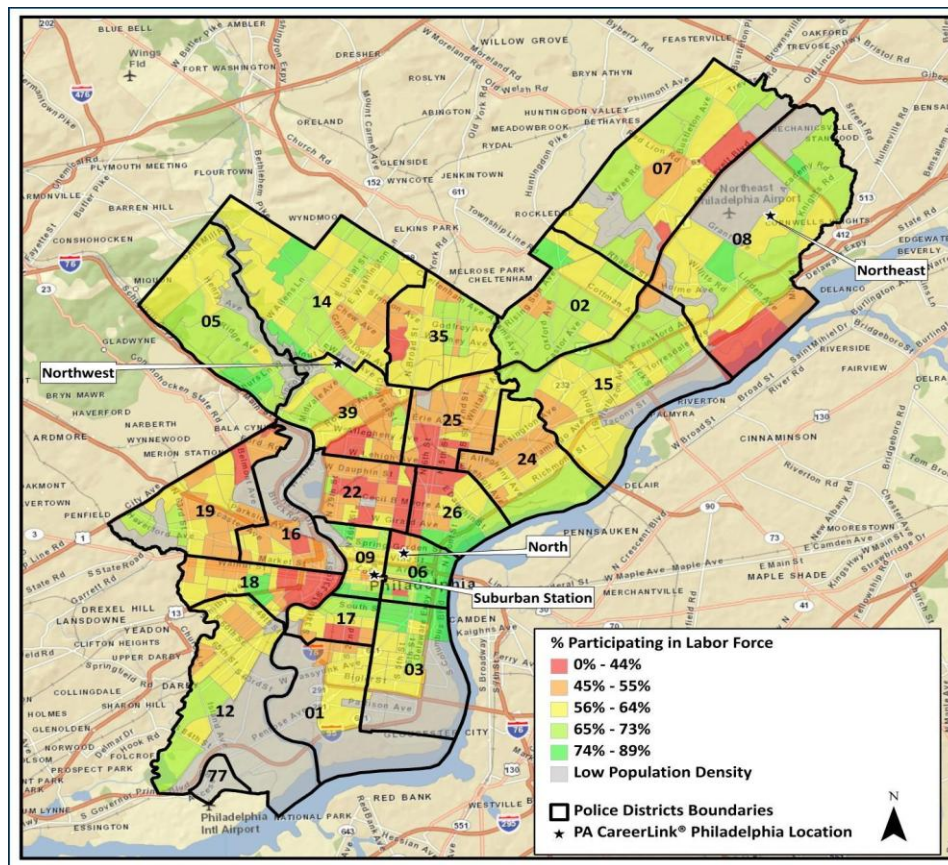
<sup>14</sup> Census, 2010

<sup>15</sup> Census 2010

<sup>16</sup> From "The Underserved Third: How Our Educational Structures Populate an Educational Underclass" by Regina Deil-Amen, Center for the Study of Higher Education, University of Arizona and Stefanie DeLuca, Department of Sociology, Johns Hopkins University, a national look at youth enter post secondary school, training, and the labor market

In the 22<sup>nd</sup> Police District, there are 30 schools: three parochial schools, seven charter schools, and 20 school district schools. While low school enrollment and budget problems have created the need to close neighborhood public schools in many neighborhoods in Philadelphia,<sup>17</sup> the 22<sup>nd</sup> Police District will see the largest effect of school closings in the city: Five district schools have been closed as of the end of the 2012-2013 school year, while no other school districts has had more than two. This means that students will begin to travel further, often crossing neighborhood boundaries in high crime areas, which may result in more truancy and youth-involved violent incidents. Truancy rates are already high in the 22<sup>nd</sup> Police District, with 26.7%<sup>18</sup> compared to 19.6% school district-wide. Nationally, an estimated 40% of students drop-out before earning a high school diploma. In the 22<sup>nd</sup> Police District it is 31%<sup>19</sup>.

Additionally, there is a high density of low labor force participation in the 22<sup>nd</sup> Police District.<sup>20</sup> According to the American Community Survey in 2010, some tracts in the 22<sup>nd</sup> Police District had less than 44% of their population participating in the labor force.



<sup>17</sup> Pew Charitable Trusts, Philadelphia 2013: State of the City

<sup>18</sup> Chronically Truant = 10 or more unexcused absences

<sup>19</sup> School District of Philadelphia

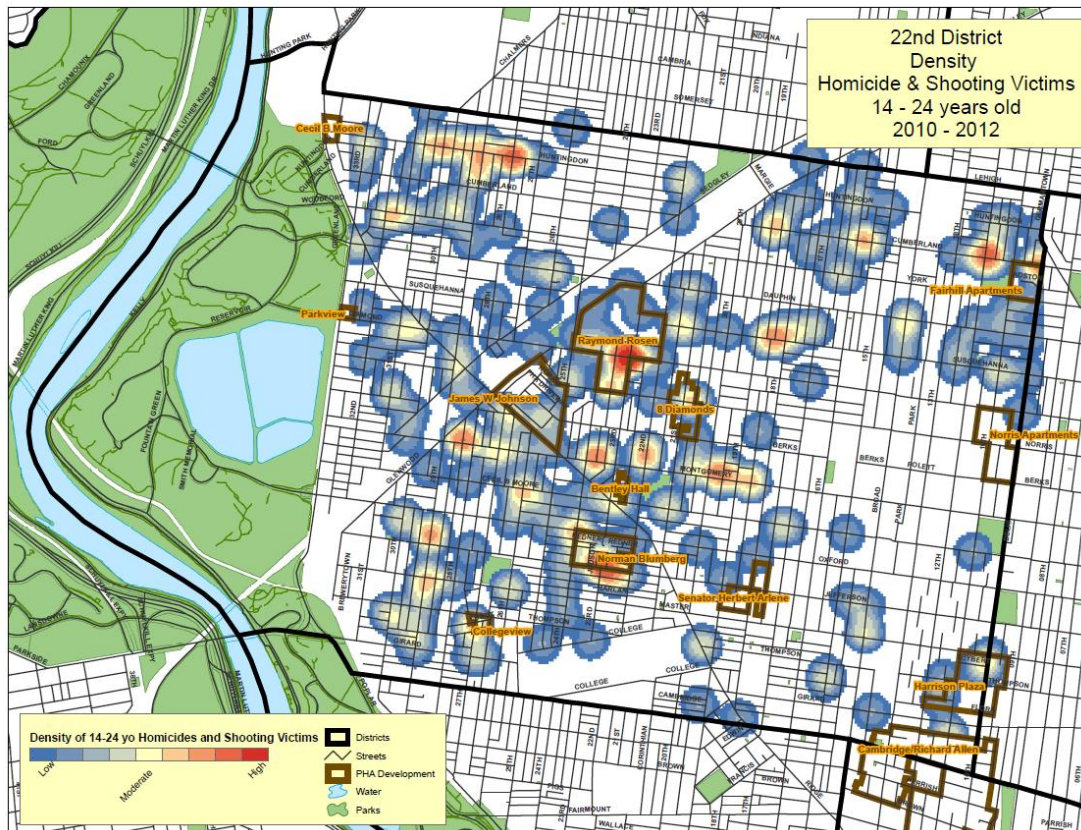
<sup>20</sup> 2006-2010 American Community Survey



## Housing

Overall, the City of Philadelphia has a vacancy property rate of 10.5%. In the 22<sup>nd</sup> Police District, the vacancy property rate is nearly double, at 19.2%.<sup>21</sup> A vacancy rate this high poses both policing and property valuation problems. The Philadelphia Housing Authority (PHA) has 12 sites in the 22<sup>nd</sup> Police District: two for seniors, six for families, one mixed family/senior, and three scattered sites.<sup>22</sup> In 2012, these sites had 75 aggravated assaults and five homicides. Compared with all PHA housing across all police districts, 35% of aggravated assaults in PHA housing took place in the 22<sup>nd</sup> Police District and almost 36% of all PHA related homicides occurred in the 22<sup>nd</sup> Police District for 2010, 2011, and 2012.

The heat map below shows a concentration of shootings and homicides around two public housing sites-- Raymond Rosen and Norman Blumberg<sup>23</sup>.



These statistics paint a clear picture of the large need for focused interventions to lower the crime rates and improve public safety for youth and all residents in the 22<sup>nd</sup> Police District.

<sup>21</sup> 2010 Census

<sup>22</sup> <http://pha.phila.gov/housing/pha-sites-map.aspx>

<sup>23</sup> Philadelphia Police Department

## Community Outreach

The success of Philadelphia's youth violence prevention strategic plan depends not only on the active engagement among public officials, business and philanthropic leaders, but also critical input from community members, and parents and youth. In order to ensure a relevant and community-informed plan that reflects the needs and resource gaps of the 22<sup>nd</sup> police neighborhoods, a communications and outreach strategy that is designed for and by the most critical stakeholder groups is essential.

To launch community building and engaging efforts, the YVPC has designed a community outreach plan to involve the residents of the 22<sup>nd</sup> Police District. A second phase of this plan will focus on sustained communication, active involvement and ownership of the strategy during implementation. A strong youth voice needs to be present throughout these efforts, as it is imperative that community-based organizations, businesses, and faith-based initiatives in the 22<sup>nd</sup> ultimately include younger Philadelphians as they help shape, own and sustain this work.

## Strategic Overview

The YVPC has, and continues to assess existing programs and services to address youth violence including program effectiveness other partners in the National Forum, and best practices from around the country. The YVCP will continually look at best practices as well as input received from an engaged community to strengthen Philadelphia's plan and build on successful strategies

The YVPC is also designing a test project in the 22<sup>nd</sup> Police District. The goal of the project is to understanding of how and if youth involved with violence and their families interact with different services in the city. As part of this work, a group of organizations will explore how to share (and protect) information and coordinate services around a targeted group of individuals of high-risk to participate in a violent act. The project will be focused on identifying ways to more effectively take advantage of available services, expediting response to identified needs, and addressing gaps in services where they appear.

For the youth in the 22<sup>nd</sup> Police District on which the YVPC is focusing, increasing expectations about and connections to the labor market is a priority. As such, this test project will work to both expand summer employment, and general full-time employment opportunities. This effort will include connections to transitional work experiences in city agencies, such as Water, Parks & Recreation, and the Streets Department. It will also include exploring employer-informed credentialed apprenticeship and training programs.

This test project will also explore how to better engage youth in productive endeavors that lead to work, education, mentoring, recreational activities, or some combination of them all.

As this test project is developed, it will continue to address youth violence through a combination of prevention, intervention, law enforcement, and reentry approaches. All of which, with the help of Technical Assistance from the National Forum and others, will be supported by a responsive and data information infrastructure.

Philadelphia has identified seven priority approaches to prevent and reduce youth violence. These approaches are described below.

## Approaches

### Area of Focus: Employment

As with many large urban areas in the United States, Philadelphia has more people looking for work than there are employment opportunities. The City's unemployment rate is 10.4%, and 28% of its population is living in poverty.<sup>24</sup> In response PVPC will strive to:

1. Ensure that all youth ages 16-24 have the opportunity to gain meaningful work experience and can compete in the mainstream economy
2. Help address the current infrastructure for youth employment that has been undercapitalized to the point that it is serving less than 10% of all eligible youth.

**Rationale:** According to the U.S. Department of Labor's most recent jobs report, unemployment for adults aged 16 to 24 in Philadelphia was 16.4%, double the national average for all adults of 8.2%.<sup>25</sup> According to 2006-2010 American Community Survey Data, unemployment rate in the zip code for the target area, 19121, was 21.6%, almost double the 12.6% rate for Philadelphia overall during the same period.

A study conducted by the Audit Commission in England found that 10% of young people who were not in education, employment or training for more than six months were at risk of falling into long-term joblessness, ill-health and criminality.<sup>26</sup> Often, young people who leave the education system early have parents who also dropped out of school early and so the cycle of joblessness and poverty is perpetuated. For those youth who have already been involved in the criminal justice system, research, such as MDRC's report on the Center for Employment Opportunities, show that the inability to find a job is one of the most influential predictors of whether or not offenders will recidivate. And individuals with an employment history prior to incarceration are less likely to recidivate, with one study finding that individuals employed or attending school full-time before entering prison have a recidivism rate of 26%, compared to 60% for those not so

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<sup>24</sup> Source: Shared Prosperity Philadelphia/Our Plan to Fight Poverty

<sup>25</sup> [http://www.thedp.com/article/2012/04/philadelphia\\_youth\\_unemployment\\_rate\\_double\\_the\\_national\\_average](http://www.thedp.com/article/2012/04/philadelphia_youth_unemployment_rate_double_the_national_average) Philadelphia youth unemployment rate double the national average. By [David Britto](#) · April 24, 2012. The Daily Pennsylvanian

<sup>26</sup> <http://www.guardian.co.uk/society/2010/jul/07/teenagers-risk-joining-underclass>

engaged.<sup>27,28</sup> Efforts to increase work placement and retention among youth will reduce youth violence rates and positively impact our youth for years to come.

**Targets: Year one**

- Establish a baseline of youth employment rates for the 22<sup>nd</sup> Police District.
- Define the unemployment/employment goals of youth for years two and three.
- Engage the business sector in meaningful discussion regarding their needs, opportunities for youth, and pathways to full employment.
- Increase the availability of employment opportunities for youth in or near the 22<sup>nd</sup> Police District.

**Targets: Years two and three**

- Continue to engage businesses in meaningful discussion regarding their needs, opportunities for youth, and pathways to full employment.
- Continue to increase the availability of employment opportunities for youth in or near the 22<sup>nd</sup> Police District.
- Increase employment for youth 16-24 years old by 10% each year.

**Initial Priorities**

Meaningful Employment

**Strategies to Achieve Targets:**

Prevention

- **The Philadelphia Youth Network (PYN)** offers career exposure, connection to caring adults, and on-the-job experience in businesses across the region through the following internship opportunities: 21st Century, E3 Centers, Industry Pipelines, School-Year Internships, WorkReady Summer Programs. <http://www.pyninc.org/>
- **Philadelphia Streets Department's Future Track** transitional jobs program provides job-skill training and work experience to 130 of Philadelphia's young adults while beautifying the City. Using service as a strategy to build civic and environmental stewardship, Philly Future Track provides individuals with a paid position involving community service and other life and career building skills during a six-month period. <http://philadelphiastreet.com/philly-future-track.aspx>
- **Philadelphia's Parks and Recreation Department** provides temporary seasonal employment opportunities to Philadelphia youth in a variety of ways, such as pool lifeguards and park maintenance workers. <http://www.phila.gov/parksandrecreation/Pages/default.aspx>
- Instruction in preparing job résumés, mock interviews, and career boot camps are provided by PYN, Philadelphia Works, PhillyRising and numerous smaller nonprofits.

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<sup>27</sup> Economy League of Greater Philadelphia, 2011

<sup>28</sup> Lance Hannon and Robert DeFina, Villanova University, 2012

- **The University of Pennsylvania’s Agatston Urban Nutrition Initiative (AUNI)** Youth Development program provides paid internships to more than 60 high school students during the school year and over 100 students during the summer. By teaching healthy cooking classes, tending school gardens, and operating local farmers’ markets, AUNI interns increase the access of local, organic, affordable, nutritious, and culturally relevant food; create the tools for self-reliance through food sovereignty; provide a space for all to deepen their relationship to the land, their food and each other; and improve community and school health while building their leadership capacity and developing academic and job-related skills. <http://www.urbannutrition.org/>
- **Philadelphia Housing Authority’s Pre-Apprenticeship Program for Construction Trades** focuses on creating employment opportunities for PHA residents in the trades by providing a comprehensive introduction to carpentry, plumbing, painting, and electrical work. <http://www.pha.phila.gov/resident-services/career-training/pre-apprenticeship-program-for-construction-trades.aspx>

#### Reentry

- **E-3 Centers:** The E3 Center model is a neighborhood-based, holistic approach to preparing out-of-school youth and youth returning from juvenile placement to achieve long-term educational, career and personal goals, including self-sufficiency. Philadelphia’s E3 Centers are designed to provide supports along three interrelated pathways: Education, Employment, and Empowerment, the three E’s.
- **Philadelphia Reintegration Services for Ex-Offenders (RISE)** is available for those over 18 to transition into the labor market. RISE is the city’s one-stop center for adult ex-offenders.

#### Future Priorities

Economic Development  
 Shared Prosperity Plan  
 Career Opportunities  
 Philadelphia Works Strategy

- Leverage the work of **Shared Prosperity**, Mayor Nutter’s strategic plan to fight poverty in Philadelphia and **Philadelphia Works, Inc.**, the city’s leading workforce agency that brings businesses and jobseekers together and helps workers develop the skills they need to thrive in the workplace.
- Work in partnership with the city’s economic development efforts in the Commerce Department to identify and support business investment in the 22<sup>nd</sup> Police District.

## Area of Focus: Health

1. Violence is a chronic and recurrent problem, with as many as 44% of penetrating injury victims being victimized again within five years.<sup>29</sup>
2. Identification in hospital emergency rooms and hospitalization presents a unique opportunity to intervene with a population at high risk of violence.
3. The health and human service systems that serve young victim (mostly boys, young men and their families) are fragmented, do not share common knowledge or language, compete for limited resources, and are under stress.<sup>30</sup>
4. When these victims interact with staff in these stressed systems, trauma-related issues can negatively affect service access and success.

**Rationale:** A 2009 DOJ national study<sup>31</sup> - the first comprehensive attempt to measure children's exposure to violence in the home, school, and community across all age groups from birth to age 17 - shows that more than 60% of the children surveyed were exposed to violence within the past year either directly or indirectly (i.e., as a witness to a violent act; by learning of a violent act against a family member, neighbor, or close friend; or from a threat against their home or school). Almost 40% of American children were direct victims of two or more violent acts, and one in 10 were victims of violence five or more times. Previous studies have also noted that low-income and minority youth are many times more likely to have witnessed serious violence in the community. Kracke and Hahn cite studies noting that only 1% of upper-middle-class youth had witnessed a murder and 9% had witnessed a stabbing, whereas 43% of low-income African-American school-aged children had witnessed a murder and 56% had witnessed a stabbing.<sup>32</sup> In 2013, the 22<sup>nd</sup> Police District had the highest number of reports of abuse and neglect in Philadelphia: 365 reports or 29.3 incidents per 1,000 households. The average for the City is 12.3 incidents per 1,000 households meaning the 22<sup>nd</sup> is 2.5 times higher than the average.

Children's exposure to violence, whether as victims or witnesses, is often associated with long-term physical, psychological, and emotional harm. Children exposed to violence are also at a higher risk of engaging in criminal behavior later in life and becoming part of a

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<sup>29</sup> Sims, D.W., B.A. Bivens, 1989, "Urban Trauma, A chronic Recurrent Disease," *JTrauma* (29)940-946

<sup>30</sup> Rich, Corbin, Bloom et al. (2009) *Healing the hurt: Trauma-informed approaches to the health of boys and young men of color*. The Center for Nonviolence and Social Justice, Drexel University.

<sup>30</sup> [http://www.calendow.org/uploadedFiles/Publications/BMOC/Drexei%20-](http://www.calendow.org/uploadedFiles/Publications/BMOC/Drexei%20-%20Healing%20the%20Hurt%20-%20Fuii%20Re-port.pdf)

<sup>30</sup> [%20Healing%20the%20Hurt%20-%20Fuii%20Re-port.pdf](http://www.calendow.org/uploadedFiles/Publications/BMOC/Drexei%20-%20Healing%20the%20Hurt%20-%20Fuii%20Re-port.pdf)

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<sup>31</sup> Finkelhor, D., Turner, H., Ormrod, R., Hamby, S., and Kracke, K. 2009. *Children's Exposure to Violence: A Comprehensive National Survey*. Bulletin. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.

<sup>32</sup> Kracke, K., and Hahn H. 2008. The nature and extent of childhood exposure to violence: What we know, why we don't know more, and why it matters. *Journal of Emotional Abuse* 8(1/2):29-49. Gladstein, J., Rusonis, E.J., and Heald, F.P. 1992. A comparison of inner-city and upper-middle-class youth's exposure to violence. *Journal of Adolescent Health* 13:275-280. Fitzpatrick, K.M., and Boldizar, J.P. 1993. The prevalence and consequences of exposure to violence among African-American youth. *Journal of the American Academy of Child and Adolescent Psychiatry* 32:424-430.

cycle of violence. Increasing youth and their families' access to trauma-informed care will reduce youth violence in Philadelphia.

Frequent exposure to trauma and violence can cause physical and behavioral problems in children and adults. The most recent CDC Youth Risk Behavior Survey of Philadelphia, showed that almost 10% of the youth who responded missed school because they felt unsafe at school or on the way to or home from school.<sup>33</sup> Almost 16% carried a weapon to school and almost one-third felt sad or hopeless. The consequences of this exposure to violence can include poor performance in school, difficulty managing emotions and behaviors, and poor concentration. Trauma is also a risk for involvement with the juvenile justice system since traumatized youth may be prone to carry weapons to deal with intense feelings of vulnerability, or to use illicit drugs in an effort to treat their distressing symptoms. These behaviors may then lead to arrest and incarceration.

In response to the growing body of evidence that trauma is a driver of delinquency and violence, Philadelphia is beginning to provide some form of training such as mental health first aid, to members of key systems, including the Departments of Human Services and Behavioral Health and Intellectual Disabilities, DHS and schools, with the hopes of allowing them to recognize and respond to trauma, without further traumatizing the victim.

**Targets:**

- Reduce the impact of trauma exposure by increasing trauma-informed training throughout the youth serving public agencies and law-enforcement and justice systems.
- Reduce the impact of trauma by increasing access to mental health services in the 22<sup>nd</sup> police district.
- Increase the availability of emergency department and hospital-based violence intervention services.
- Increase trauma-training for School District of Philadelphia personnel.
- Ensure a continuum of psychological and medical treatment for all system-involved youth through the development of data-sharing memoranda of understanding between public systems.
- Establish a standing Injury Review Panel that will improve policies and practices to minimize youth exposure to violence and injury.

**Initial Priorities**

Trauma Informed Care

**Strategies to Achieve Targets:**

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<http://apps.nccd.cdc.gov/youthonline/App/Results.aspx?TT=A&OUT=0&SID=HS&QID=QQ&LID=PH&YID=2011&LID2=&YID2=&COL=S&ROW1=&ROW2=&HT=1&LCT=&FS=&FR=1&FG=1&FSL=&FRL=&FGL=&PV=&TST=False&C1=&C2=&QP=G&DP=1&VA=CI&CS=Y&SYID=&EYID=&SC=DEFAULT&SO=ASC>

## Prevention

- **Healing Hurt People (HHP)** is the cornerstone program of the Center for Nonviolence and Social Justice. HHP is a community-focused, hospital-based violence intervention program designed to reduce re-injury and retaliation among youth ages 8-30. The program is affiliated with the Emergency Departments (ED) of Hahnemann University Hospital and St. Christopher's Hospital for Children (SCHC) The intervention is designed to address the emotional impact of the traumatic incident and has been replicated at CHOP. The intervention involves providing social workers in emergency room settings, securing victim support services, and opportunity for victims to participate in a 10-week SELF group. <http://www.nonviolenceandsocialjustice.org/Healing-Hurt-People/29/>
- **United Way** is considering a six-week trauma course for School District of Philadelphia staff, prioritizing staff working in the 22nd Police District's schools.
- **Youth Move Philadelphia** is a program provided by the Department of Behavioral Health and Intellectual disAbility Services developed to inform teens about the importance of emotional and social health/well-being and resilience.
- **Parent Child Interaction Therapy** provides 12-20 sessions of intensive mental health intervention to caregivers with children at risk for placement disruption related to reported child behavior problems and/or associated caregiver stress. The initial planning phase for Philadelphia's program is complete, and the project intervention has been launched. This is a four-year pilot intervention study and approximately 100 children ages 2-8 years in foster or kinship care placements within two foster care agencies in Philadelphia are being served.

## Intervention

- **Understand risk and resilience of youth in the 22<sup>nd</sup> Police District** – Create Academic partnerships – Philadelphia is fortunate that it has academic institutions that are engaged in community-based research to understand the needs of youth. For this effort, Philadelphia will partner with key academics in Philadelphia to better define risk factors for youth in the 22<sup>nd</sup> Police District. In particular, the city will partner with faculty members at Temple University, which is located in the 22<sup>nd</sup> Police District. Some of the faculty currently involved with this work include:
  - Jerry Ratcliffe, Laurence Steinberg and Caterina Roman of Temple University.
  - Drs. John Rich and Sandra Bloom from Drexel University are actively involved with trauma-training and will be instrumental in expanding interventions in the focus area.
  - Dr. John MacDonald of University of Pennsylvania, and Drs. Joel Fein and Dr. Kenneth Ginsburg of Children's Hospital Of Philadelphia. <http://www.temple.edu/psychology/lds/>  
<http://www.fosteringresilience.com/about.php>
- **Citywide Injury Review Teams (CIRT)** – launched by Dr. Ted Corbin, Associate Professor at Drexel School of Medicine, the Center for Nonviolence and Social Justice, and a Stoneleigh Foundation Fellow. The CIRT is composed of key representatives from multiple systems who review the case of a young



survivor of urban violence. The team determines what policy and practice changes can be made to prevent re-injury or repeats of similar situations. The YVPC is working to extend this intervention to victims of violent injuries in the 22nd Police District to improve cross system collaboration in serving victims of violence and trauma.

- **11th Street Family Health Services** is a federally qualified nurse-managed community health center located in the 22nd district. The health center has adopted a whole-person approach to care. Adults and youth who have experienced trauma can have their physical and behavioral health needs met at the health center regardless of ability to pay. [http://www.drexel.edu/11thstreet/behavioral\\_health.asp](http://www.drexel.edu/11thstreet/behavioral_health.asp).
- **Community Response Teams** have been developed citywide and are deployed by the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) to support a community following a disaster or violent incident. Each team is comprised of volunteer staff at behavioral health agencies that have been trained to provide psychological and emotional support in the affected community with the goal of preventing and addressing trauma/violence.
- **Trauma informed training** – With funding from the Office for Victims of Crime of the US Department of Justice, the Center for Nonviolence and Social Justice at Drexel University is developing online training in trauma-informed practices. The program is designed specifically for front-line providers and health workers in urban settings. These tools consist of online training modules covering the theory and practice of trauma-informed care, as well as an online toolkit builder where providers can construct a toolkit of resources customized to their role and setting.

#### Reentry

- In-prison transition programming that includes connections mentoring, housing, and job placement services
- Implement continuity of care and case management for behavioral health services from pre-release through post-release.
- Implement intensive case management for behavioral health services from pre-release through post-release.
- Connect to business community to develop program elements to move youth from prison to workforce.
- Advance policy changes to secure public housing options for returning offenders.

#### Future Priorities

Health Care  
Food Access  
Addiction Support

## Area of Focus: Meaningful Engagement

1. The presence of a caring adult in the life of a child protects against involvement in violence.
2. The juvenile crime rate triples during the hours of 3-6pm and after school programming needs to expand to meet the needs of working parents, youth who want to be engaged in relevant meaningful non-school activities, and students who need a safe and enjoyable spaces.
3. Youth will be offered voice and choice in the development of non-school programming.
4. Physical health and exercise have been identified as key indicators of resilience. Older youth will be provided access to recreation centers and other opportunities to engage in productive community activities.

**Rationale:** Repeated studies have affirmed the positive impact of out-of-school time programming, whether organized or simply connecting youth to healthy adult relationships. After school programs may keep young people from committing crimes and from juvenile delinquency, and may prevent them from being the victim of violent crime. Over 20 years ago, the now famous 1992 Carnegie Report, *A Matter of Time: Risk and Opportunity in the Nonschool Hours*, identified that the hours immediately after school dismissal are when young people are the most likely to commit or be victimized by serious criminal acts.<sup>34</sup> In fact, the juvenile crime rate triples between 3:00 and 6:00 pm. After school programs can offer a safe and enjoyable place for young people who might otherwise find themselves in dangerous and unsupervised situations.<sup>35</sup> A 2007 study of the BEST program in Los Angeles's illustrates the power and reach of afterschool - not only are children and youth in the program 30% less likely to participate in criminal activities than their peers who do not attend the program, but drop-out rates among participants are 20% lower than the overall district dropout rate.<sup>36</sup>

One type of after school or out of school activity that can provide meaningful engagement is through mentoring programs. Exposure to violence or abuse in the home, exposure to hostile and punitive parenting, or growing up in a home environment in which parents are not sufficiently involved in their child's life are among the most important risk factors for the child's subsequent involvement in violent and other types of antisocial behavior.<sup>37</sup> Programs such as Big Brothers Big Sisters community-based mentoring program for disadvantaged youth and the Amachi Mentoring program for children with an incarcerated parent have effectively reduced drug and alcohol use and violent behavior and the rate at which youth follow their parents' life in the justice system for those youth who participated in the program.<sup>38</sup> In *Code of the Street*, Elijah

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<sup>34</sup> FBI, National Incident-Based Reporting System

<sup>35</sup> [https://www.thirteen.org/edonline/concept2class/afterschool/index\\_sub3.html](https://www.thirteen.org/edonline/concept2class/afterschool/index_sub3.html)

<sup>36</sup> [http://www.afterschoolalliance.org/issue\\_briefs/issue\\_CrimeIB\\_27.pdf](http://www.afterschoolalliance.org/issue_briefs/issue_CrimeIB_27.pdf)

<sup>37</sup> "Youth Violence: Do Parents and Families Make a Difference? By Laurence Steinberg. National Institute of Justice Journal, April 2000. <https://www.ncjrs.gov/pdffiles1/jr000243f.pdf>

<sup>38</sup> <http://evidencebasedprograms.org/1366-2/117-2>

Anderson (1999: 180) observed that male role models serve as a potential source of social control in the larger African American community. Indeed, Parker and Reckdenwald (2008) found that the presence of African American male role models lowered African American adolescent violence, and mediated the effect of structural disadvantage on violence. These results suggest that African American male role models are important mechanisms of social control in stratified urban environments where the street culture is prevalent. (The authors of this plan extend the same logic as it applies to female role models for female youth.)

The presence of a caring adult in the life of a child protects against involvement in violence. The YVPC team will identify and work to connect youth to programs and services, such as well-executed mentoring efforts, that can provide a structured and trusting relationship between at-risk young people and caring individuals with the skills to redirect at-risk or violence involved youth. Mentoring will be a strategy for restoring at-risk young people who have demonstrated a need for structured positive youth development.

Evaluations of mentoring programs directed toward children and adolescents support the effectiveness of mentoring for improving outcomes across behavioral, social, emotional, and academic domains of young people's development. It appears then that mentoring as an intervention strategy has the capacity to serve both promotion and prevention aims. From a developmental standpoint, benefits of participation in mentoring programs are apparent from early childhood to adolescence and thus not confined to a particular stage of development.<sup>39</sup>

The result of investigations and research found that violence is cyclical, retaliatory or learned from exposure. Intervention targeted at the appropriate time with accessible quality services deter at risk and high-risk youth from getting drawn into in the cycle of violence.

Not only do youth who are "at-risk" for committing violent acts need services, victims of violence also are in need of prevention, intervention, reentry and enforcement services. The YVPC goal will be to help set up the mechanisms so that work across agencies to help youth exposed to violence be identified by service providers, law enforcement, family courts, parole/probation, schools, and etc. These individuals would then be referred to a mental health entity or other trauma care service where needed. The City will establish criteria for identifying trauma exposed youth. Also, a referral mechanism to mental health entities or additional trauma care services will be created. Beyond young people exposed to violence, families will be identified and referred for services as well.

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<sup>39</sup> How Effective Are Mentoring Programs for Youth? A Systematic Assessment of the Evidence

<sup>39</sup>David L. DuBois<sup>1</sup>, Nelson Portillo<sup>1</sup>, Jean E. Rhodes<sup>2</sup>, Naida Silverthorn<sup>1</sup>, and Jeffrey C. Valentine

<sup>39</sup><sup>1</sup>University of Illinois at Chicago, USA; <sup>2</sup>University of Massachusetts, Boston, USA; and <sup>3</sup>University of Louisville, KY, USA. Psychological Science in the Public Interest 12(2) 57–91

Accountability components will be added on to the Philadelphia Police Department's domestic violence program to ensure that services are being delivered. Collaborations will be built with the DA's and PPD's victim services programs to focus efforts. Recognizing how challenging this will be, the YVPC begin to try it as part of the test project in the 22<sup>nd</sup> Police District as a first step toward implementation.

During a YVPC focus group with youth between the ages of 14 and 18, a majority responded that they did not like or trust the police (while at the same time emphasizing how they rely on them to get the schools safe). They also vocalized that they felt the police do not like or trust them in return. Members of the Philadelphia Police Department have echoed these sentiments. Both groups stated that the lack of trust stems from the arrest of family members, citizens lack of cooperation with law enforcement, a lack of follow through from the police department, at times historic abuse from police and etc. Philadelphia citizens and law enforcement agencies have a strained relationship in which trust is needed.

Reducing violence extends beyond the services of the Philadelphia Police Department, District Attorney's Office and other law enforcement agencies. Committed interest and active participation of schools, community organizations, families and community members will better assist the City's agencies to provide sustainable services and results.

Reducing youth violence is a family, community, and government effort. A combined coordinated effort between law enforcement and the community is necessary. The law enforcement effort of the YVPC will work through police districts' police service areas (PSAs) to establish community-based, anti-gun violence efforts. Additional partnerships with schools and youth focused organizations will be created to address gun violence. Relationships between youth and police and law enforcement agents will be improved. This will be done by working with the Philadelphia disproportionate minority contact (DMC – see page 31) working group of the Pennsylvania Commission on Crime and Delinquency as well as the US Attorney's outreach program.

Witness intimidation and violent acts against witnesses of crimes are major issues. Thirteen people were killed in Philadelphia between 1999 and 2009 due to witness intimidation<sup>40</sup>. The District Attorney's office will continue its efforts to alleviate instances of witness intimidation by increasing the use of the Indicting Grand Jury on cases where witness intimidation has occurred or is likely to occur. The public will be educated about the availability of the Indicting Grand Jury and Witness Assistance programs to increase trust and willingness of citizens to assist law enforcement and to participate in the criminal justice process.

**Targets:**

- Identify youth in need of engagement activities with a strong focus on systems-involved youth and youth.

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<sup>40</sup> [http://articles.philly.com/2013-04-28/news/38880399\\_1\\_witness-intimidation-state-witness-protection-act-law-enforcement](http://articles.philly.com/2013-04-28/news/38880399_1_witness-intimidation-state-witness-protection-act-law-enforcement)

- Survey youth of different ages to determine their preferences for positive after-school opportunities.
- Increase the pool of trained, supported mentors to provide 50 youth in the 22<sup>nd</sup> Police District with evidence-based mentoring opportunities, with special outreach to faith-based leaders and university fraternities and sororities.
- Increase the number of children that have a strong family involvement and positive community support networks.
- Ensure all youth have access to positive after-school opportunities.
- Work with the City's out of school time network to connect youth to available out-of-school programming and build opportunities for increased participation with a goal of every student in the 22<sup>nd</sup> district able to access an activity of his/her choice safely.
- Increase positive youth interaction with police officers to build trust through building awareness of witness assistance programs and trauma-training for police and communities.
- Ensure all youth have access to positive after-school and evidence-based mentoring opportunities.
- Building trust between law enforcement and the various communities in the 22<sup>nd</sup> Police District.
- Encourage a shared responsibility for public safety by working with youth and the community in the 22<sup>nd</sup> Police District.
- Engage Community and Faith Based organizations to partner with Probation to increase capacity and provide mentoring for young people in the 22<sup>nd</sup> Police District.

### **Initial Priorities**

Youth Voice  
Community Outreach  
Recreational Activities

### **Strategies to Achieve Targets:**

#### Prevention:

- Separate Youth & Parent Community Advocacy Groups for support and to keep interventions going.
- Enhanced programming at MLK Jr. Recreation Center for youth and parents in the 22<sup>nd</sup> police district, recently initiated by Susan Slawson, Recreation Commissioner.
- Out of school time programs to reduce school drop-out and push out.
- Reopen basketball court for youth league.
- Ensure diversity of recreation center programming for youth ages 14-17 years and 17-24 years.

#### Intervention

- **Create a Youth and Community Action Committee** – Community and youth voices are critical to understanding how youth and families view the risks they

face and the resources that protect them from violence. We will build on the community asset inventory to assemble a diverse and representative group of community members, with a strong presence of those affected to inform the inventory of risks and protective factors and to inform the interventions that flow from them.

#### Enforcement

- Relationships between law enforcement and youth and community are in some case strained and affecting trust. The YVPC will help in the development of a youth outreach program that encourages the Philadelphia Police department and youth to build a connection. This program will model the initiative out of the Seattle Police Department's Youth Outreach program<sup>41</sup>. Several of the programs efforts include:
  - **Senior commanders** serving on The Mayor's Youth Commission to meet young leaders and discuss police programs and policies and loop that information back to the YVPC.
  - **Role Reversals/Youth Dialogues** brings police officers, community and business members and youth, together and engage them in a dialogue. They have an open and honest discussion about pre-conceived notions of each other and an opportunity to explain civility laws and discuss ways to build relationships based on mutual trust and understanding.
  - **Police Explorers** bridges the gap between youth and police by education that involves the youth in police operations as well as interests them in law enforcement as a career.
  - **Youth Police Academy** is a ten-week course designed to educate teens about the role of police officers and the operations of the Philadelphia Police Department.
- **Youth Commission** represents Philadelphia's youth in public hearings and gives testimony that reflects the youth perspective. It works with the city, non-profits, community organizations, and private entities to develop strategies to improve the lives of Philadelphia's youth. The Commission also advises the Mayor, City Council, Philadelphia Schools, and other key decision makers inside and outside of city government.
- **PhillyRising** targets neighborhoods throughout Philadelphia, including the 22<sup>nd</sup> Police District, that are plagued by chronic crime and quality of life concerns, and establishes partnerships with community members to address these issues. The PhillyRising team coordinates the actions of city agencies to help neighbors realize their vision for their community through sustainable, responsive, and cost-effective solutions.
- **Police Athletic League (PAL):** is an independent non-profit corporation committed to "Cops Helping Kids". Each center is supervised by Philadelphia Police Officers who are assigned full-time to direct activities and oversee the young people. Programs include sports, educational and cultural opportunities.

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<sup>41</sup> <http://www.seattle.gov/police/youth/>

- **Philadelphia disproportionate minority contact (DMC)** Like many cities across the country, violence in Philadelphia disproportionately touches young, black men and communities of color. The city has been working with the Pennsylvania Commission on Crime and Delinquency to address this. Philadelphia became the first of five counties in Pennsylvania to sponsor minority youth law enforcement forums, which brings law enforcement officers and minority youth together to talk frankly and openly about the problems on the street and the troubled relationships between youth and law enforcement. By opening a dialogue between youth and law enforcement, the Philadelphia working group hopes to reduce the number of volatile interactions between youth and officers on the street, to decrease arrests of minority youth and to diminish the chance of injuries to officers and youth on the street.

The forums, many of which take place within Philadelphia's public schools, and two of which have now been held within the City of Philadelphia's secure detention facility, the Juvenile Justice Service Center, provide an opportunity for both youth and law enforcement to be heard and to consider each other's views about what would make for improved relations between the two groups.

#### **Future Priorities**

Mentoring

Trust Building

#### **Area of Focus: Criminal Justice and Diversion Alternatives**

**Rationale:** For those youth who perpetrate violence, efforts must be made to evaluate their underlying issues that contribute to their behavior and provide them appropriate mental and physical health services at the most appropriate setting. Research has demonstrated that even some youth who commit violent crime are often best served in community placements rather than in secure settings with high-risk youth. The Family Court of Philadelphia has undertaken bold efforts to implement diversion programs to ensure that youth and families are best served. Currently, these diversion programs provide a community-based alternative to prosecution for juvenile offenders of non-violent crimes. The YVPC will continue to support the Court to develop innovative, evidence-based approaches that assign youth to the most appropriate and effective detention setting.

Enforcement agencies will work collaboratively with partners in law enforcement, city and state agencies, and the community to enhance and maintain the enforcement of laws, city ordinances, rules and regulations, and community norms to combat youth gun violence. This goal will be achieved by using several strategies including identifying hotspots with crime analysis, forming an alliance of a variety of services to dissuade youth from gun violence, building community engagement and trust, and encouraging a shared responsibility for public safety.

According to the National Institute of Justice, hot spot policing reduces crime<sup>42</sup>. Hot spot policing is a place-based policing strategy, which addresses crime by assigning limited police resources to areas where crimes are more concentrated. Through this approach, law enforcement agencies are able to analyze areas of high crime to identify the best policing strategies. Applying direct policing resources to hotspot areas to reduces crime and violence.

Many of the city's youth who are released from residential juvenile facility or incarceration are often not prepared or well-prepared to return to their homes and communities following placement in a residential facility. Nor are many of the services and tools available in the community for returning youth offenders easily accessible.

In collaboration with enforcement agencies such as the police department and the district attorney's office, other techniques and services are necessary to deter youth from gun violence.

Many of the youths identified in the 22nd Police District will require a variety of alternative efforts to impede their participation with gun violence. To effectively manage any prevention, intervention, enforcement, or/and reentry recommendations and efforts, information sharing protocols and procedures across agencies will need to be established. This is something that the YVPC will be looking to its partners at OJJDP for technical support.

Youth returning to the community after incarceration or who are on probation/parole will be identified by juvenile parole/probation and other juvenile justice services. Any youth who may pose a threat to public safety or are in the need of reentry services will receive referrals by police, family court, juvenile parole/probation, etc. for appropriate assistance including connections to the city's workforce agency and educational opportunities. It will be insured that, when appropriate, such youth are supervised by the Youth Violence Reduction Partnership (YVRP). YVRP is a multi-agency effort involving various youth-serving organizations and criminal justice agencies partnering to reduce Philadelphia's homicide rate and put violent youthful offenders on the path toward a productive majority. Since its establishment in 1999, YVRP has sought to help 14- to 24-year-olds who are at the greatest risk of killing or being killed.

**Targets:**

- Identify and track youth at the highest risk to be victims or perpetrators of violence by identifying youth who were shooting victims and craft a holistic plan to provide individual and family-based services to increase resiliency and reduce the results of the trauma.

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<sup>42</sup> [1] Clarke, Ronald V., and David Weisburd, "Diffusion of Crime Control Benefits: Observations on the Reverse of Displacement," *Crime Prevention Studies* 2 (1994): 165-84.

<sup>42</sup>Skogan, Wesley, and Kathleen Frydl, eds. *Fairness and Effectiveness in Policing: The Evidence*, Washington, DC: The National Academies Press, 2004.



- Identify youth in the 22nd district who require enforcement, prevention, reentry and/or intervention efforts to deter them from gun violence.
- Reduce the number of youth shootings by 25%<sup>43</sup> in three years.
- Identify high-risk youth in Juvenile Residential Facilities and incarcerated young adults that are 30-45 days within discharge, and plan for reentry support efforts in the 22nd Police District.

### **Initial Priorities**

YVRP

Diversion Awareness

### **Strategies to Achieve Targets:**

#### Intervention

- **Youth Violence Reduction Partnership (YVRP)** provides monitoring and support to youth, ages 14 to 24 years old, who are at greatest risk of killing or being killed, and seeks to redirect them toward productive lives. The targeted youths are those who are more likely to have (1) siblings who entered the juvenile justice system first, (2) an arrest record for a drug offense, (3) an arrest record for a gun charge, and (4) a history of incarceration. The program operates in the 22<sup>nd</sup> Police District. YVRP accomplishes its goals through close and constant supervision of youth and by providing them with the necessary supports and such services as schooling, jobs, drug treatment, and counseling services. These strategies are implemented by an Intervention Team consisting of probation officers, police, and mentors as well as credible street outreach workers. Those youth and families with a history of substance abuse are referred by probation officers to the Clinical Evaluation Unit. The evaluator clinically determines the level of care, specific treatment program, and facilitates authorization from the funding source. All Youth Partners who are referred to substance abuse treatment are provided with case management services.
- **Juvenile Treatment Court (JTC)** is a diversion project at Family Court designed to engage non-violent substance-abusing juvenile offenders in appropriate treatment under the supervision of the presiding JTC judge and the JTC Review Team. The CEU Evaluator performs behavioral health assessments for these juveniles and refers them to treatment. The CEU clinical staff is a part of the JTC Team (JTC), including a dedicated Judge, Public Defender, District Attorney, School District Representative, Juvenile Probation Department, and Family Court Juvenile Services staff. The target population is non-violent substance-abusing juveniles charged with eligible offenses and having eligible prior delinquent histories.
- **Youth Aid Panel** is open to first-time juvenile offenders charged with misdemeanors or felonies that would otherwise be heard by a Judge in Juvenile Court. The offending juvenile must first admit involvement in the incident at hand, and then is required to enter into a contract with the Youth Aid Panel. The

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<sup>43</sup> In Philadelphia, over the past three years, homicides represented 25% of all the shootings.

contract could require assignments consisting of a long-term community service project, written essays or reports, counseling, drug testing, and restitution. One panel member is assigned to monitor each juvenile's progress and adherence to the contract until all terms of the contract have been fulfilled (contracts typically run an average of three months.) If the juvenile fulfills all terms of the contract, the juvenile's record will be expunged. If the juvenile fails to fulfill the terms of the contract, the juvenile returns to Juvenile Court to be heard in front of a Judge. If the juvenile is found guilty at this stage, he or she will have a criminal record. The Youth Aid Panel program now handles a significant number of the nearly 10,000 juvenile cases brought each year into an already overburdened Juvenile Court system. Eight out of ten juveniles who enter the program successfully fulfill their contracts. The overwhelming majority never return to the criminal justice system.

- **Philadelphia Treatment Court (PTC)**, operated by the Public Health Management Corporation, with funding from OAS, provides evaluation and case management services to offenders brought before PTC. Treatment Court offers first time drug felony offenders an opportunity to be evaluated for substance abuse treatment and, if treatment is needed, to plead nolo contendere to their crime, enter a treatment program under close judicial supervision, which requires frequent court appearances, to avoid incarceration. Failure to complete the treatment and requirements may result in incarceration whereas completion qualifies the participant to have his/her criminal record expunged after remaining arrest-free for one year.

#### Enforcement

- **Juvenile Enforcement Team (JET)** unit is comprised of juvenile probation officers and Philadelphia police officers. Together, this unit is housed inside Family Court and focuses on high-risk juvenile offenders who are currently under court supervision. This unit gathers intelligence on juvenile gangs, serves high priority juvenile warrants, and assists police in solving crimes that involves juveniles<sup>44</sup>.
- **Youth Violence Reduction Partnership (YVRP)**

#### Reentry

- **Evening Reporting Centers** – Alternative placement to keep youth in home communities, designed to serve pre-adjudicated and adjudicated delinquent adolescent males. ERC keeps youth in their home community by providing meaningful community- based interventions as an alternative to secure detention. The mission is to provide a community-based alternative to secure detention for at-risk youth. This short term intensive supervision treatment program, with the help of community volunteers, provides facilitated education and therapeutic programs in a structured environment, while ensuring the safety of the community and the juvenile.

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<sup>44</sup> Family Court Division, (2011). 2011 Year in Review. *FIRST JUDICIAL DISTRICT OF PENNSYLVANIA COURT OF COMMON PLEAS*, 16.

- **Youth Violence Reduction Partnership (YVRP)**

### **Future Priorities**

Family Court  
Reentry

### **Area of Focus: Safe Environment**

**Rationale:** Philadelphia city government data indicates that 20% of all property in the 22nd Police District is vacant. This includes entire blocks of vacant homes. In one instance, an entire two-block stretch is comprised of vacant or boarded up homes with the exception of a single home that is inhabited. Blight reduction has frequently been seen as a method for reducing crime, particularly as illustrated by the concept articulated by James Wilson and George Kelling. This idea was reinforced by a recent study conducted by University of Pennsylvania researchers, which showed that “greening” vacant lots reduced gun assaults, vandalism, and criminal mischief, and had a positive effect on the health of those living near the lots.<sup>45</sup> Efforts to enhance economic development in high crime neighborhoods can have a spillover effect in enhancing neighborhood safety.<sup>46</sup>

Additionally, The Philadelphia School Reform Commission recently voted to close 24 schools across the city, affecting approximately 14,000 students citywide. Five of these schools are located within the 22<sup>nd</sup> Police District – the largest impact of school closings in any police district. This means that a wealth of children will be shifted to new schools. With these shifts, a need has arisen to identify safe routes for children to use when traveling to and from schools. There is also a chance of an increase in the number of violent incidents at the merged schools, as in some cases rival groups may be combined into a single space.

### **Targets:**

- Ensure every student has a safe school and a safe route to and from school.
- Remove neighborhood blight.
- Ensure every student has a safe school and a safe route to and from school.
- Reduce number of active nuisance bars and homes in hotspot areas.
- Encourage a shared responsibility for public safety.

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<sup>45</sup> Charles C. Branas, Rose A. Cheney, John M. MacDonald, Vicky W. Tam, Tara D. Jackson, and

<sup>45</sup>Thomas R. Ten Have, “A Difference-in-Differences Analysis of Health, Safety, and Greening Vacant Urban Space,” *American Journal of Epidemiology*, 174, no. 11 (November 11, 2011), 1296.

<sup>46</sup> Charles C. Branas, Rose A. Cheney, John M. MacDonald, Vicky W. Tam, Tara D. Jackson, and

<sup>46</sup>Thomas R. Ten Have, “A Difference-in-Differences Analysis of Health, Safety, and Greening Vacant

<sup>46</sup>Urban Space,” *American Journal of Epidemiology*, 174, no. 11 (November 11, 2011), 1296.

### **Initial Priorities:**

Safe Corridors  
At-Risk Intervention  
Blight Removal

### **Strategies to Achieve Targets:**

#### Prevention:

- Safe corridors programming for safe school routes.
- Department of Licenses & Inspections activity for areas with high rates of vacancy:
  - Masonry seals are recommended for properties that have been cleaned and sealed on multiple occasions, indicating that people are continuously breaking into a vacant property, either assembly to squat or participate in other nefarious activity.
  - Demolish additional properties that are considered dangerous or unsafe.
  - Offer vacant lots to be used for urban gardening, particularly in census tract 149 where there is interest from community groups.
  - Artistic board ups are recommended as a decorative alternative to clean & seals performed by the city, and is a community building activity as much as one to increase public safety.
- Resident and community work to clean alleys.

#### Intervention

- **Ceasefire Philadelphia** builds on the successful Chicago-based Ceasefire program which has demonstrated success in decreasing shootings in high-violence neighborhoods. Ceasefire relies on an outreach coordinator and teams of ex-offenders who serve as outreach workers, who use their built-in credibility to act as mentors to youths in the targeted demographic - 14-24 years old. The workers meet with at-risk youth, coach them on how to get out of a lifestyle that often ends with gun violence. Ceasefire also works with communities after a violent event has occurred to support those who have lost family and to spread messages that disparage future violence.

#### Enforcement

- **District Attorney's Public Nuisance Task Force (PNTF)** mission is to assist Philadelphia residents and community groups combat drug and alcohol-related nuisance problems in their neighborhoods. PNTF actively engages citizens, the police, government agencies and community groups in an effort to abate or close drug houses, marijuana stores, nuisance bars and houses of prostitution. Law enforcement agencies will continue to analyze nuisance bars to determine if they contribute to youth gang violence in the hotspots.

## **Future Priorities:**

Deterrence  
Hotspot Policing  
PhillyRising

## **Area of Focus: Education**

**Rationale:** There is a growing body of evidence that early interventions targeted toward children – particularly disadvantaged children – have much higher returns than interventions at later stages of life, such as high school-dropout prevention programs, public job training, convict rehabilitation, and expenditures on the police.<sup>47</sup> That is, decades of research finds that skill formation, including cognitive, linguistic, social, and emotional competencies are shaped by one’s childhood experiences between the ages of 0 and 5. Investment in all of these skills and competencies contribute both to individual success and the success of society as a whole. Early investment is the optimal investment.

The need for good day care and early education is a priority of the YVPC. There is a dearth of high quality BrightFutures, Prekindergarten Head Start, Pre-K Counts or Head Start partnership programs available in the 22nd Police District<sup>48</sup>. Based on data compiled by the Pennsylvania Office of Child Development and Early Learning in March 2013, there are 13 child care providers in the 22<sup>nd</sup> Police District (seven child care centers, five family child care homes and one group child care home). In total, these 13 centers have the capacity to serve approximately 320 children. Of these 13 centers, eight centers have no STAR rating and five centers and have a STAR 1 rating. The highest rating is a STAR 4 rating. About 3% of the 1,917 child care centers in Philadelphia have a STAR 4 rating.

## **Targets:**

- Ensure high-quality early education programs for all children.
- Increase participation rates for youth released from placement who are participating in wrap-around services/community-based services.
- Improve access and slots to high quality Head Start; and Star ratings for child care centers that serve children from the 22<sup>nd</sup> Police District.
- Reduce truancy rates.
- Begin to survey and share survey result among those who are doing work in the 22<sup>nd</sup> Police District (e.g. Student Survey conducted by US. Attorney’s Office at Strawberry Mansion High School).

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<sup>47</sup> Heckman, James et al. (2006). “Skill Formation and the Economics of Investing in Disadvantaged Children.” *Science* 312, 1900. Retrieved July 23, 2007 from Science Magazine website: [www.sciencemag.org](http://www.sciencemag.org)

<sup>48</sup> The YVPC has engaged Temple University to conduct a Asset Mapping and Gap Analysis of programs and services in the 22<sup>nd</sup> Police District, which will be completed earl fall 2013

**Initial Priorities:**

High Quality Options

**Strategies to Achieve Targets:**

## Prevention

- Summer enrichment and college access programs for Philadelphia youth.

## Intervention

- **The Philadelphia Council for College and Career Success** provides leadership and advocacy in support of the Mayor's education goals: 1) increase the graduation rate to 80% (cut the dropout rate in half) by 2014 and 2) double the baccalaureate attainment rate of Philadelphians by 2017. Some key areas of Council focus include:
  - Creating a citywide system for dropout prevention and re-engagement of disconnected students.
  - Aligning and monitoring the City's diverse youth-related funding streams, including youth funds and activities authorized by the Workforce Investment Act.
  - Aligning the various resources that support a college-going culture and specifically enhancing the connections and transitions between high school and college.
  - Expanding and improving youth workforce development efforts in the City.
  - Influencing the design of an enhanced career and technical education system.

## Reentry

- Interventions to address prior school failures/ poor academic performance.
- **Reentry Transition Initiative-Welcome Return Assessment Process (RETI-WRAP)** provides transitional support for youth returning to the public school system from residential delinquent placement. The program provides enhanced aftercare planning designed to increase participant's school attendance and performance and prevent further illegal activity by addressing related individual and family issues. By bringing together representatives from the School District, Juvenile Probation, DHS, Behavioral Health Services and the Defender Association, the program endeavors to ensure the child receives a full range of supports (including academic, physical and mental health, life skills and social services).

**Future Priorities:**

Adult Literacy

Parental Engagement

Early Childhood Education

## **Area of Focus: Sustainability**

**Rationale:** Programs can only be successful if they are closely monitored, held accountable, and adjusted to adequately serve the population of youth who have encountered a social service system or who will potential encounter a social service system.

Enhancing coordination and communication between prevention, intervention, enforcement and reentry services will eliminate the opportunity for referrals (made by any type of provider) to go unaccounted for.

### **Targets:**

- Create a youth violence prevention integrated data information system among city departments.
- Track, manage and assess performance toward specific measurable goals.
- Ensure ongoing community feedback and evaluation of youth violence prevention plan.
- Employ clear evaluation methods to ensure effective programs are being supported and others are terminated or funding is not renewed.
- Build bridges among prevention, intervention, enforcement, and reentry services to develop a cross-sector system of accountability that encourages collaboration and communication while ensuring youth and families are receiving appropriate and quality services.
- Address risk factors through best practices, promising programs and evidence based programs that will reduce violence of youth and young adults re-entering the 22<sup>nd</sup> Police District.
- Revise, develop new outcomes measures, and reevaluate programs offered and data related to the programs on a continual basis to ensure efficacy.

### **Initial Priorities**

Data Sharing

### **Strategies to Reach Targets:**

#### Intervention

- **Track system involvement of high-risk youth: (working with the National Forum Technical Assistance support)** – The YVPC aspires to set in motion and begin to develop a cross agency data/information sharing strategy (to be further described in the Data & Evaluation section) – by working with Philadelphia agencies to develop a cross agency data tracking system for risk factors. A goal of this collaborative effort is to build on existing systems, to establish clear standards for creating a shared database, that can identify at risk youth (and all those who have been victims of shootings) who are being served by multiple systems such as youth who are returning from detention, youth who are involved in the DHS child protection system, truant youth and youth that have suffered significant physical or emotional trauma.

## Enforcement

- Aspire to develop an accountable and a circular communication system with prevention, enforcement, intervention and reentry services. The goal is to ensure all service providers are communicating with each other and all organizations uphold their responsibilities for the youth in Philadelphia. This system will ensure all cases are managed appropriately so youth and families receive the proper care or services if they enter a system. There is an opportunity to test this effort in the test project in the 22<sup>nd</sup> Police District.

## **Future Priorities:**

Business Plan

Integrated Technology System

Communications Plan

## **Data and Evaluation**

The YVPC will be working over the next year to find ways to develop measurable targets for specific were approaches described above– some are already underway, others are planned or conceived - in order to achieve a meaningful reduction to youth violence in Philadelphia. In order to ensure the reduction is achieved, the YVPC team will work with its colleagues at the National Forum on Youth Violence Prevention for technical assistance in the effort to create a data and evaluation plan to track the goals for the violence prevention plan.

### **Strategy 1 – Research**

Perform Asset and Gap Analysis - The YVPC has engaged faculty of Temple University's Department of Criminal Justice and School of Social Work to conduct a gap analysis in the 22<sup>nd</sup> Police District. The analysis also will identify the assets in the community, and determine which programs are performing well. This work will inform the strategic plan by identifying those programs underway which are helping to achieve the previously described targets. The analysis began in May 2013 and will be completed by September 2013.

Analyze youth shootings in the 22<sup>nd</sup> Police District - The YVPC is aspiring to establish a method to do data analysis of the youth perpetrators, victims of shootings, and those arrested in the 22<sup>nd</sup> Police District and compare that data with other key agencies and systems in Philadelphia.



## **Strategy 2 – Track, manage, and assess performance toward specific measurable goals through data integration system**

At monthly YVPC meetings, individuals share successes and concerns about youth violence in Philadelphia. As the Data & Evaluation Working Group of the YVPC studies the larger landscape, what arises is a multifaceted and often disconnected system made up of an array of programs with a variety of funding streams, data systems that are unable to communicate across agencies, and no centralized administrative structure or a common vision. As a result, the ability to hold the city, the systems, and vendors who work with this population accountable gets muddled. YVPC hopes to establish a process for consistent uniform definitions of success in terms of preventing and reducing youth violence, identifying best practice elements, and determining how to embed in city agencies, a system to reporting and measuring the work achieved. This is a challenge that may take significant time to address. The YVPC will be looking to the National Forum’s Technical Assistance for guidance with this goal.

## **Strategy 3 – Create a youth violence prevention integrated data information system among city departments**

The Data & Evaluation role of the collaborative is to determine what the current statistics are in the 22<sup>nd</sup> Police District and track/evaluate the success of the strategies. The city needs to understand and better coordinate information that is currently collected. The Data & Evaluation Group will work to ensure that personal information is protected, while using it to inform the strategies. Some of the information that the YVPC aspires to collect will be gathered through different means, perhaps including surveys, such as ones generated by the United States Attorney’s Office, the Philadelphia District Attorney, and the Philadelphia Family Courts. The YVPC will conduct a test project in the 22<sup>nd</sup> District to work with agencies to get data and work with their staff to share appropriate information across systems, which will help ensure follow up and a continuum of care. Ultimately, this could serve as a template for the YVPC to create a mechanism for a performance management systems, oversight checks, and reconciliation of data.

## **Strategy 4 – Employ clear evaluation methods to ensure effective programs are being supported**

The YVPC will be tracking how much the City is spending on programming designed to prevent youth violence and intervene with youth, as well as assessing investments from the state and others to determine overall return on investment.

## **Strategy 5 – Ensure ongoing community feedback and a youth voice in the evaluation of the youth violence prevention plan and its implementation**

Through the leadership of the PhillyRising Collaborative, YVPC has developed a strategy to get a sense of how stakeholders (youth, families, providers, city agencies) perceive the strategy. Based on input from Collaborative meetings, YVPC needs to be clear about

how to communicate what the strategy is trying to do; and the accomplishments, the goals, timelines, and challenges of the strategy. YVPC plans to be strategic about how to best share information and receive feedback through existing avenues, including, but not limited to: PhillyRising, the Recreation Department, Youth Violence Reduction Partnership, Youth Commission, Youth Villages, Philadelphia School District, Philadelphia Youth Network, and the Philadelphia Housing Authority.

This outreach effort includes a communication plan which will comprise: educating reporters, columnists, and academics about what YVPC is doing; produce mailing and social media communications to stakeholders; create and use a dedicated website to get information out to the public; participate in public presentations; and use other local media outlets.

YVPC partners will be going out to the community regularly, engaging them in the work and seeking both input on the draft plan and regular give-and-take about the implementation of the strategy. The Data & Evaluation Group hopes to test assumptions about environments and behaviors on the ground. This strategy will allow the YVPC to intervene where appropriate in a hot spot in a neighborhood, getting input from the neighbors who live around the hotspot to learn why it may exist.

## Acknowledgements

Philadelphia's Strategic Plan to Prevent Youth Violence represents the input of experts, practitioners, dedicated public servants and parents and youth across Philadelphia. As the plan evolves, it will include the input of many more throughout our city and state. We thank you all now and in advance for your dedication to making our city a safer place for everyone and to improve the well-being of Philadelphia's most important asset - our children. We are grateful to our colleagues at the Department of Justice Office of Juvenile Justice and Delinquency Prevention, who, through the National Forum on Youth Violence Prevention, have provided us funding, technical support, and encouragement as we move forward with our strategy. The federal government's model of working across perspectives and agencies to address youth violence in urban America has inspired Philadelphia to aggressively pursue a multi-disciplinary approach. This approach is key to achieving the progress we aspire. Thank you also to the Stoneleigh Foundation for its enthusiastic and financial support of a fellow to lead our city's YVPC strategic planning and implementation efforts.

With sincere gratitude, we thank the YVPC Co-Chairs and its members, and others from the City government and the community for both driving Philadelphia's participation in the National Youth Forum and for crafting our strategy. We also thank Erica Atwood, Jamira Burley, Timene Farlow, John Farrell, Richard Greenwald, Maia Jachimowicz, Hannah Klein, Crystal Miller, Ami Patel, Shondell Revell, and Julie Wertheimer for their day-to-day work organizing the research, meetings, and cross agency coordination that went into the development of this strategy and for their hard work in putting our vision down on paper.

Finally, this strategic plan would not have been created without the tireless support and steadfast commitment of Mayor Michael A. Nutter. Philadelphia has become a safer city under Mayor Nutter's leadership and we hope that, in this plan, we give our city leaders the tools and vision to continue down a more prosperous path where all children can dream big and live free from violence.

## Appendix I: Themes and Goals

### Employment

#### Targets: Year one

- Establish a baseline of youth employment rates for the 22<sup>nd</sup> Police District.
- Define the unemployment/employment goals of youth for years two and three.
- Engage the business sector in meaningful discussion regarding their needs, opportunities for youth, and pathways to full employment.

#### Targets: Years two and three

- Continue to engage businesses in meaningful discussion regarding their needs, opportunities for youth, and pathways to full employment.
- Continue to increase the availability of employment opportunities for youth in or near the 22<sup>nd</sup> Police District.
- Increase employment for youth 16-24 years old by 10% each year.

### Health

- Reduce the impact of trauma exposure by increasing trauma-informed training throughout the youth serving public agencies and law-enforcement and justice systems.
- Reduce the impact of trauma by increasing access to mental health services in the 22<sup>nd</sup> police district.
- Increase the availability of emergency department and hospital-based violence intervention services.
- Increase trauma-training for School District of Philadelphia personnel.
- Ensure a continuum of psychological and medical treatment for all system-involved youth through the development of data-sharing memoranda of understanding between public systems.
- Establish a standing Injury Review Panel that will improve policies and practices to minimize youth exposure to violence and injury.

### Meaningful Engagement

- Identify youth in need of engagement activities with a strong focus on systems-involved youth and youth.
- Survey youth of different ages to determine their preferences for positive after-school opportunities.
- Increase the pool of trained, supported mentors to provide 50 youth in the 22<sup>nd</sup> Police District with evidence-based mentoring opportunities, with special outreach to faith-based leaders and university fraternities and sororities.
- Increase the number of children that have a strong family involvement and positive community support networks.
- Ensure all youth have access to positive after-school opportunities.
- Work with the City's out of school time network to connect youth to available out-of-school programming and build opportunities for increased participation with a goal of every student in the 22<sup>nd</sup> district able to access an activity of his/her choice safely.

- Increase positive youth interaction with police officers to build trust through building awareness of witness assistance programs and trauma-training for police and communities.
- Ensure all youth have access to positive after-school and evidence-based mentoring opportunities.
- Building trust between law enforcement and the various communities in the 22nd Police District.
- Encourage a shared responsibility for public safety by working with youth and the community in the 22nd Police District.
- Engage Community and Faith Based organizations to partner with Probation to increase capacity and provide mentoring for young people in the 22nd Police District.

### **Criminal Justice and Diversion Alternatives**

- Identify and track youth at the highest risk to be victims or perpetrators of violence by identifying youth who were shooting victims and craft a holistic plan to provide individual and family-based services to increase resiliency and reduce the results of the trauma.
- Identify youth in the 22nd district who require enforcement, prevention, reentry and/or intervention efforts to deter them from gun violence.
- Reduce the number of youth shootings by 25%<sup>49</sup> in three years.
- Identify high-risk youth in Juvenile Residential Facilities and incarcerated young adults that are 30-45 days within discharge, and plan for reentry support efforts in the 22nd Police District.

### **Safe Environment**

- Ensure every student has a safe school and a safe route to and from school.
- Remove neighborhood blight.
- Ensure every student has a safe school and a safe route to and from school.
- Reduce number of active nuisance bars and homes in hotspot areas.
- Encourage a shared responsibility for public safety.

### **Education**

- Ensure high-quality early education programs for all children.
- Increase participation rates for youth released from placement who are participating in wrap-around services/community-based services.
- Improve access and slots to high quality Head Start; and Star ratings for child care centers that serve children from the 22<sup>nd</sup> Police District.
- Reduce truancy rates.
- Begin to survey and share survey result among those who are doing work in the 22<sup>nd</sup> Police District (e.g. Student Survey conducted by US. Attorney's Office at Strawberry Mansion High School).

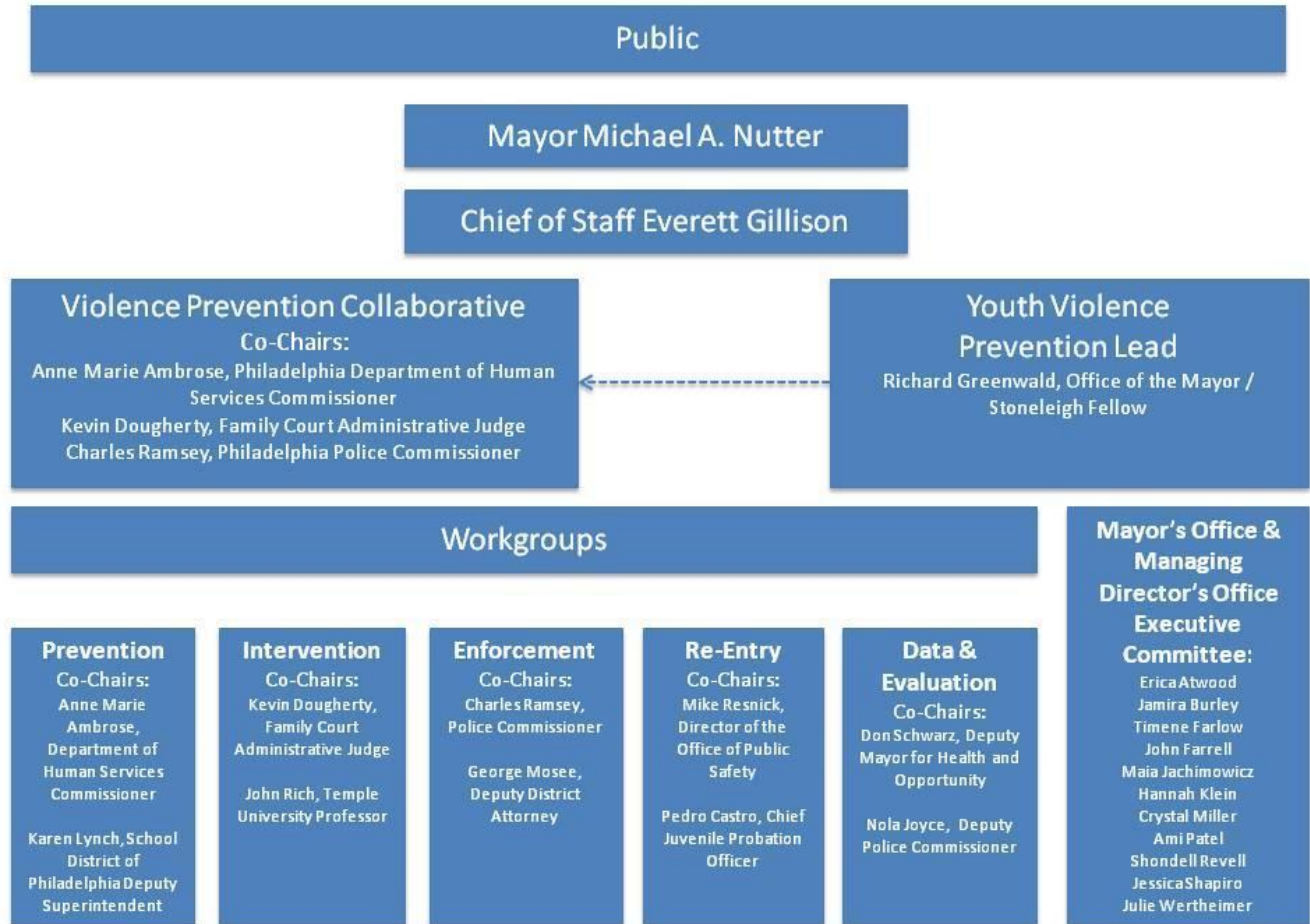
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<sup>49</sup> In Philadelphia, over the past three years, homicides represented 25% of all the shootings.

## **Sustainability**

- Create a youth violence prevention integrated data information system among city departments.
- Track, manage and assess performance toward specific measurable goals.
- Ensure ongoing community feedback and evaluation of youth violence prevention plan.
- Employ clear evaluation methods to ensure effective programs are being supported and others are terminated or funding is not renewed.
- Build bridges among prevention, intervention, enforcement, and reentry services to develop a cross-sector system of accountability that encourages collaboration and communication while ensuring youth and families are receiving appropriate and quality services.
- Address risk factors through best practices, promising programs and evidence based programs that will reduce violence of youth and young adults re-entering the 22<sup>nd</sup> Police District.
- Revise, develop new outcomes measures, and reevaluate programs offered and data related to the programs on a continual basis to ensure efficacy.

## Appendix II: Philadelphia Violence Prevention Collaborative Organizational Chart



## Appendix III: Additional Strategies to Achieve Targets

### Employment

#### Prevention

- Philadelphia funds and monitors programs that bring businesses and jobseekers together and help workers develop the skills they need to thrive in the workplace. Philadelphia Works provides technical assistance on career guidance, job training and job placement services at its one-stop centers. Philadelphia Works also offers employers wage subsidies, employee training and re-training assistance, and works to help employees who have been laid off. Works <http://www.philaworks.org/>

### Health

#### Prevention

- The Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) provides free. Mental Health First Aid teaches the general public how to recognize mental health symptoms and provides a 5-step action plan for initial help to people with signs and symptoms of behavioral health challenges. Curriculum for Philadelphia youth will be ready in July 2013. Certification is currently available for parents/caregivers, men, school staff, and community workers. Possible areas of expansion include school central office staff, PhillyRising staff and recreation center staff to be trained as trainers, and perhaps a representative from the schools in the 22nd police district.

#### Intervention

- **Mental Health First Aid** – as described above

### Meaningful Engagement

#### Prevention

- Families and Schools Together (FAST), is an evidenced-based program for strengthening parent/child bonds and the family's bond to the child's school. Currently, FAST is available in 30 schools. A recently awarded \$15 million, five-year federal grant from the U.S. Department of Education, will expand FAST to 60 more schools, enabling more than 4,000 Philadelphia kindergartners and their families to participate in the program . FAST is based on research showing that parents' spending even a small amount of time playing with their children can contribute to healthy development
- Parent Cafes-Strengthening Families
- Mentoring for foster care youth
- Church involvement/faith-based mentoring
- Public Safety Initiative (Darryl Goodman and Tyrone Werts) – pair youth who have touched the juvenile justice system with formerly incarcerated adults
- “Young Men Mentoring” program (Will Little)
- Big Brothers Big Sisters: community and school-based programs and special programming (African American mentoring, AMACHI program for kids with incarcerated parents, College Bigs and Beyond School Walls) For more



information go to:  
[http://www.bbbssepa.org/site/c.8rJNK0MHJjLYH/b.6284175/k.EFAD/Home\\_Page.htm](http://www.bbbssepa.org/site/c.8rJNK0MHJjLYH/b.6284175/k.EFAD/Home_Page.htm)

- Outward Bound Philadelphia is the world's oldest and largest adventure based education program grounded in the belief that for young people to succeed, they need character growth and skills to assume leadership roles and take positive approaches to life's challenges. Outward Bound offers numerous courses for Philadelphia youth, including scholarship opportunities, so that all youth can take full advantage of programming opportunities. For more information go to: <http://outwardboundphiladelphia.org/>
- On the Parenting Tip (PAAN) - parenting program specifically for fathers ages 14 through 30. For more information go to: [http://philadelphia.pa.networkofcare.org/ps/services/agency.aspx?pid=PhiladelphiaAntiDrugAntiViolenceNetworkPAANOntheParentingTipOPT\\_1147\\_12\\_0](http://philadelphia.pa.networkofcare.org/ps/services/agency.aspx?pid=PhiladelphiaAntiDrugAntiViolenceNetworkPAANOntheParentingTipOPT_1147_12_0)

#### Intervention

- **Institute for the Development of African American Youth (IDAAY)** provides violence prevention and intervention programs for at-risk youth and seeks to teach youth strategies for safety, cultivate positive life skills, further their education, and set realistic career goals, while connecting them to positive mentors and peer group support. Specifically, IDAAY's Don't Fall Down in the Hood Program is designed to reduce the rate of recidivism for high-risk adjudicated youth.
- **Rising Sons** is a mentoring organization run by young men 18-30. Their mission is to reverse negative trends in urban communities. They target underprivileged youth (primarily males) to open their eyes to what they can offer to their community, to their country, to the world -- as well as what the world can offer them. Then, through personal attention and guidance, Rising Sons builds the knowledge and skills necessary to succeed, and provide the resources and opportunities to excel. In the ML King Recreation Center within the 22nd Police District, Rising Sons hold their Rising Stars program. Rising Stars is an after-school and summer program for boys in grades seven through twelve that stimulates the mind and body in order to maintain a positive path in the present and plan well for the future.
- **Big Brother/ Big Sister Southeastern Pennsylvania** Big Brothers Big Sisters makes meaningful, monitored matches between adult volunteers ("Bigs") and children ("Littles"), ages 6 through 18, throughout Philadelphia. They target those most in need, particularly those living in poverty focusing on and supporting children living with multiple risk factors from poverty and violence to family incarceration and failing schools. In 2012, they made and supported 1,962 mentoring matches between children and mentors.
- **The Graduation Coach Campaign** is a program affiliated with the Philadelphia Youth Network, provides adult mentors to those who are seeking to go to college.
- **Faith Based Initiatives/Community Organizations** As program participants prepare to reenter their community; they may receive a referral to a participating local faith-based or community organization. Numerous faith-based organizations from various denominations are participating in prison reentry to help ex-

offenders positively transition from jail back into the community. Local community agencies are also participating in this reentry initiative. This service is optional, but strongly advised in order to help participants and their families deal with the stressors associated with reengaging back into society.

#### Enforcement

- **Philadelphia Police Department's domestic violence program:** It is the policy of the Philadelphia Police Department to treat every act of domestic violence as a criminal offense that merits a strong and swift police response in the same manner as all other requests for police assistance. Regardless of the extent of the victim's injuries, the nature of the victim/offender relationship or the victim's reluctance to cooperate with responding officers, all sworn personnel responding to calls regarding domestic abuse or violence will render every necessary assistance to the victim(s) and make arrests when warranted.
- **Victim services programs:**
  - The Philadelphia Police Department has a number of safety and prevention programs throughout the City. Each district has a community outreach team consisting of dedicated community relations, victim's assistance and crime prevention officer.
  - District Attorney's Office:
    - Victim's Compensation Assistance Program - reimbursement by the state to victims of crime
    - Case Status the right to be informed about one's case
    - Court accompaniment the Victim Services Unit of the District Attorney's Office provide a victim/witness who is intimidate to appear in court a coordinator to accompany them to court
    - Victim witness waiting room the Philadelphia District Attorney's Office has a separate Victim/Witness Room located in the Criminal Justice Center (1301 Filbert Street) and at Family Court (1801 Vine Street). The waiting rooms are set up to provide a private area for victims, witnesses, and their families to wait prior to testifying.
    - Restorative Common Justice
    - Release Notification When an offender is released from prison or is scheduled for a parole hearing, the victim(s) on that case have the right to be notified of the status of the offender's release.
- **Witness Intimidations programs:** It is the policy of the District Attorney's Office to actively discourage the intimidation of victims through the promotion of appropriately restrictive bail conditions, the use of criminal contempt, the use of additional criminal charges and sanctions as provided by the Victim/Witness Intimidation Statute: Increase the number of participants in Witness Relocation Programs. PHA has a MOU with the District Attorney's Office to provide Section 8 vouchers to witnesses in order to remove a witness from the neighborhood and reduce the chance of intimidation. This MOU has a limited scope but, the concept recognizes that the high concentration of low-income housing in the area mixed with the growth of criminal activity among the

neighborhood drug dealers, witness needed to be removed from the neighborhood entirely in order to reduce occurrences of intimidation.

- **Philly311** is a customer service oriented hotline about government services with specialists that connect residents to the information they need.

#### Reentry

- Engage the following groups who have deep community ties to help accomplish the goals of successful reentry and reduced recidivism as strong community supports through family-strengthening programming and counseling:
  - Philadelphia Faith-Based Reentry Coalition
  - Philadelphia Black Clergy

### **Criminal Justice and Diversion Alternatives**

#### Intervention

- **The Mural Arts Guild Program** incorporates the concepts of restorative justice through art instruction, mural making, and community service youth advocates and probation officers can refer court-appointed youth ages 15 to 21 to these evening and Saturday classes to develop their art-making skills and earn community service hours while contributing to major public art projects.
- **Accelerated Misdemeanor Program (AMP)** offers defendants charged with non-violent misdemeanors the opportunity to have their case heard in a police district courtroom, rather than in the Municipal court system. Individuals can agree to perform community service and pay a fine, without entering a guilty plea, in exchange for the case not going to trial. The arrest may then be expunged, based on timely compliance. In addition, some individuals (AMP 2) are stipulated by the court to participate in social services as part of the pretrial agreement. Ancillary services offered include substance abuse assessment, case monitoring, resource coordination, and behavioral health education.
- **Family Court (FC)** was developed in 1998 to ensure that a safe, permanent and stable home is secured for each abused and neglected child. The court provides for the behavioral health needs of the child and their family by offering assessment, treatment and case monitoring services that will determine, in large measure, the outcome of the hearings. Cases are referred to FC for review by the Philadelphia Department of Human Services (DHS). When necessary, the court will order drug and alcohol assessments, which are conducted by FC staff. Clinical evaluation staff assigned to FC also provides case monitoring services to and process Medical Assistance (MA) applications for eligible participants. Clinical assessment and case monitoring services are available in all dependency courtrooms. A clinical evaluation report is submitted for consideration by the judge.

#### Enforcement

- **GunStat** is a targeted law enforcement and prosecution program operated jointly by the Philadelphia Police Department and the Philadelphia District Attorney's Office. GunStat was created to combat gun violence in Philadelphia. The program uses criminal intelligence and multi-agency collaboration to target the

city's most violent gun offenders in the most violent areas in Philadelphia. GunStat is designed to concentrate the City's limited resources on those people and places that can have the greatest impact on reducing gun violence citywide. GunStat's mission is to utilize criminal intelligence for precise targeting of the City's most violent neighborhoods, hotspots, and the prosecution of the City's most violent offenders. Through centralized monitoring, coordination through city departments, unified decision-making and prioritization of resources, the model will result in reduction in youth violence in Philadelphia and enhance residents' quality-of-life.

- **PhillyRising** targets neighborhoods throughout Philadelphia, including the 22<sup>nd</sup> Police District, that are plagued by chronic crime and quality of life concerns, and establishes partnerships with community members to address these issues. The PhillyRising team coordinates the actions of city agencies to help neighbors realize their vision for their community through sustainable, responsive, and cost-effective solutions.
- A system will be established to coordinate the focus of law enforcement agencies on active violent offenders. Investigations and prosecutions of gun offenders will be enhanced to position the District Attorney's Office to:
  - Specially assign all firearm cases to senior prosecutors
  - Seek high bail on all firearm cases
  - Review all firearm cases for potential bail revocations
  - Seek a lengthier sentence on all firearms cases
  - Seek to increase police and community presence and involvement at all sentencings in conjunction with victim advocacy groups such as Mother's in Charge and CeaseFirePA
- **CeaseFire Philadelphia:** reverses the spread of violence by using the methods and strategies associated with disease control—detection and interruption, identifying individuals involved in transmission, and changing social norms of the communities where it occurs.

#### Reentry

- Convene meetings at the facilities 30-45 days prior to discharge with residential staff, family members, other stakeholders and re-integration workers that serve to identify "Needs" factors based on the Risk Assessment tool. The "Needs" factors are determined to be those behaviors that can be managed through programming and intervention. The meetings should clearly identify specific evidenced-based programs such as FFT, or promising practices that have a trauma-based component, or Behavioral Specialists on site that will help guide and manage youth's adjustment in a community based setting.
- Create and implement uniform requirements for contracted residential facilities to provide a standardized level of care
  - Trauma-informed training for providers
  - Life skills training for providers
- **DBH/CBH** involvement for behavioral health services (mental health and drug and alcohol treatment) prior to leaving placement

- **Youth shooting reviews for probationers** – identify patterns and potential identifiers for those likely to recidivate in order to provide targeted interventions

## **Safe Environment**

### Prevention

- Sheriff Sale, where tax delinquent, vacant properties, can be put back onto the market and into re-use.
- Through PhillyRising and Philly311, educate and support residents on how to report service needs in their community, such as broken lights, nuisance properties, potholes, etc.
- Possible program with the International Institute for Restorative Practices to get restorative practices in middle and high schools. Encourage respect, positive behaviors with rewards and incentives-implemented in schools. Funding request out to the Philadelphia Foundation - if funded, we could implement in some 22nd district schools.

School Reform Commission (SRC) and the School District of Philadelphia School Safety and Community Engagement Committee is developing a uniform safety plan and strategy to address safety and ensure that school climate is conducive to learning and teaching.

### Enforcement

- **Place-based Approach/Hotspot Policing** - Effective criminal analysis and other research techniques will determine the appropriate actions of the police department and other law enforcement agencies. For example the police use crime analysis to identify hotspots (areas with high rates of shootings and/or homicides). Law enforcement agencies then coordinate and focus their efforts in specific areas. Examples of hotspot policing include, but are not limited to, increased police visibility using foot patrols, and directed patrols. Additional crime analysis and methods such as conducting focus groups including community members can help determine the contributing factors of truancy and curfew violations. Truancy and curfew violations are an effect of and on youth violence, and as such information about these violations will be shared between the police and the schools around the city. Enforcement agencies will continue to partner with PhillyRising, the City's community engagement program, to address environmental contributors to youth violence in the hotspot areas. PhillyRising will address issues such as abandoned buildings; abandoned cars; graffiti; street lighting; and traffic flow. The partnership between the police and PhillyRising works to:
  - Identify drug operations working out of residential and commercial properties
  - Expedite investigations and enforcement
  - Expedite seizing and sealing commercial properties with the District Attorney's Public Nuisance Task Force

## Reentry

- Community programs to provide safe havens from unsafe neighborhoods/ environments that also collocate essential services

## Education

### Prevention

- The School District of Philadelphia directly provides preschool services to more than 9,500 children through its Bright Futures, and Prekindergarten Head Start programs. The programs are available to families with three and four year olds who meet the Income Eligibility Requirements set by the Commonwealth of Pennsylvania (Bright Futures) or the federal Head Start program (Prekindergarten Head Start). Both programs operate during the school year, during school hours and provide breakfast, lunch, and pm snack. Children and families must be residents of Philadelphia.
- School District of Philadelphia is partners with 50 community agencies at 64 center locations through Pennsylvania's Pre-K Counts program. Children in the program receive high quality early childhood services aligned with Pennsylvania's state standards.
- Children's Literacy Initiative (CLI) is a Philadelphia-based non-profit organization that serves pre-K through 3<sup>rd</sup> grade educators to help close the gap in literacy achievement. CLI has programming in two Philadelphia School District schools in the 22<sup>nd</sup> Police District – William D. Kelly and Edward Gideon – and plans to expand services to Richard R. Wright in the near future.
- The School District partners with 25 community child care organizations to provide educational, health, and nutritional Head Start services to three and four year olds in 39 centers. The District and the partners work together to ensure that all children receive high quality programs so that they arrive at school ready to learn. The program is state funded and free to eligible families.
- Based on data compiled by the Pennsylvania Office of Child Development and Early Learning in March 2013, there are 13 child care providers in the 22<sup>nd</sup> Police District (7 child care centers, 5 family child care homes and 1 group child care home). In total, these 13 centers have the capacity to serve approximately 320 children. Of these 13 centers, eight centers have no STAR rating and five centers have a STAR 1 rating. The highest rating is a STAR 4 rating.

## Reentry

- **Truancy; re-engagement and enrollment** – work with returning youths to prevent potential truant behaviors, reenroll students in the School District of Philadelphia, and seek out education credit recovery when appropriate from residential placements
- **School District - Credit Recovery** while in placement; school curriculum for youth that should be graduating; Reti-Wrap involvement sooner (see description of Reti-Wrap in the Education Section)

## **Sustainability**

### Reentry

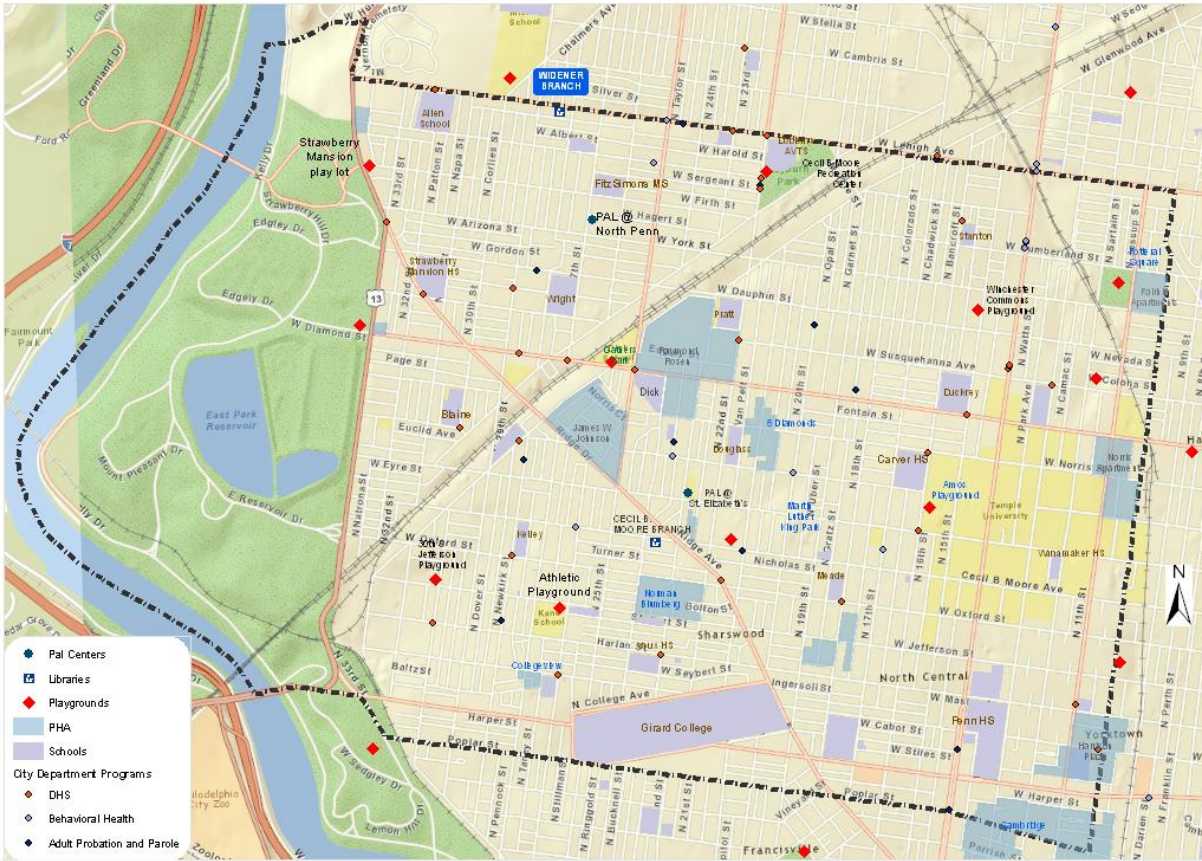
- **Utilization of the Youth Level of Service (YLS).** The YLS is an empirically validated Risk/Needs Assessment tool, designed for use by juvenile - professionals to identify young people's criminogenic needs, risks, and responsivity factors. The tool was also designed to identify areas of strength and services needed by youth. On April 2013, Juvenile Probation began implementing this tool to assist in case planning for community based services as well as residential placements. Prior to a youth's discharge from a juvenile residential setting, the YLS will be conducted to identify youth's risk and static factors prior to reentry. Results and information from the YLS will be shared appropriately with local agencies and professionals working with this returning population.

Goals will be identified for each individual based on assessment and can include:

- Increased literacy and numeracy skills
- 21st century and work-readiness skills development
- Attainment of a GED or High School Diploma
- Post-secondary placement
- Substance abuse treatment
- Mental illness treatment
- Medical Issues
- Life skills
- Pregnancy delay
- Single-parent household supports
- Social services to address economic disadvantage
- Housing facilities that co-locate social services
- Job Readiness Training
- Job Development and training
  - Industry pipeline partnerships
- Established standards with contract providers to require outcome standards and measurements
- Reevaluate programs that are not succeeding and explore expansion of successful programs
- Survey the client population as a means of feedback, and adjust programming accordingly

## Appendix VI: Assets of the 22nd Police District

### Community Assets in or near the 22nd Police District



The 22<sup>nd</sup> Police District is located in North Philadelphia bounded by Poplar – Lehigh and N11th – N33rd encompassing 4.31 square miles. Within the District, there are approximately 70,000 residents, approximately 4.7% of the city’s population, including more than 37,000 youth between the ages 0 and 24. Despite the many challenges facing the community in the 22nd police district, this area has many assets as well. As part of this strategic plan, Philadelphia will use data-driven strategies to enhance the availability and quality of programming and services already present in the 22nd Police District, including leveraging the assets listed below.

#### Department of Human Services

Philadelphia’s Department of Human Services (DHS) provides support for families across the City through child protection services, foster care, delinquency services, and other services in the community. In the 22nd Police District, DHS runs the programs focused on:

- Academic Supports;
- Career Exploration;
- Cultural Enrichment;



- Mentoring;
- Community Development;
- Reading Readiness;
- Social Skills Development;
- Art & Cultural Enrichment;
- Violence Prevention and Intervention Services;
- Truancy Prevention Services;
- Supportive Counseling; and,
- Performing Arts Programs.

These programs work with nonprofit and community partners, including: Allegheny West Foundation, Berean Baptist Church, Catholic Charities of the Archdiocese of Philadelphia, Central North EPIC Stakeholder Group, Chief's Youth Development Council, Communities in Schools of Philadelphia, Delta Sigma Theta Sorority, EducationWorks, Grands as Parents, Greater Brewerytown CDC, Institute for the Development of African American Youth, Morning Star Church of God in Christ, Northern Home for Children, Philadelphia Anti-Drug, Anti-Violence Network, Project HOME, Ramsey Education Development, Strawberry Mansion Neighborhood Action Center, White Dove Performing Arts, Women's Christian Alliance, and Youth Now on Top (Y-NOT). These programs serve individuals ranging in age from 3 to 18 years of age. These programs are focused on prevention and intervention services.

### **Department of Behavioral Health & Intellectual disAbility Services**

Philadelphia's Department of Behavioral Health & Intellectual disAbility Services (DBHIDS) provides support to Philadelphians through a network of agencies, including the Philadelphia School District, DHS, the judicial systems, and other stakeholders providing intervention to individuals in the community who need help with behavioral health needs.

In the 22nd Police District, DBHIDS runs programs such as mental health outpatient care centers, day programs for adults, substance abuse outpatient treatment, short- and long-term rehab, inpatient psychiatric treatment, trauma informed services for children exposed to trauma, mural programs focused on recovery and resilience of patients, and first aid training. Interventions and programs range from working with youth from ages 7 and up. The locations are mapped.

### **Philadelphia Parks & Recreation**

Within the 22nd Police District, there are 17 Parks & Recreation sites with four parks, eight playgrounds, and four recreation centers. These sites offer many sports opportunities to the community. Below is a list of the sites and the programs offered at each, including sports and programming offered:

- Amos Playground: Dance, Drama, Cheerleading, Day Camps, Mentoring Academy on Saturdays, After School Programs, Swim Team
- Athletic Recreation Center: Kickball, Soccer, Volleyball, Archery, Boxing, Table Tennis, Basketball, Rugby, Football, Flag Football, Art programs, Baseball, Day Camps, Sports Camp, Ultimate Frisbee, and Drama

- C.B. Moore Recreation Center: Drama, Mentoring, Softball, Fitness Classes, Football, Basketball, Dance, Line Dancing, Soccer, Tennis, Art, Baseball, Special Olympics programs
- Gathers Recreation Center: Dance, Lind Dance, Baseball, Art Wall Writers, Basketball, Conflict Resolution, Swim Lessons, Day Camp, After School Program, Art, Arts & Crafts, Environmental Urban Blazers, and Fitness
- M. L. King Recreation Center: Martial Arts, Capoeira, Dance, Mentoring, Boxing, Football, Music, Cheerleading, Baseball, Drill Team, Chess, Drum Class, Modeling & Fashion, and Soccer
- Mander Playground: Water Aerobics, Art, Baseball, Basketball, Farmer's Market, Day Camps, Drama, Environmental Gardening, Rock Climbing, Tee Ball, Tennis, Swim Team
- Penrose Playground: Basketball, Educational Health & Nutrition, Art, Illustrating, Drama, Soccer, After School Programming, Dance, Day Camps, Environmental Orienteering, Game, and Tennis

There are seven public pools within the 22nd. There are also nine historic houses, all within East Fairmount Park, which has 649.5 acres within the 22nd Police District.

### **Philadelphia Police Department**

The Police Department has two Police Athletic League sites in the 22nd Police District, as well. These sites offer supervision by Philadelphia Police Officers with sports programs, educational opportunities, and cultural opportunities. Along with standard enforcement practices in the 22nd Police District, the Philadelphia Police Department (PPD) uses special programs to enhance their work. Below are a few programs offered by the PPD:

- GunStat: Targeted law enforcement and prosecution program operated in partnership with the District Attorney
- Police Clergy Program
- Youth Aid Panel: Program designed to work with children 10 through 18 that are first time offenders for minor crimes
- Victim Services: Serve, educate and support victims of crimes
- Project Restore: Connects 18-21 year old offenders with the community through service, education, and jobs
- Back to School Event: Provide school supplies to children in the community
- Children's Christmas Party: Gifts and entertainment for underprivileged kids in the community
- Sobriety through out-patient (STOP): behavioral health program with assistance with police
- Strawberry Mansion Neighborhood Advisory Council: community-based nonprofit organizations can engage neighborhood residents in activities
- One Day at a Time: serves low-income homeless and their families afflicted by addiction and HIV/AIDS
- Partnerships with local nonprofits, including: East Park Revitalization Alliance, Village of Arts & Humanities, Uptown Entertainment & Development Corp., North Philadelphia Human Services Development Corp., Grands as Parents, Philly Urban Creators, Women's Christian Alliance, Beech Interplex, Strawberry

Mansion Learning Center, Project Strawberry Mansion, Northern Children Services, and others

### **District Attorney's Office**

There are several initiatives from the District Attorney's Office (DA) in the 22nd Police District, including:

- Central Community Action Center: Community outreach site for the DA located at 25th & Mt. Vernon in the 22nd Police District
- Public Nuisance Task Force: Shuts down nuisance properties, such as bars, used to sell narcotics
- Gun Violence Task Force: Joint task force with the Attorney General's Office

### **U.S. Attorney**

The U.S. Attorney's Office has been active in the 22<sup>nd</sup> Police District, including:

- Anti-bullying and violence prevention programs at Strawberry Mansion High School
- Arts, music, literacy, and educational programs at the Village of Arts & Humanities
- Athletic Programs at the Sports Collaborative for individuals of all ages
- Educational enrichment and life skills/conflict resolution programs at a program called Don't Fall Down in the Hood focusing on 12 to 18 year olds
- Big Brothers, Big Sisters Beyond the Walls program with federal employees mentoring kids in 4th through 6th grade in the community
- Support of Cure Violence (formerly known as CeaseFire), a violence interruption program out of Temple University
- Offender Notification Forum for ex-offenders

### **Adult Probation & Parole**

On top of the standard practices of monitoring individuals on probation and parole, much is being done in conjunction among nonprofits, community organizations, and shelters, including:

- Acts of Recovery House for Women
- COMHAR Inc.
- Connie Mack Recreation Center
- Goldman Clinic
- Honickman Learning Center
- Kensington Hospital Methadone Maintenance
- M. L. King Recreation Center
- Madeira Family Center
- Men and Women for Human Excellence
- Miracles in Progress
- NET North Rehabilitation
- NPHS (North Philadelphia Health System) Girard Medical Center
- Nu Stop Rehabilitation
- One Day At a Time Rehabilitation Center
- Philadelphia, OIC Inc. GED and Vocational Training

- Progress Haven (RHD) A Couple's Shelter

### **Youth Violence Reduction Partnership (YVRP)**

YVRP is exactly what the title suggests: a partnership with law enforcement organizations and others to help reduce youth violence in Philadelphia. Coordinated out of the YVRP office under the Managing Director's Office in the City, the program works with Adult Probation & Parole, Juvenile Probation & Parole, the Police, District Attorney, U.S. Attorney's Office, and community partners to lower the recidivism rate and murder rate for youth ages 14 to 24 years old who are most likely to kill or be killed.

### **Town Watch Integrated Services (TWIS)**

Operation Town Watch Integrated Services promotes neighborhood safety through Community Policing and through our Community Support initiative, which provides for intervention and capacity building. The services provided promote safety in the neighborhood by engaging institutions, community-based organizations, and local leaders to dialogue toward developing an agenda for action. These actions and plans involve pre and post intervention services while developing viable partnerships. TWIS' comprehensive approach to intervention will leave a community better able to identify, prioritize and implement its own action plan to address their challenges. The services provided include: Community Support and Town Watch.

### **Mayor's Office of Transportation & Utilities (MOTU)**

Under MOTU, the Streets Department has created a new program called Philly Future Track, which provides job readiness training along with math and literacy tutoring. More than \$1.4 million of investment has been made towards this program. They are also educating students still in school with recycling and environmental programs called the "Green Schools Program".

The Water Department has the Fairmount Water Works Interpretive Center right below the 22nd District line where students are able to learn about the environment, water resources, and science with their schools.

### **Community & Economic Development**

There are many initiatives out of the Community & Economic Development departments. Below is a list of some of the work being completed in the 22nd Police District:

- Philadelphia Housing Authority: PHA has applied for a Choice Neighborhoods Initiative Planning Grant for the Norman Blumberg Apartments area within the 22<sup>nd</sup> Police District. PHA is also developing a housing and economic revitalization plan for the neighborhood
- Storefront Improvement Projects: provides funding to help beautify the storefronts within commercial corridors (5 on West Girard Avenue, 1 on North Broad)
- Corridor Cleaning Grant Program: funds organizations to carry out regularly scheduled litter removal (Girard Ave, N. Broad, Germantown Ave.)

- Neighborhood Development Project Grants: supported through CDBG funding to help commercial development project planning around the City (Beech Corporation)
- Commercial Corridor Streetscape Improvement Projects: streetscape improvements in commercial corridors (Cecil B. Moore, Broad, W. Girard)
- North Central Empowerment Zone Investment: PhillyPainting project on Germantown and Lehigh
- Capital Improvements for Public Property: improvements to recreation centers, police facilities, and libraries to keep the public structures up and running
- Citizen Planning Institute: assists residents in creating plans for their neighborhoods
- Housing Counseling: Office of Housing and Community Development (OHCD) helps fund a network of housing counseling agencies to provide intensive mortgage foreclosure intervention services
- Neighborhood Energy Centers: OHCD funds a network of NECs to provide energy counseling and utility, weatherization, and fuel assistance services to low income residents
- Neighborhood Advisory Councils: Provide housing information and referral services to residents to encourage citizen participation in neighborhood planning
- Philadelphia Landcare Program: Pennsylvania Horticultural Society helps improve and manage select vacant land plots to improve property values

### **Community Empowerment & Opportunity (CEO)**

CEO, formally known as the Mayor’s Office of Community Services, provides several services to families and the community in the 22nd Police District, including:

- Progressive Life Center: foster care program and a parenting program
- Daddy University: assist fathers in overcoming barriers to positive parenting
- Institute for the Development of African-American Youth: youth fathers united parenting collaborative
- Philadelphia Family Court Prevention Services Unit: host comprehensive, short-term community-based services for families who need assistance from a social worker to get individualized services

### **Philadelphia Housing Authority (PHA)**

PHA has 12 sites in the 22nd Police District, their highest concentration of public housing in the City. As noted above, PHA has two sites for senior living, six for families, three scattered sites, and one site for families and seniors. More than 9,000 people live across these 12 sites in 3,813 housing units. There are many programs and spaces for public meetings available at each of these sites.

### **Schools**

There are 30 schools in the 22nd Police District, including seven charters, three parochial and 20 district schools. Of those schools, five are closing at the end of this school year making the 22nd Police District the hardest hit district for the school closings. All of the schools vary on what activities and services they provide to students. Programs at some of the schools focused on violence reduction and prevention include:

- Big Brothers, Big Sisters Mentoring
- Afterschool programming
- Peer Mediation
- Anti Defamation League’s No Place for Hate initiative
- D.A.R.E.
- Anti-bullying programs
- Behavioral support and school therapeutic services
- WOAR – education around sexual abuse prevention
- 21st Century Community Learning
- Saturday academic help

**Libraries**

There are two public libraries within the 22nd Police District. Cecil B. Moore Library and the Widener Library are both part of the Free Library system in Philadelphia. Cecil B Moore and Widener libraries provide free, open, drop-in LEAP After School Program for homework help, computer assistance and special programs for students in grades 1-12, and daily literacy enrichment activities for elementary school students. Each school year the Free Library also employs approximately 150 high-school students as Teen Leadership Assistants (TLAs) and eight college students as Associate Leaders (all of whom are former TLAs) to support the LEAP program. All LEAP staff members receive a minimum of 10 hours of orientation training prior to their placement, and an additional 18 hours of continuing education throughout the year. This multi-tiered employment model has been lauded nationally and reflects the Free Library's commitment to mentoring and positive youth development. The Widener library also has toddler and preschool story-time and adult education classes.

**Child Care Centers**

Based on data compiled by the Pennsylvania Office of Child Development and Early Learning in March 2013, there are 13 child care providers in the 22nd Police District (7 child care centers, 5 family child care homes and 1 group child care home). In total, these 13 centers have the capacity to serve approximately 320 children. Of these 13 centers, eight centers have no STAR rating and five centers and have a STAR 1 rating. The highest rating is a STAR 4 rating. About three%, or sixty-one, child care centers in Philadelphia have a STAR 4 rating of the 1,917 centers in total. There does not appear to be any BrightFutures, Prekindergarten Head Start, Pre-K Counts or Head Start partnership programs available in the 22nd Police District. [Information to be confirmed] The child care centers in the 22<sup>nd</sup> police district include:

- |   |
|---|
| <ul style="list-style-type: none"> <li>● Cynthia Allen Success Academy</li> <li>● Brightside Academy</li> <li>● Fishers of Knowledge LLC</li> </ul> |
| <ul style="list-style-type: none"> <li>● Out of School Time at Meade</li> </ul>   |

<ul style="list-style-type: none"><li>● William Dick Elementary School</li></ul>
<ul style="list-style-type: none"><li>● Miracle Moments Early Learning Center</li><li>● Skies the Limit Day Care</li><li>● Empowerment Keys</li></ul>
<ul style="list-style-type: none"><li>● Malaika Felts FCCH</li><li>● Darlene Gibbs</li></ul>
<ul style="list-style-type: none"><li>● Utopia Home Care and Learning</li></ul>
<ul style="list-style-type: none"><li>● Candy's Kids Learning Academy</li></ul>
<ul style="list-style-type: none"><li>● Granny's Kinds II</li></ul>