



PHILADELPHIA'S STRATEGIC PLAN TO PREVENT YOUTH VIOLENCE

September 2013



Mayor Michael A. Nutter

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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.

I would like to thank the leadership of our co-chairs, Commissioner Anne Marie Ambrose, Judge Kevin Dougherty and Commissioner Charles Ramsey. Join us 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".

Mayor Michael A. Nutter

Leadership and Partners

Philadelphia Violence Prevention Collaborative Members

*Collaborative Co-Chair

Anne Marie Ambrose,
Commissioner Department
of Human Services *

Jamira Burley, Executive
Director Philadelphia Youth
Commission

Faustino Castro-Jimenez,
Chief
Juvenile Probation

Rina Cutler,
Deputy Mayor
Transportation and Utilities

Michael DiBerardinis,
Deputy Mayor
Environmental and
Community Resources

Mark Edwards, President
and CEO Philadelphia Works

Arthur Evans,
Commissioner Behavioral
Health and Intellectual
Disability Services

Eva Gladstein, Executive
Director Mayor's Office of
Community Empowerment
and Opportunity

**The Honorable Kevin
Dougherty,** Administrative
Judge Philadelphia Family
Court *

Alan Greenberger,
Deputy Mayor Economic
Development

Richard Greenwald,
Executive Director &
Assistant to the Mayor for
Youth Violence Prevention
/Stoneleigh Foundation
Fellow

William Hite,
Superintendent
School District of
Philadelphia

Stacy Holland,
President/CEO Philadelphia
Youth Network

Charles Hoyt,
Chief Adult Probation

Kelvin Jeremiah, Executive
Director Philadelphia
Housing Authority

Nola Joyce,
Deputy Commissioner
Philadelphia Police
Department

Karyn Lynch,
Deputy Superintendent
School District of
Philadelphia

George Mosee,
Deputy District Attorney

Juvenile Division
Charles Ramsey,
Commissioner
Philadelphia Police
Department*

Rich Negrin,
Deputy Mayor
Administration and
Coordination

Robert Reed,
Executive Assistant,
US Attorney, Eastern District
of Pennsylvania

Michael Resnick, Director
Public Safety

Shondell Revell, Executive
Director Youth Violence
Reduction Partnership

John Rich, MD,
Acting Dean
Drexel University School of
Public Health

Donald Schwarz, MD,
Deputy Mayor
Health and Opportunity

Susan Slawson,
Commissioner Philadelphia
Dept. of Recreation

Cathy Weiss,
Executive Director
Stoneleigh Foundation

Prevention Workgroup Members
**** Workgroup Co-Chair *** Staff Lead**

Anne Marie Ambrose,
 Department of Human
 Services
 Commissioner**

Randy Alexander, Youth
 Committee Coordinator
 for the Department of
 Behavioral Health and
 Intellectual Disability
 Services

Marcus Doe, Youth
 Member

John Farrell, Deputy
 Managing Director –
 Philly Rising

Darryl Goodman, Public
 Safety Initiative

Luzonia Green, Parent

Jody Greenblatt,
 Stoneleigh Foundation
 Fellow

Kevin Harden, Jr.,
 Assistant District
 Attorney

Stacy Holland, Co-
 Founder, President, and
 CEO of the Philadelphia
 Youth Network (PYN)

Rachel Holzman,
 Assistant General
 Counsel at the School
 District of Philadelphia

Maia Jachimowicz,
 Mayor's Office Deputy
 Policy Director***

Kareem Jamal, Youth
 Member

Maria Kefalas, Director
 of the Johnson Center
 for Anti-Violence at
 Saint Joseph's University

Karyn Lynch, Deputy
 Superintendent of
 Special Programs**

Ann Myers, Director of
 Programs and Services
 at the Women's
 Christian Alliance

Linda Rich, Program
 Research Director at the
 Drexel Center for
 Nonviolence and Social
 Justice

Susan Slawson,
 Recreation
 Commissioner

Tomika Stevens,
 Assistant US Attorney
 for the Eastern District
 of Pennsylvania United
 States Attorney's Office/
 Youth Aid Panel

Carlton Williams,
 Department of Licenses
 & Inspections
 Commissioner

Intervention Workgroup Members

** Workgroup Co-Chair *** Staff Lead

Erica Atwood, Mayor's
Office External Affairs &
Community Engagement
Specialist***

Lindsay Burger, Adult
Probation and Parole
Officer

Kevin Covington, Center
for Male Engagement,
Community College of
Philadelphia

Phil DeMara, Deputy
Director of Planning for
the Department of
Behavioral Health and
Intellectual Disability
Services

Kevin Dougherty,
Philadelphia Family
Court Administrative
Judge**

Mark Edwards,
President and CEO of
Philadelphia Works

Cynthia Figueroa,
President and CEO of
Congreso de Latinos
Unidos

Rachel Henderson,
Assistant Public
Defender

Samuel Little, Deputy
Executive Director of
Resident and
Community Services at
the Philadelphia Housing
Authority

Martin Nock, President
& CEO of Communities
In Schools

Dan O'Brien, Assistant
Managing Director –
Philly Rising

Myron Patterson,
Philadelphia Police
Department Chief
Inspector

Rachel Pereira, District
Attorney's Office
Director of the Juvenile
Division

Shondell Revell,
Executive Director of the
Youth Violence
Reduction Partnership

John Rich, Professor and
Chair of Health
Management and Policy
at Drexel University
School of Public
Health**

Sozi Tolante, Assistant
US Attorney

Ericka Washington,
Deputy of Student
Services and Transition
at the Philadelphia
School District

Cathy Weiss, Executive
Director of the
Stoneleigh Foundation

Brent Weldon, Juvenile
Probation/Parole

Zelda White, Interim
Executive Director for
the Philadelphia Anti-
Drug/Anti-Violence
Network

Gary Williams,
Department of Human
Services

Enforcement Workgroup Members

**** Workgroup Co-Chair *** Staff Lead**

Anthony Austin,
Juvenile Probation
Officer

Michael Barry, Chief
Assistant District
Attorney

Marla Davis-Bellamy,
Director, Philadelphia
CeaseFire

Kevin Bethel, Deputy
Police Commissioner

Carl Bittenbender,
Executive Director of
Temple University
Campus Safety Services

Jamira Burley, Executive
Director of the

Philadelphia Youth
Commission

Christine Coulter, Police
Inspector

Roland Lee, Police
Captain of the 22nd
District

Bryan Lentz, Chief
Assistant District
Attorney, Gun Violence
Task Force

Crystal Miller, Special
Assistant to the Director
of Public Safety***

George Mosee, Deputy
District Attorney
Juvenile District**

Bennie Price, Deputy
Director, Juvenile
Probation

Charles Ramsey, Police
Commissioner**

Robert Reed, Executive
Assistant to the US
Attorney of the Eastern
District of PA

Jimmie Sanders,
Assistant Managing
Director – PhillyRising

Adam Taylor, Adult
Probation and Parole
Officer

Reentry Workgroup Members

** Workgroup Co-Chair *** Staff Lead

Robyn Buseman,
Restorative Justice
Program Manager,
Mural Arts Program

Byron Cotter, Public
Defender, Defender
Association of
Philadelphia

Kathleen Decrescio,
Director of Special
Events, Philadelphia
Parks & Recreation

Timene Farlow, Deputy
Commissioner, Division
of Juvenile Justice
Services, Department of
Human Services

Michael Faust,
Sergeant, Philadelphia
Police Department/
Police Athletic League
Joseph Glacklin,
Supervisor, Probation
and Parole

Bill Hart, Executive
Director Mayor's Offices
of Reintegration
Services for Ex-
Offenders (RISE)

Kelly Hodge, Safe
Schools Advocate,
Pennsylvania
Commission on Crime &
Delinquency (PCCD)

Charles Hoyt, Chief of
Adult Probation

**Faustino Castro-
Jiminez,** Chief Juvenile
Probation Officer**

Ruben Jones,
Parent/Community
Member

Marvin Levine, Director
of the Coordinating
Office of Drug and
Alcohol Abuse
Programs, Department
of Behavioral Health

Larry Patrick, Pastor,
Redeem Baptist Church

Michael Pearson, CEO,
Union Packaging

Jonathan Purtle,
Research Associate,
Center for Nonviolence
& Social Justice, Drexel
University's College of
Medicine

Michael Resnick,
Director of Public
Safety**

Derek Riker, Assistant
District Attorney/Chief,
Diversion Courts

Edisa Rodriguez,
Manager of College
Access Programs,
Mayor's Office of
Education

Lynn Rosenstock, Prison
Reentry Coordinator, US
Attorney's Office of the
Eastern District of PA

Bennie Ruth, Assistant
Managing Director –
PhillyRising

Ann Schwartzmann,
Policy & Acting Program
Director, Pennsylvania
Prison Society

Erik Solivan, Vice
President of Police,
Research & Enterprise
Planning, Philadelphia
Housing Authority

Tara Timberman,
Founder & Coordinator,
Reentry Support
Project, Fox Rothschild
Center for Law &
Society, Community
College of Philadelphia

Chekemma Townsend,
Vice President of
Program Services,
Philadelphia Youth
Network

Oberon Wackwitz,
Youth Participant

Julie Wertheimer,
Deputy Director for
Policy, Programs, &
Administration, Office
of Public Safety***

Ben Wright, Alternative
Schools Regional,
Superintendent of the
Philadelphia School
District

Cyndi Zuidema, Call-In
Program Coordinator &

Assistant Reentry
Coordinator,
Department of
Justice/Contractor, US
Attorney's Office

Data & Evaluation Workgroup Members

** Workgroup Co-Chair *** Staff Lead

Richard Berk, University
of Pennsylvania –
Wharton

Manny Citron,
PhillyRising
Collaborative

Abigail Ellis, United Way
of Southeastern PA

Lynn Gaines, Police
Department

Mark Headd, Chief Data
Officer

Julia Hillengas, Mayor's
Office of Education

Michael Imburgia,
School District of
Philadelphia

Nola Joyce, Police
Department**

Hannah Klein,
Department of Human
Services***

Meg Shope Koppel,
Philly Works

Ellen Kurtz, Adult
Probation & Parole

Nate Irvin, Children's
Hospital of Philadelphia

Suet Lim, Department
of Behavioral Health

Mark Maher,
Department of Human
Services

Stacey Mosley, Licenses
& Inspections

Caterina Roman,
Temple University –
School of Criminal
Justice

Erik Solivan,
Philadelphia Housing
Authority

Donald Schwarz,
Deputy Mayor for
Health & Opportunity**

Steve Vassor, United
Way of Southeastern PA

Andy Viren,
Philadelphia Parks &
Recreation

Roy Wade, Children's
Hospital of Philadelphia

Gregory Waldman,
Commerce Department

Mark Wheeler,
Philadelphia Planning
Commission

Zelda White,
Philadelphia Anti-
Drug/Anti-Violence
Network

Tonya Wolford, School
District of Philadelphia

Executive Committee

Richard Greenwald, Executive Director and Assistant to the Mayor for Youth Violence Prevention / Stoneleigh Foundation Fellow

Erica Atwood, Mayor's Office External Affairs & Community Engagement Specialist

Jamira Burley, Executive Director of the Philadelphia Youth Commission

Timene Farlow, Deputy Commissioner for the Department of Human Services Division of Juvenile Justice Service

John Farrell, Deputy Managing Director – Philly Rising

Maia Jachimowicz, Mayor's Office Deputy Policy Director

Hannah Klein, Research & Grants Coordinator, Department of Human Services

Crystal Miller, Special Assistant to the Director of Public Safety

Ami Patel, Deputy Education Officer to the Mayor

Shondell Revell, Executive Director of the Youth Violence Reduction Partnership

Julie Wertheimer, Office of Public Safety Deputy Director for Policy, Programs, and Administration

Introduction: The First Right

If there were a Bill of Rights for Philadelphia's children, or the children of any city, the first and most important would be the right to be safe: at home, at school, and on the streets.



But for too many of Philadelphia's children, life is anything but safe: Large numbers have been the victims of violence, and many who have escaped physical injury have been traumatized by violent incidents against their families and neighbors, or from the disabling fear that they are in danger of being hurt. Research shows that it is these very young people who are at most risk of eventually perpetrating violence, often in reaction to perceived threats and the impact of chronic stress.

Since Mayor Michael Nutter took office in 2008, Philadelphia has reduced violent crime by 15% and property crimes by 9%. This modest success does not change the fact that a shocking number of the city's children, particularly African-American children, are growing up in one of the most violent cities in the United States. That is, if they manage to grow up.

The goal of the newly-created Philadelphia Youth Violence Prevention Collaborative (YVPC) is nothing less than a reversal of the current situation for far too many of Philadelphia's youth. This Youth Violence Prevention Plan creates the blueprint for the initial strategy to mobilize the collective resources of our community-- including

business, academic, non-profit, philanthropic, religious and government-- to turn one of the nation's most violent cities into one of its safest.

This goal requires that Philadelphia government: 1) embeds youth violence prevention and reduction in the work and priority of every relevant city agency through accountability metrics; 2) ensures that youth and high impact communities are engaged in the work; and 3) takes a long-term approach.

The Collaborative was created when the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) selected Philadelphia to be among the ten cities participating in the National Forum on Youth Violence Prevention. The Forum is a network of communities and federal agencies that work together, share information and build local capacity to prevent and reduce youth violence. The Forum brings together people from diverse professions and perspectives to learn from each other about the crisis of youth and gang violence and to build comprehensive solutions at the local and national levels.

Over 30 leaders from government, academia and other stakeholder groups in Philadelphia are part of the Collaborative, which is co-chaired by Anne Marie Ambrose, Commissioner of the Philadelphia Department of Human Services, Kevin Dougherty, Administrative Judge of the Family Court of Philadelphia, and Charles Ramsey, Philadelphia Police Commissioner. The Collaborative members represent the city's leadership across a wide cross-section of disciplines in recognition that many factors contribute to and can alleviate youth violence.

YVPC's executive director is Richard Greenwald, a Stoneleigh Foundation Fellow. Nine other individuals from city government devote a portion of their time to this work. In all, over 125 people have been involved in workgroups to create this plan, which is focused on the National Forum's priority strategies of Prevention, Intervention, Enforcement, Reentry and Data & Evaluation.

Strategic Focus

Violence, especially youth violence, has many root causes: among them, joblessness and poverty; poor educational opportunities; a lack of adult supervision and role models; barriers to reentry for those who have been incarcerated; and a cycle of trauma and violence that traps too many of Philadelphia's families.

These causes are tightly intertwined and focusing on them individually has been demonstrated to be ineffective. A major task of this strategic plan is to address the causes simultaneously by aligning the work of multiple city agencies with that of other community-based service providers and the private sector. This will require concerted attention to collecting, analyzing and using data to 1) devise effective and sustainable strategies that address community need and 2) inform how the city directs its resources of time, talent and investments.

With technical assistance from the National Forum on Youth Violence Prevention, this strategic plan will create a structure in which each relevant city agency contributes 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.

YVPC's strategic plan will focus its effort on one of Philadelphia's highest-crime, highest-need neighborhoods, the 22nd Police District in North Philadelphia. The 22nd District is unfortunately notorious for some of the highest and most violent crime rates in the city. These conditions have persisted for generations and vividly illustrate the challenge of breaking the cycle of violence.

Most important, this plan recognizes that the youth violence prevention strategy must be a living document that responds to and reflects community needs, with community ownership and participation, so that it will be sustained by multiple mayoral administrations. Therefore, this plan will continue to evolve as a result of a collaborative process that includes diverse stakeholders.

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 become court involved should face a justice system that is efficient and swift, prioritizes their long-term well being and, thus, addresses the underlying reasons for their delinquent behavior.

Realizing this goal requires that we create a safe environment that supports young Philadelphians to develop into healthy, thriving, productive citizens. This necessitates a city-wide multi-disciplinary approach that aligns prevention, intervention, enforcement, reentry, and data & evaluation efforts. The plan will require that youth violence prevention and reduction efforts be embedded in every relevant city department's mission and reflected in its budget, programs, outcomes and accountability missions. This will include the reprioritization of resources to fund evidence-based programs with fidelity, and for some departments, it will mean defunding programs that are not proven to be effective.

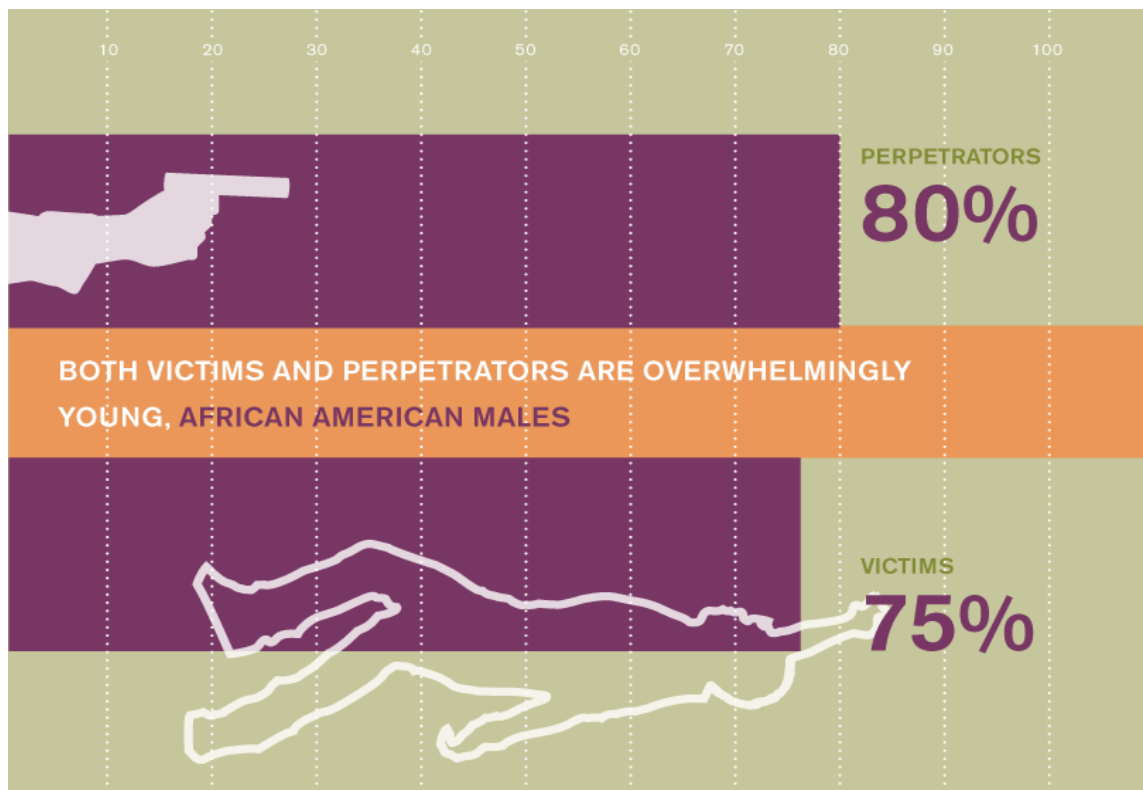


The Problem in Context

Over the past six years, 5,051 young Philadelphians ages 14 to 24 have been shot or killed. Many more young people have witnessed violence, some multiple times.

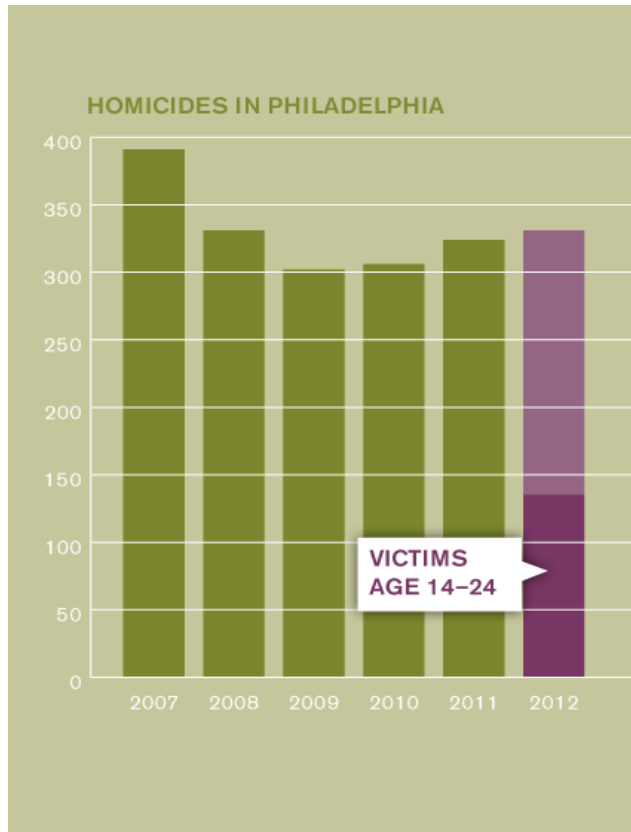
According to the 2010 FBI Uniform Crime Report, Philadelphia has the 4th highest homicide rate among the 50 largest US cities – 21.6 homicides per 100,000 residents.¹ In 2012, 331 people were murdered in Philadelphia, and nearly 40% of those victims were youth 24 and younger.

African Americans are disproportionately affected. In Philadelphia, 75% of the homicide victims are black men and approximately 80% of those arrested for homicide are black men. They are predominately young, between the ages of 17-22. Forty percent of the perpetrators arrested in 2011 were African American males between the ages of 18-24.²



¹ FBI Uniform Crime Report 2010

² 2011 Homicide Report and Analysis, Philadelphia Police Department



While homicide rates in Philadelphia have fluctuated over recent years – and, in fact, are down 40 percent this year over last (from 211 last August to 151 in August, 2013) – it represents a tragic loss of, not only life, but health for substantial numbers of Philadelphians.

Violence continues to be clustered in the most impoverished and segregated neighborhoods in Philadelphia. For several Philadelphia neighborhoods, violence has become an appropriate and even expected way to solve a conflict.

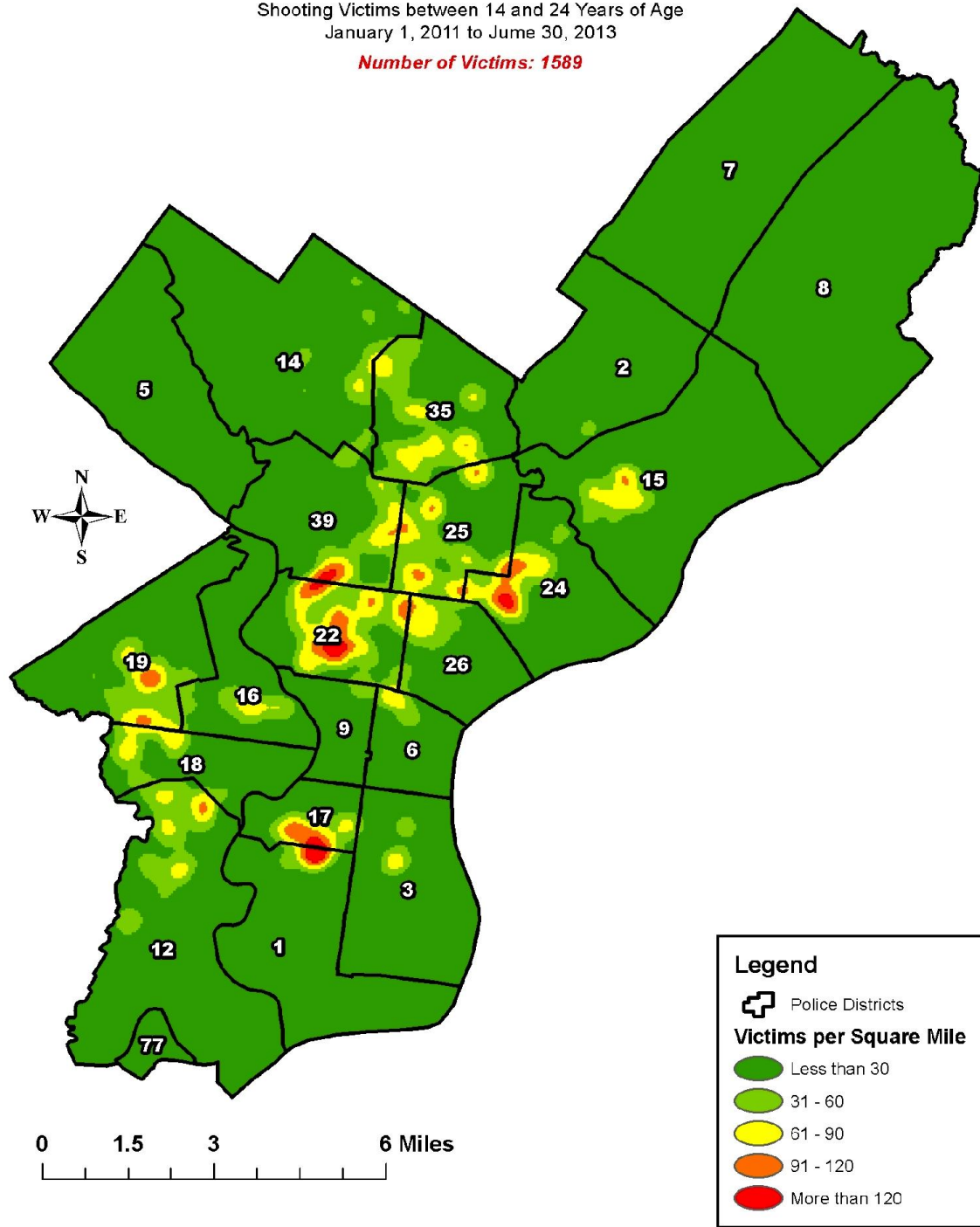
The City of Philadelphia map below shows the geographic density of the 1,589 shootings between January 1, 2011 and June 30, 2013. The data depict troublesome and persistent

hotspots of violence. A cluster of hotspots is located in the 22nd Police District in North Philadelphia.

City of Philadelphia

Shooting Victims between 14 and 24 Years of Age
January 1, 2011 to June 30, 2013

Number of Victims: 1589

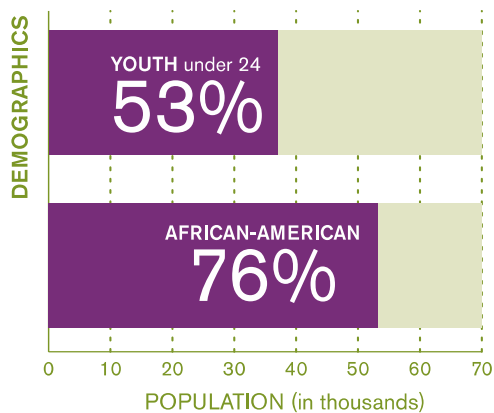


A Closer Look at the 22nd Police District

The 22nd Police District is located in North Philadelphia and bounded by Poplar, Lehigh, 11th, and 33rd Streets, representing 4.31 square miles. While there are many positive assets in the 22nd Police District (see appendix II for a sample), the area also suffers the highest rates of concentrated poverty; 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.

Demographics

Within the District, there are approximately 70,000 residents, approximately 4.7% of the city's population. Residents are 55% female and 45% male³ and nearly 53% (about 37,000) are youth under the age of 24. About three-quarters of the population – 76% -- are African Americans.



Poverty

While nearly one in four Philadelphians lives below the federal poverty line, 42.35% of those residing in the 22nd Police District are poor. In some parts of the district, more than 50% of the residents live in poverty.⁴ Over 50% of the land in the 22nd Police District is government-owned, including 12 Philadelphia Housing Authority sites⁵.

Rates of Abuse and Neglect

At 29.3 incidents per 1,000 households, the 22nd Police District had the highest rates of child abuse and neglect in Philadelphia in 2012, about 2.5 times the city average of 12.3 incidents per 1,000 households.

Education and Labor Force Participation

For many of the nation's youth, a sub-standard or incomplete education severely limits their potential to succeed in the labor market. In the United States, nearly 30% of 16 to

³ Census 2010

⁴ Census, 2010

⁵ Census 2010

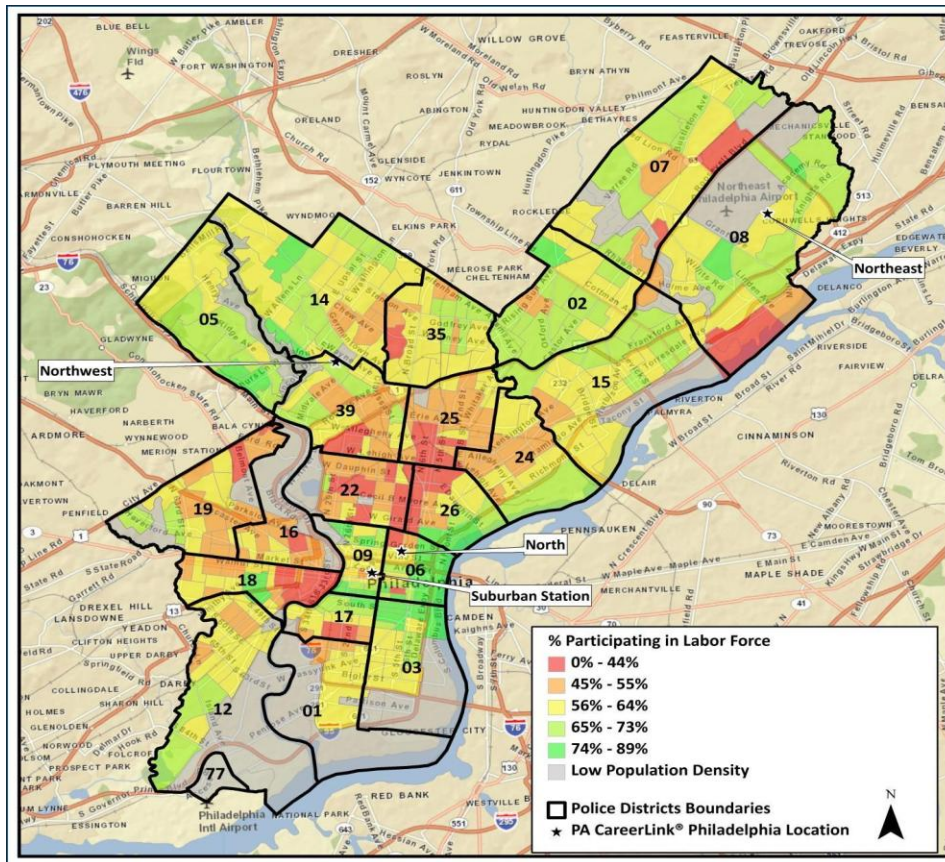
24 year olds are unemployed or under-employed. An estimated 40% of students leave high school early, unprepared for work or postsecondary education. Not surprisingly, these “disconnected” youth struggle with a lack of housing, delinquent behavior, and high rates of substance abuse. They also are more likely to be affected by violence⁶. This year has been especially challenging for public school children in the 22nd Police District. While the entire city of Philadelphia faces a severe school crisis of low enrollments and budget cuts, in the 22nd Police District, the problems are significantly worse. This has resulted in the need to close five district schools after the 2012-2013 school year, compared to no more than two closings in other police districts. (In total, there are 25 schools in the 22nd Police District: three parochial; seven charter; and 15 school district schools.)

This means that, beginning in the fall of 2013, students are traveling further from home to their schools, often crossing neighborhood boundaries in high crime areas, which may result in more truancy and violent incidents. The school district at large is plagued by a 19.6% truancy rate, but the 22nd Police District’s rate, 26.7%⁷, is even worse.

Among adults in the 22nd Police District, the employment picture is bleak: In some neighborhoods, less than 44 % of the working-age population is participating in the labor force.

⁶ 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

⁷ Chronically Truant = 10 or more unexcused absences



Housing

The City of Philadelphia has a vacancy property rate of 10.5%. In the 22nd Police District, it's nearly double that, at 19.2%.⁸ A vacancy rate this high presents serious policing problems, not to mention an environment that feels to some residents abandoned and threatening. The Philadelphia Housing Authority (PHA) has 12 sites in the 22nd Police District: two for seniors, six for families, one mixed family/senior, and three scattered sites.⁹ Crime is a major problem in public housing in the 22nd Police District: 35% of aggravated assaults in PHA housing took place in the 22nd and almost 36% of all homicides in PHA housing occurred in the 22nd Police District in 2010, 2011, and 2012.

The heat map below shows a concentration of shootings and homicides around two public housing sites -- Raymond Rosen and Norman Blumberg¹⁰.

⁸ 2010 Census

⁹ <http://pha.phila.gov/housing/pha-sites-map.aspx>

¹⁰ Philadelphia Police Department

Community Outreach

In order to create an effective plan that is driven by the needs of youth and the gaps in resources available to them, it is essential that a communications and outreach strategy be designed for and by the most critical stakeholder groups: parents, youth and other community members. It is imperative that community-based organizations, businesses, and faith-based initiatives in the 22nd include younger Philadelphians as they help shape, own and sustain this work. As such, the YVPC is developing a community-driven outreach plan that will focus on sustained communication and active involvement among residents and community members. This plan will be supported by funds and technical assistance from the National Forum on Youth Violence Prevention and Casey Family Programs.



Priorities to Prevent Youth Violence

Philadelphia has identified seven immediate priorities in its plan to reduce and eventually prevent youth violence: training and employment; meaningful engagement; detention and diversion; a safe environment; health; education; and performance management. In each of the following sections, the goal, rationale, description of “signs of success” and initial strategies are described. Key delivery partners, as identified to date, are then listed.

Preventing youth violence requires the participation of numerous organizations, city departments, and programs. Many of the partners listed contribute to multiple priorities in this strategic plan although they may be listed in a single section. In addition to the key delivery partners listed below, successful implementation of this strategic plan will rely on current and new partnerships with faith-based organizations, youth organizations, nonprofit and philanthropic partners, academics and the business community.



Priority: Training and Employment

Goal: All youth participate in career training and job opportunities so they are college- and career-ready

Rationale: What is now known as “opportunity youth” – those who are not in education, employment or training for more than six months – are in greater danger than their peers of falling into long-term joblessness, ill-health – and criminality.¹¹ Increasing work placement and job retention among youth will reduce youth violence rates, not to mention improve the life chances of Philadelphia’s young people and their ability to contribute to the city.

Like most cities, Philadelphia has more people of all ages looking for work than there are jobs. Its poverty rate, at 28%, has been the highest among the 10 largest U.S. cities for a decade. For adults aged 16 to 24, unemployment in Philadelphia was 16.4%, double the 8.2 % national average,¹² according to the U.S. Department of Labor’s most recent jobs report.

While the job situation in Philadelphia is grim, the target area zip code, 19121, is twice as bleak: According to 2006-2010 American Community Survey Data, the unemployment rate was 21.6%, almost double the 12.6% rate for Philadelphia overall during the same period.

A special employment challenge is presented by youth who have been arrested, incarcerated or are otherwise involved in the criminal justice system. Research shows that an inability to find a job in the first six months upon release is one of the best predictors of recidivism. Individuals with an employment history prior to incarceration are less likely to recidivate. One study found that individuals employed or attending school full-time before entering prison have a recidivism rate of 26%, compared to 60% for those who have not held jobs in the past.^{13,14}

Signs of success:

- Youth employment rates increase, including for juveniles returning from placement and detention
- Youth participate in meaningful summer work experiences (internships and paid jobs)

¹¹ <http://www.guardian.co.uk/society/2010/jul/07/teenagers-risk-joining-underclass>

¹² 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

¹³ Economy League of Greater Philadelphia, 2011

¹⁴ Lance Hannon and Robert DeFina, Villanova University, 2012

- Youth participate have access to year-round apprenticeship, career training and job skills training
- More youth graduate from high school and complete workforce certification programs and are college-and-career-ready.

Initial strategies:

- Establish baseline information of youth employment rates, eligibility criteria and availability of summer and year-round jobs and internships and job skills training across various sub-groups
- Work with existing evidence-based or promising government and government-funded programs to expand summer employment as well as full-time employment opportunities, including connections to transitional work experiences in city agencies. It will also include exploring credentialed apprenticeship and training programs in private industry.
- City's Commerce Department shall identify and support business investment in the 22nd Police District.

Key delivery partners:

- **Philadelphia Works through its contracted partner, 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, and 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 within the last year while beautifying the city. Using service as a strategy to build civic and environmental stewardship, Philly Future Track provides individuals with paid positions involving community service and other life and career-building skills during a six-month period. <http://philadelphiastreet.com/philly-future-track.aspx>
- **Mayor's Office of Civic Engagement, PowerCorp PHL** recently enrolled its first cohort of 56 (with another 56 targeted for March) at-risk youth to receive workforce development and on-the-job training in several city departments. Youth will be Americorps members, receiving a stipend, health benefits, free

childcare, an education award intensive wrap-around and job placement services to ensure successful entry and sustainability in the workplace.

- **Philadelphia's Parks and Recreation Department** provides a variety of seasonal employment opportunities for Philadelphia youth – among them, pool lifeguards and park maintenance workers.
<http://www.phila.gov/parksandrecreation/Pages/default.aspx>
- **Philadelphia Works, Philadelphia Youth Network, PhillyRising** and a variety of nonprofit organizations provide instruction in preparing job résumés, practice in mock job interviews, and career boot camps.
- **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. Participating youth improve community and school health while building participating youth 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 in the trades for PHA residents 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>
- **Philadelphia's Commerce Department** provides business support and economic development opportunities to help businesses provide jobs and economic opportunity.
- **Philadelphia Youth Network's 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 (supporting the development of life skills that help youth promote and sustain productive and healthy choices.)
- **Philadelphia Reintegration Services for Ex-Offenders (RISE)** assists people over 18 to make a transition into the labor market by helping them overcome barriers to success. RISE acts as an umbrella organization for local reentry programs and initiatives, while establishing a strong network of partner organizations to promote community-wide collaboration in helping ex-offenders re-enter the community.

Priority: Meaningful Engagement

Goal: All youth participate in positive after-school and out-of-school activities

Rationale: Research has shown that violence is cyclical, retaliatory or learned from exposure. Intervention at the appropriate time with accessible quality services deters at-risk and high-risk youth from getting drawn into the cycle of violence.

Involving at-risk youth in safe, positive activities and fostering healthy relationships with peers and caring adults have proven to effectively deter youth from engaging in risky behavior. Programs are most successful when youth have a choice and a voice in their development.

Out of School Programs: The now-famous 1992 Carnegie Report, *A Matter of Time: Risk and Opportunity in the Non-school 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.¹⁵ In Philadelphia this has proven true: the juvenile crime rate triples between 3 and 6 p.m.

Repeated studies show the positive impact of out-of-school-time programming 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 victims of violent crime.

After-school programs can offer a safe and enjoyable place for young people who might otherwise find themselves in dangerous and unsupervised situations.¹⁶ A 2007 study of the BEST program in Los Angeles illustrates the power and reach of after-school programming. Not only are youth in the program 30% less likely to participate in criminal activities than their peers who do not attend, but drop-out rates among participants are 20% lower than the overall district dropout rate.¹⁷

Mentoring Programs: provide meaningful engagement in after-school or out-of-school activity. Among the most important risk factors for a child's subsequent involvement in violent and other antisocial behavior¹⁸ are: exposure to violence or abuse in the home; hostile and punitive parenting; or growing up in a home environment in which parents are not sufficiently involved. Programs such as Big Brothers Big Sisters' mentoring program for youth and the Amachi Mentoring program for children with incarcerated parents have effectively reduced drug and alcohol use and violent behavior as well as

¹⁵ FBI, National Incident-Based Reporting System

¹⁶ https://www.thirteen.org/edonline/concept2class/afterschool/index_sub3.html

¹⁷ http://www.afterschoolalliance.org/issue_briefs/issue_CrimeIB_27.pdf

¹⁸ "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>

the rate at which participating youth follow their parents' into the criminal justice system.¹⁹

In *Code of the Street*, Elijah Anderson (1999: 180) observed that male role models serve as a potential source of social control in the larger African-American community. Indeed, Karen Parker and Amy Reckdenwald (2008) found that the presence of African American male role models lowered African-American adolescent violence, and mediated the effects of structural disadvantage. African-American male role models provide important 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 girls.)

Evaluations have shown that mentoring improves young people's development across behavioral, social, emotional, and academic domains. Benefits of participation in mentoring programs are apparent from early childhood to adolescence.²⁰

Signs of success:

- Increased access/availability of high-quality after-school and out-of-school activities for youth.
- Increased access/availability of evidence-based mentoring opportunities for youth.
- More youth live in families with positive family involvement and positive community support networks.

Initial strategies:

- Build on the positive after school and out-of school activities currently being collated and categorized as part of a city-wide effort to increase the availability and quality of activities, made possible with the support of the Wallace Foundation.
- Enhance the diversity of recreation center programming to ensure it is age and gender appropriate for youth.

¹⁹ <http://evidencebasedprograms.org/1366-2/117-2>

²⁰ How Effective Are Mentoring Programs for Youth? A Systematic Assessment of the Evidence

²⁰ David L. DuBois¹, Nelson Portillo¹, Jean E. Rhodes², Naida Silverthorn¹, and Jeffrey C. Valentine

²⁰ ¹University of Illinois at Chicago, USA; ²University of Massachusetts, Boston, USA; and ³University of Louisville, KY, USA. Psychological Science in the Public Interest 12(2) 57–91

- Establish a Youth Community Action Committee to hear from youth and members of the community.
- Build on the work of Cities United and Black Male Achievement campaigns to target and engage African-American males, especially those who are young parents, in finding solutions to end violence.
 - Cities United Cities United is an initiative that supports a national network of Mayors who are committed to developing and implementing plans working in partnership with community leaders, families, youth, philanthropies, and other stakeholders to reduce the epidemic of murders among African American men and boys.
 - The Campaign for Black Male Achievement, launched in 2008 by the Open Society Foundations, seeks to address the economic, political, social and educational exclusion of black men and boys from the American mainstream. The Campaign has adopted a city based approach for its grant-making, which includes Philadelphia.
<http://www.opensocietyfoundations.org/topics/black-male-achievement>

Key delivery partners:

- **The Philadelphia Police Department** will work with youth to build connections; the YVPC will help develop a youth outreach program modeled after the Seattle Police Department's Youth Outreach program:
 - **Senior commanders** serving on The Mayor's Youth Commission will meet with young leaders and discuss police programs and policies and to loop that information back to the YVPC.
 - **Role Reversals/Youth Dialogues such as ones conducted by the Youth and Police Initiative (YPI)** provide a safe place for police officers, adult community members and youth to discuss ways to build relationships based on mutual trust and understanding.
 - **Police Explorers** bridges the gap between youth and police by involving youth in police operations with the hope of interesting 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 their perspective. The Commission also advises the Mayor, City Council, Philadelphia Schools, and other key decision makers inside and outside of city government. <http://www.phila.gov/youthcommission/>

- Philadelphia **Department of Human Services** and **Parks and Recreation Department** and the **Free Library** together provide after-school activities at 289 sites and 20 Positive Youth Development programs and 130 summer camps annually across the city.
- **PhillyRising** targets neighborhoods throughout Philadelphia, including the 22nd 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. <http://www.phila.gov/phillyrising/index.html>
- **Police Athletic League (PAL):** is an independent non-profit corporation committed to "Cops Helping Kids" by providing sports, educational and cultural opportunities. Each center is supervised by Philadelphia police officers who are assigned full-time to direct activities and oversee the young people. <http://www.phillypal.com>
- **The Pennsylvania Commission on Crime and Delinquency**, Philadelphia became the first of five counties in Pennsylvania to sponsor minority youth law enforcement forums, which bring together law enforcement officers and minority youth to talk frankly and openly about problems on the street and the troubled relationships between them.
- **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.

Priority: Health

Goal: Reduce the number of youth exposed to trauma

Rationale: As many as 44% of penetrating injury victims are victimized again within five years.²¹ Identifying both victims and perpetrators in hospital emergency rooms and hospitalization presents a unique opportunity to intervene with a population at high-risk of violence by offering them access to trauma-informed care.

Cycles of violence generate cycles of trauma. Children exposed to violence, as victims or witnesses, are at a higher risk of eventually engaging in criminal behavior. Exposure to violence can cause poor performance in school, difficulty managing emotions and behaviors, and poor concentration. 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.

Background: Currently, the health and human service systems that serve young victims (mostly boys, young men and their families) are fragmented, do not share a common knowledge or language, compete for limited resources, and are under stress.²² In addition, problem behaviors related to trauma can complicate interactions with health and human services staff in stressed systems, and negatively affect the services they are able to provide.

Across the United States, violence against youth is pervasive. A 2009 Department of Justice national study²³ -- 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 -- found 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, with some studies

²¹ Sims, D.W., B.A. Bivens, 1989, "Urban Trauma, A chronic Recurrent Disease," JTrauma (29)940-946

²² 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.

²² <http://www.calendow.org/uploadedFiles/Publications/BMOC/Drexel%20-%20Healing%20the%20Hurt%20-%20Fuii%20Re-port.pdf>

²³ 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.

finding 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.²⁴

Cycles of violence generate cycles of trauma. Children's exposure to violence, whether as victims or witnesses, is likely to cause 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.

The most recent Youth Risk Behavior Survey of Philadelphia by the U.S. Center for Disease Control found that almost 10% of the youth who responded missed school because they felt unsafe there or on the way to or from their homes from school.²⁵ Almost 16% carried weapons to school and almost one-third felt sad or hopeless. Exposure to violence can cause poor performance in school, truancy, difficulty managing emotions and behaviors, and poor concentration. 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. All these behaviors increase the risk of arrest and incarceration.

In response to the growing body of evidence that trauma is a driver of delinquency and violence, Philadelphia is beginning to offer training throughout many systems that serve vulnerable youth such as Departments of Human Services and Behavioral Health and Intellectual disAbilities, the police and both principals and teachers in the school district to help them recognize trauma and respond appropriately to it.

Signs of success:

- Fewer youth witness violence, including shootings, homicides, bullying and abuse
- All youth and families have access to trauma-informed care
- Increased availability of emergency department and hospital based violence intervention services
- Systems are sharing data and information, as permitted, in order to appropriately identify youth impacted by violence or chronic trauma.

²⁴ 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.

²⁵ <http://apps.nccd.cdc.gov/youthonline/App/Results.aspx?>

Initial strategies:

- Establish baseline information of youth exposure to violence and trauma
- Identify opportunities to expand trauma-informed care programs already occurring in Philadelphia, including Drexel University's Healing Hurt People, city government's Mental Health First Aid, the Parent Child Interaction Therapy pilot and Positive Behavioral Interventions and Supports and restorative practices in the School District.
- Connect more families to health care insurance.
- Increase the supports available to youth and communities impacted by trauma.

Key delivery partners:

- **Healing Hurt People (HHP)** is a community-focused, hospital-based violence intervention program designed to reduce re-injury and retaliation among youth ages 8-30 by addressing the emotional impact of traumatic incidents. The intervention involves providing social workers in emergency room settings, securing victim support services, and providing the opportunity for victims to participate in a 10-week SELF group that addresses issues of Safety, Emotions, Loss and Future.
- **CHOP Violence Intervention Program (VIP)** promotes a "trauma-informed" approach to helping patients who have been admitted to CHOP's Emergency Department or Trauma Unit as a result of being intentionally injured by someone else
- **Youth Move Philadelphia** is a program provided by the Department of Behavioral Health and Intellectual disAbility Services developed to inform teens, through crisis intervention training, about the importance of emotional and social health/well-being and resilience, and to reduce the stigma of mental health and substance abuse challenges among their peers.
- **Parent Child Interaction Therapy** provides 12-20 sessions of intensive mental health intervention to caregivers with children in foster or kinship care who are having behavior problems that are threatening the success of the placement. The initial planning phase for Philadelphia's four-year pilot intervention study is complete, and the project intervention has been launched for approximately 100 children ages 2-8 years in foster or kinship care placements within two foster care agencies in Philadelphia.

- **United Way** is supporting a six-week trauma course in 20 schools for Philadelphia staff, prioritizing those working in the 22nd Police District's schools.
- **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, CIRT is composed of key representatives from multiple systems who review the cases of young survivors of urban violence. The team determines what policy and practice changes can be made to prevent re-injury or repeats of similar situations.
- **11th Street Family Health Services** is a federally qualified nurse-managed community health center located in the 22nd district that has adopted a whole-person approach to care of adults and youth who have experienced trauma. Physical and behavioral health services are provided regardless of ability to pay.
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 U.S. Department of Justice, the Center for Nonviolence and Social Justice at Drexel University is developing online training 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 a customized online toolkit of resources.

Priority: Detention and Diversion

Goal: Increase the number of youth allowed to remain safely in their communities while under court supervision

Rationale Some youth who commit offenses are better served in community placements than in prison-type settings with other high-risk youth. Underlying mental and physical issues that contributed to delinquent behavior should be evaluated with services provided at the most appropriate settings. This approach is reflected in the Juvenile Detention Alternative Initiative (JDAI) use of diversion programs and detention alternatives.

Philadelphia's Department of Human Services and The Family Court of Philadelphia, with the support of the Annie E. Casey Foundation, have undertaken bold efforts to implement diversion programs to provide community-based alternatives to prosecution for non-violent juvenile offenders.

Strained relationships between law enforcement and youth and community: During a YVPC focus group with youth between 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 police to keep the schools safe). They also vocalized that they felt the police do not like or trust them. 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 and, at times, a history of abuse from police and other factors.

Reducing violence extends beyond the Philadelphia Police Department, District Attorney's Office and other law enforcement agencies. Reducing youth violence requires a family, community, and government commitment in a coordinated effort. 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.

Signs of success:

- Decrease the number of youth involved in the juvenile justice system
- Increase the use of diversion alternatives for youth, when appropriate
- Among youth who require placement, more remain in and near Philadelphia and close to their support networks
- The percentage of youth in placement as a percentage of the total number of petitions declines

- The average length of stay and cost of stay decreases among youth in placement

Initial strategies:

- Establish baseline information of youth offenses and treatment and analyze the data by subgroups
- The Family Court of Philadelphia and Department of Human Services continue their bold efforts to implement diversion programs and alternative to detention programs to ensure that youth and families are best served in the least restrictive setting. Currently, diversion programs provide community-based alternatives to prosecution for juveniles accused of non-violent crimes.
- Hot spot policing, a place-based policing strategy that reduces crime by assigning limited police resources to high crime areas, will be increased.
- Work with the Defenders Association and others to ensure parents and youth are informed of their rights and the consequences of delinquency adjudications.
- Identify youth that are at risk of being re-victimized or become perpetrators and develop a family centered plan to provide trauma informed services.

Key delivery partners:

- **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).
- **The Juvenile Detention Alternative Initiative (JDAI)** is focused on eliminating the inappropriate or unnecessary use of secure detention, and ensuring the most appropriate supervision for youth through the use of eight core strategies: 1) Collaboration between major juvenile justice agencies, 2) Use of accurate data, 3) Objective admissions criteria and instruments, 4) New or enhanced non-secure alternatives to detention, 5) Case processing reforms, Special detention cases, 6) Youth in custody, 7) Reducing racial disparities, 8) Improving conditions of confinement

- **Clinical Evaluation Unit- 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, including a dedicated Judge, Public Defender, District Attorney, School District Representative, Juvenile Probation Department, and Family Court Juvenile Services staff.
- **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 and then is required to enter into a contract with the Youth Aid Panel. The contract could require assignments like long-term community service projects, written essays or reports, counseling, drug testing, and restitution. If the juvenile fulfills all terms of the contract, the juvenile's record is expunged. If the juvenile fails to fulfill the terms of the contract, the juvenile returns to Juvenile Court to have his/her case heard by a Judge. 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 Office of Addiction Services, provides evaluation and case management services to offenders brought before the court. Treatment Court offers a first time drug felony offender an opportunity to be evaluated for substance abuse treatment and, if treatment is needed, to plead *nolo contendere* to the crime and enter a treatment program under close judicial supervision, which requires frequent court appearances, to avoid incarceration. Completion qualifies the participant to have his/her criminal record expunged after remaining arrest-free for one year. Failure to complete the treatment and requirements may result in incarceration.
- **Youth Violence Reduction Partnership (YVRP), which operates in the 22nd Police District, provides monitoring** and support to youth, ages 14 to 24 years old, who are at greatest risk of killing or being killed. The targeted youths are those who are more likely to have (1) siblings preceding them into the juvenile justice system, (2) an arrest record for a drug offense, (3) an arrest record for a gun charge, and (4) a history of incarceration. YVRP provides close and constant supervision of youth as

well as schooling, jobs, drug treatment, and counseling services. Intervention Teams consisting of probation officers, police, and mentors (as well as credible street outreach workers) implement the strategies.

- **Juvenile Enforcement Team (JET)** unit is comprised of juvenile probation officers and Philadelphia police officers housed inside Family Court. It 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 involve juveniles.
- **Evening Reporting Centers (ERC)**— Alternative to detention programs to keep youth in home communities, designed to serve pre-adjudicated and adjudicated delinquent adolescent males and females, ERC keeps youth in their home communities by providing meaningful community-based interventions as alternatives to secure detention. 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.
- **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'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.
- **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.

Priority: Safe Environment

Goal: Youth feel safe and are safer in their homes, on the street and in school

Rationale: Blight reduction has been shown to reduce crime. Philadelphia City government data indicates that 20% of all property, including entire blocks in the 22nd Police District, is vacant. In one instance, an entire two-block stretch is comprised of vacant or boarded-up homes with the exception of a single inhabited house. In addition, recent school closings have highlighted the need to ensure safe routes to Philadelphia schools and provide protection against violent incidents in newly-merged schools.

Background: Philadelphia's 22nd Police Department will be most impacted by recent school closings. 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 22nd Police District while other police districts have no more than two school closings. This means many more children in that area will be shifted to new schools, posing a possible threat to them as they cross boundaries between rival gangs and possibly combining rival groups into the same schools.

Signs of success:

- Fewer incidents of violence in school
- Fewer incidents of violence en route to and from school
- Fewer active nuisance-bars, -cars, and -homes
- Neighborhood blight is reduced, including dangerous, vacant and abandoned homes and lots
- Police are able to secure information from community members necessary to arrest perpetrators of violence.

Initial strategies:

- Establish baseline information on school violence, neighborhood violence and neighborhood blight in high crime areas
- Continue to support WalkSafePHL to ensure safe routes to and from school
- Fully implement Ceasefire Philadelphia, supported by OJJDP, which relies on teams of returning citizens to act as mentors to youth 14-24 years old, coaching them out of a lifestyle that often ends with gun violence.

- City of Philadelphia Licenses and Inspections department, housing and development agencies and Philadelphia Housing Authority to work together to reduce blight in targeted areas. In 2013 two Choice Neighborhood grants were submitted to U.S. Housing and Urban Development to revitalize public housing and their neighborhoods in the 22nd Police District.

Key delivery partners:

- **Ceasefire Philadelphia** builds on the successful Chicago-based Ceasefire program that has demonstrated success in decreasing shootings in high-violence neighborhoods. Ceasefire Philadelphia, supported by an OJJDP grant award in 2012, relies on an outreach coordinator and teams of those formerly incarcerated who serve as outreach workers using 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, coaching 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 discourage future violence.
- **District Attorney's Public Nuisance Task Force (PNTF)** mission is to assist Philadelphia residents and community groups to 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 hot spots.
- **School District of Philadelphia** is working to reduce violence in its schools and with the **City of Philadelphia** is implementing WalkSafe PHL.
- **City of Philadelphia** Licenses and Inspections department, and housing and revitalization agencies are working together to reduce blight in targeted areas of the 22nd Police District.
- **Town Watch** is an organization dedicated to the development and promotion of organized, law enforcement-affiliated crime and drug prevention programs. It utilizes volunteers to the crime prevention efforts of Philadelphia police.
- **PhillyRising, YVRP and other partners previously noted**

Priority: Education

Goal: Youth receive a high-quality education from pre-k through high school

Rationale: Interventions targeted toward children – particularly disadvantaged children from aged 0 to 5 – have much higher returns than interventions at later stages of life.²⁶ The 22nd Police District lacks sufficient high quality early childhood care: of its 13 centers, eight have no rating from the KEYSTONE STARs program of performance standards. Five centers and have a STAR 1 (out of 4) rating.

While, the entire city of Philadelphia faces a severe school crisis of low enrollments and budget problems, in the 22nd Police District, the problems are significantly worse, with five district schools closings in the 2012-2013 school year, compared to a maximum of two closings in other police districts.

Background: Decades of research has found that skill formation, including cognitive, linguistic, social, and emotional competencies, are shaped by childhood experiences between the ages of 0 and 5. Investment in all of these skills and competencies contributes both to individual success and the success of society as a whole. Early investment is the optimal investment.

The 22nd Police District lacks sufficient high quality early childhood care, including BrightFutures, Prekindergarten Head Start, Pre-K Counts or Head Start partnership programs²⁷. Based on data compiled by the Pennsylvania Office of Child Development and Early Learning in March 2013, there are 13 childcare providers (seven child care centers, five family childcare 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 rating from the STARs program of performance standards. Five centers and have a STAR 1 (out of 4) rating. (About 3% of the 1,917 child care centers in Philadelphia have a STAR 4 rating.)

Signs of success:

- More high quality educational programming for youth in high crime areas, including Head Start and KEYSTONE STAR 4 rated child care centers
- More high quality classroom seats for youth in high crime areas

²⁶ 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

²⁷ The PYVPC has engaged Temple University to conduct a Asset Mapping and Gap Analysis of programs and services in the 22nd Police District, which will be completed earl fall 2013

- Fewer truant youth
- Increase in the graduation rate of youth in high crime areas to meet or exceed the citywide average
- Parents are informed about high quality education choices, and actively participate in their childrens' education

Initial strategies:

- Establish baseline information on availability and access to high-quality educational programs and schools and school truancy in high crime areas
- Support the Philadelphia Compact and related organizations in their work to improve educational opportunities
- Mayor's Office of Education to target resources to help parents and students in high crime and high need neighborhoods, promoting a college going culture.
- To improve the availability and quality of early educational opportunities for children 0-5 years of age in line with the City's new anti-poverty plan, Shared Prosperity, found at <http://sharedprosperityphila.org>
- Target PhillyGoes2College and Graduation Coach Campaign resources to help parents and students in high crime and high need neighborhoods, promoting a college going culture.
- Support the **School District's** Positive Behavioral Interventions & Supports (PBIS) efforts in two new schools in the 22nd Police District. PBIS is a decision-making framework around improving student behavior.

Key delivery partners:

- **Mayor's Office of Community Empowerment and Opportunity** to work with the **School District, United Way** and **Philadelphia Health Management Corporation** and others to improve the availability and quality of early educational opportunities for children 0 to 5 years of age <http://sharedprosperityphila.org>
- **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 rate of

Philadelphians who earn bachelors' degrees 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 enhance 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 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 a 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 returning student receives a full range of supports (including academic, physical and mental health, life skills and social services).
- **School District of Philadelphia** supports a number of programs and efforts to reduce violence including initiatives to reduce truancy, decrease the number of suspensions, provide safe passage to and from school, address bullying among others.
- **United Way** pools and leverages local charitable entities and focuses on identifying and resolving pressing community issues, such as quality early childhood education, through partnerships with schools, government agencies, businesses, organized labor, financial institutions, community development corporations, voluntary and neighborhood associations, the faith community, and others.
- **Philadelphia Health Management Corporation** builds healthier communities through partnerships with government, foundations, businesses and community-based organizations around improving the health of the community by providing outreach, health promotion, education, research, planning, technical assistance, and direct services.

Priority: Performance Management

Goal: An evidence based strategic plan that drives smart decision-making.

Rationale: In Philadelphia, progress is being made on sharing data on services and interventions targeted toward at-risk youth. Yet, it is still the case that there is a disconnected system made up of an array of programs with a variety of funding streams, data systems that are often 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 is impeded.

Signs of Success:

- A robust performance management system for tracking, managing and assessing performance against the goals outlined in the YVPC Plan.
- The Collaborative has a culture of continuous improvement, developing new outcome measures and re-evaluating program efficacy based on evidence and data
- Evidence and data drives decision making and influences resource (re)allocation.

Initial Strategies:

- **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 22nd Police District. Between May and September 2013, the analysis will identify the assets in the community, and determine which programs are performing well.
- **Collect, track and analyze data related to youth violence prevention** - The Data & Evaluation role of the Collaborative is to collect baseline data related to youth violence in the 22nd Police District and track and analyze the data over time to determine progress toward the strategic plan's stated goals. As part of this work, the Data & Evaluation Group will work to ensure that personal information is protected, while using it to inform the strategies.
- **Employ clear evaluation methods to ensure effective programs are being supported.**
- **A performance management/data and evaluation plan** to be created to assess progress against the goals outlined in the plan, with technical assistance from the OJJDP's National Forum on Youth Violence Prevention.

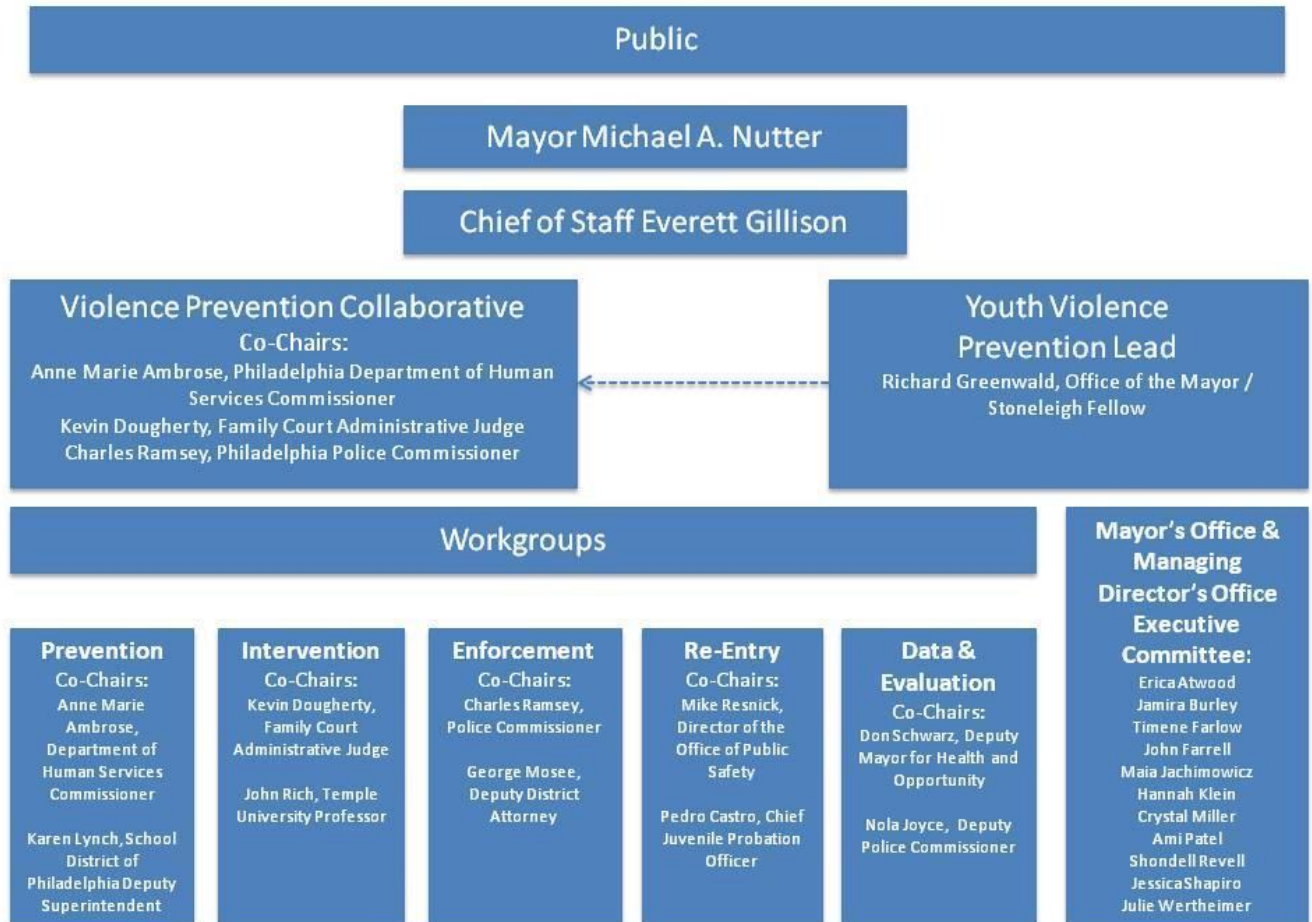
Acknowledgements

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 for improving 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. 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 Forum on Youth Violence Prevention 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. A very special thanks to Maari Porter, Sage Communications and Maskar Design for their expert support in the final creation of this plan.

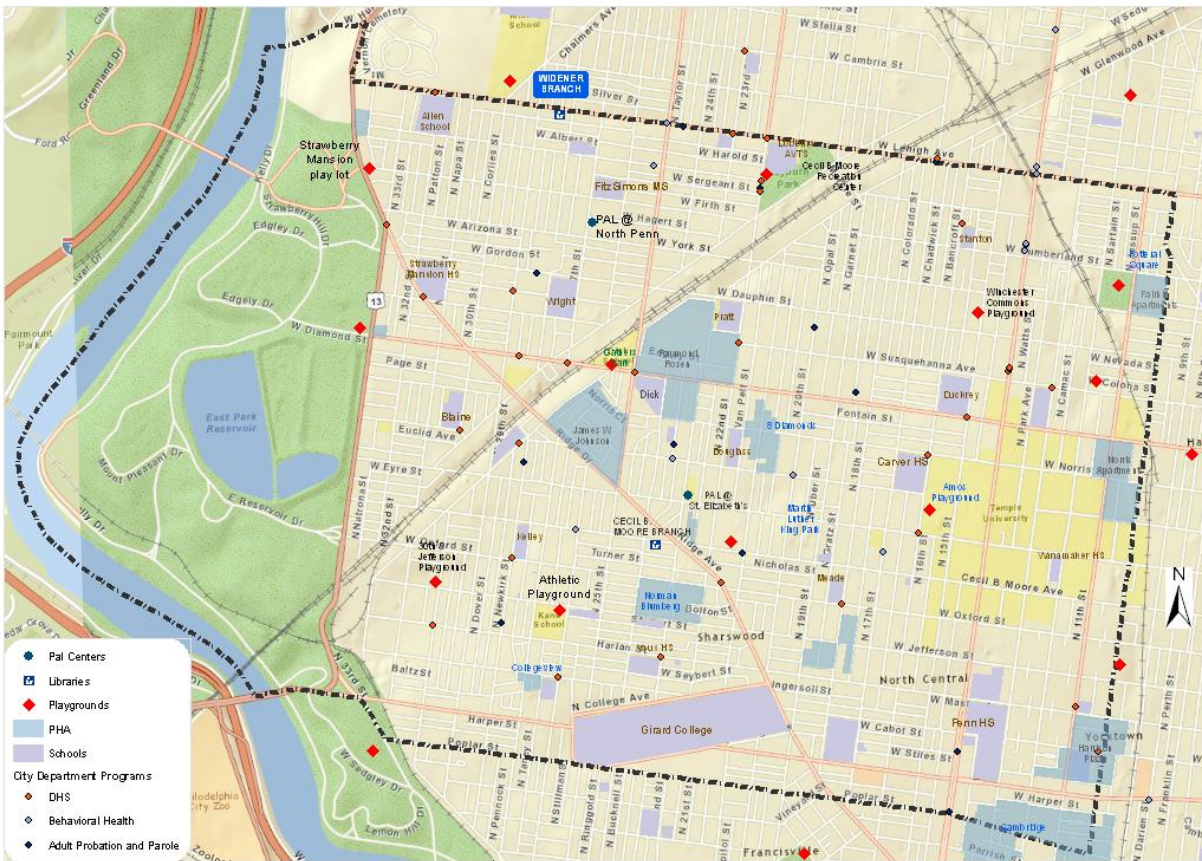
This strategic plan was borne out of the vision and steadfast commitment of Mayor Michael A. Nutter. Philadelphia has become a safer city under Mayor Nutter's leadership and we intend that with this plan our city leaders, present and future, will have the building blocks to continue down a more prosperous path where all children can dream big and live free from violence.

Appendix I: Philadelphia Violence Prevention Collaborative Organizational Chart



Appendix II: Sample Assets of the 22nd Police District

Community Assets in or near the 22nd Police District



The 22nd 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 22nd 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 CeaseFire, a violence interruption program out of Temple University
- Offender Notification Forms 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

22nd 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 25 schools in the 22nd Police District, including seven charters, three parochial and 15 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 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 22nd police district include:

<ul style="list-style-type: none">• Cynthia Allen Success Academy• Brightside Academy• Fishers of Knowledge LLC• Out of School Time at Meade
<ul style="list-style-type: none">• William Dick Elementary School• Miracle Moments Early Learning Center
<ul style="list-style-type: none">• Skies the Limit Day Care
<ul style="list-style-type: none">• Empowerment Keys• Malaika Felts FCCH
<ul style="list-style-type: none">• Darlene Gibbs
<ul style="list-style-type: none">• Utopia Home Care and Learning• Candy's Kids Learning Academy
<ul style="list-style-type: none">• Granny's Kinds II

We want to hear from you.

Please contact the Youth Violence Prevention Collaborative to get involved.

Office of the Mayor

City of Philadelphia

204 City Hall

Philadelphia, PA 19107

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All Photos courtesy of Katie Privitera and Mitch Leff