



Report on Community-Based Violence Prevention Programs

Funded in Fiscal Year 2017
by the City of Philadelphia

Completed by
City of Philadelphia's Office of Violence Prevention
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Introduction

Over the past two decades, the City has made important strides toward reducing violent crime but violence, particularly gun violence, continues to claim far too many lives in Philadelphia each year.¹ Recognizing that a more comprehensive, coordinated approach to violence prevention is needed, in July 2017, Mayor Jim Kenney formally announced the creation of the City of Philadelphia's first Office of Violence Prevention (OVP). Mayor Kenney directed OVP to assist the City with developing a better understanding of the programs currently in place and ensuring investments in violence prevention are responsive to community needs. OVP was also tasked with assessing and coordinating the millions of dollars the City currently invests in anti-violence programs across City departments.

The purpose of this report is to present the findings from the review OVP completed on the community-based violence prevention programs the City funded in fiscal year 2017 (FY17) and to make recommendations on how the City can further enhance its investment in programs to prevent and reduce violence. The initial universe of programs that OVP sought to review was overly broad and included child welfare placement programs and other programs that were not community-based violence prevention programs. As a result, an erroneous estimate of \$60 million was initially reported as the amount of funding the City had invested in anti-violence or violence prevention programs.

For this review, OVP focused on community-based programs that have an impact on community violence. Specifically, it defined an anti-violence or violence prevention program as a community-based program that provides a prevention or intervention service which addresses at least one of the risk factors that contribute to the likelihood that violence in a community will occur. As a result, programs were excluded from this review that solely provided prevention or intervention services to individuals in jail, prison or juvenile detention or in other settings outside the community. However, based on a public health approach to violence prevention, OVP included in this review community-based programs that involved not only primary, but secondary and tertiary levels of prevention. Additional factors were also considered regarding whether a program was included in this review. The result was 38 programs (some programs were administered by multiple

¹In the past 20 years, the number of violent crimes peaked in 2006 at about 22,300 incidents. Since then, violent crime counts have consistently been declining. In 2017 specifically, violent crime is down by 33% compared to its peak in 2006. The overall trend of gun violence and shooting victim follows the same trend with their peaks in 2006 at about 8,800 gun violence incidents and 1,850 shooting victims. In 2017, there were about 4,900 violent crimes committed with guns and 1,222 shooting victims; this represents a 44% and 34% reduction from the peak in 2006, respectively. (Source: Philadelphia Police Department.)

Introduction

organizations) and 39 organizations that represented more than \$13 million in funding the City allocated for violence prevention in FY17.² (See the Appendices for a complete inventory and description of the programs.)

The programs included in this review were funded by several City departments and agencies, including the Department of Human Services, the Department of Behavioral Health and Intellectual disAbility Services, the Philadelphia Department of Prisons, the Streets Department, the Philadelphia Police Department, the Philadelphia Water Department, and the Mayor's Office of Reintegration Services. While OVP itself did fund an anti-violence program in FY17, much of the funding for anti-violence programs originated from other departments across the City. With that in mind, the findings and recommendations included in this report are based primarily on the information OVP gathered from these departments and the identified service providers. Specifically, this information was largely drawn from a review of relevant City contracts, program budgets, program evaluations and the surveys completed by participating organizations.

As a practical matter, this report does not capture every dollar the City has invested over the years in programs that offer services that could potentially prevent or reduce violence in Philadelphia. The City annually invests a large portion of its budget in programs and services related to law enforcement, corrections, education, housing, healthcare, and employment, which are investments research has shown can have an impact, either directly or indirectly, on violence in communities. However, to provide more insight into the broader investments the City is making in violence prevention, a summary of the most recent actions the City has taken to address this issue is provided on page 15.

The Office of Violence Prevention

The overall mission of the Office of Violence Prevention (OVP) is to lead the coordination of violence prevention strategies and initiatives that strive to prevent, reduce and end violence – particularly gun violence – in the City of Philadelphia. Working in close partnership with law enforcement, City agencies and the community, OVP works to build the needed coalitions to advance effective prevention policies and programs citywide, while increasing awareness about what works and building on the strengths in communities to promote a culture of nonviolence.

² Total spending for the City in FY17 on community-based violence prevention programs was \$11,960,546. For more details, see Appendix A.

Overview of the Findings and Recommendations

The review makes three critical findings which can be found in full on page 12:

1. The City needs to invest in more community-based violence prevention programs that serve individuals at the highest risk of violence.
2. The City needs to improve coordination among the various City departments, agencies and organizations responsible for managing community-based violence prevention programs.
3. The City needs to develop a clear violence prevention strategy and a common set of metrics to better inform the City's investment in violence prevention.

In response to the review, OVP recommends the following actions which can be found in full on page 17:

- 1. Develop and implement a strategic plan to better direct the City's investments in violence prevention and reduction efforts citywide.**
Consistent with the Mayor's call to action to develop a violence prevention plan, the plan the City creates should better align the investments and approaches to violence prevention across City departments and agencies.³ The plan will be publicly released in early 2019.
- 2. Explore the feasibility of implementing performance-based contracts to improve the quality of services delivered and incentivize a greater emphasis on outcomes related to violence prevention and reduction with a clear focus on individuals at the highest risk of violence.**
Performance based contracting is a result-oriented contracting method that focuses on the outputs, quality, or outcomes that may tie at least a portion of a contractor's payment, contract extensions, or contract renewals to the achievement of specific, measurable performance standards and requirements.
- 3. Regularly assess the effectiveness of investments made in violence prevention by soliciting feedback from community members utilizing these programs and partnering more with the academic**

and philanthropic sectors to support research and program evaluations. If the City is to ensure investments in violence prevention programs remain responsive to community needs, members from the community who participate in these programs, and residents directly impacted by violence, must be consulted regarding whether these programs are effective.

- 4. Build the capacity of organizations managing community-based violence prevention programs to better assess the impact of their programs by collecting and analyzing relevant data, including needed outcome data, and adjust their programs accordingly.** Few organizations have the capacity to regularly collect and analyze data, particularly outcome data, that could help them modify their program as needed based on whether their program is having the desired impact in the communities they serve.

The findings and recommendations of this review should be incorporated into the Administration's response to develop a plan, due to the Mayor on January 5, 2019, that takes a public health approach to violence that examines the causes of violence in communities and uses data and science to identify the most effective strategies to address these issues.

³ City of Philadelphia. (2018, September 27). Mayor Issues Call to Action on Violence Prevention [Press release]. Retrieved November 6, 2018, from <https://www.phila.gov/2018-09-27-mayor-issues-call-to-action-on-violence-prevention/>.

Overview of the Review Process

The scope of this review was limited to violence prevention programs in the community. OVP did this to better assess the community-based programs that offer services that address the risk factors associated with community violence.⁴ It also defined violence prevention based on a public health approach to violence that involves primary, secondary and tertiary levels of prevention. However, additional factors were also considered that determined whether a program was included in this review.

Focused on Community-Based Programs that Address the Risk Factors Associated with Community Violence

As stated earlier, OVP focused on community-based programs funded in FY17 that offered prevention or intervention services, which addressed one or more of the risk factors associated with community violence. This determination was based on research in the field of violence prevention, a review of City contracts and feedback from the City departments, agencies and organizations involved in this review. While risk factors are not the direct cause of violence, research has shown these factors increase the likelihood that a person will become violent, so a program that works to reduce these risks arguably has some relevance to violence prevention.⁵ For example, youth exposed to violence or disconnected from school or employment are at a greater risk of violence, so programs that offer services to help reduce these risks were included in this review.⁶ Accordingly, by limiting the focus to investments made

“As noted by the U.S. Centers for Disease Control and Prevention, a public health approach to violence prevention involves multiple levels of prevention that are equally important to reducing violence.”

⁴ “Community violence, particularly homicide, occurs primarily in public settings. It is interpersonal, i.e. taking place between individuals and small groups that may or may not know one another. It is loosely planned at best and generally impulsive in nature.” Thomas P. Abt (2017) Towards a framework for preventing community violence among youth. *Psychology, Health & Medicine*, 22:sup1, 266-285.

⁵ “A combination of individual, relationship, community, and societal factors contribute to the risk of youth violence. Risk factors are characteristics associated with youth violence, but they are not direct causes of youth violence.” CDC.gov. (2018) Youth Violence: Risk and Protective Factors [online] Available at: <https://www.cdc.gov/violence-prevention/youth-violence/riskprotectivefactors.html> [Retrieved November 6, 2018].

⁶ Id.

Overview of the Review Process

in FY17 in community-based programs that had some relationship to reducing community violence. OVP sought to review the City funding that potentially had more of a direct impact on the violence in communities.

Defined Violence Prevention Based on a Public Health Approach

To further clarify what community-based programs would be selected for this review, OVP defined violence prevention based on a public health approach that includes primary, secondary and tertiary levels of prevention. As noted by the U.S. Centers for Disease Control and Prevention, a public health approach to violence prevention involves multiple levels of prevention that are equally important to reducing violence.⁷ According to this approach:

1. Primary prevention is defined as efforts that stop violence before it occurs;
2. Secondary prevention involves efforts to prevent escalation by assisting individuals at an increased risk of violence or exhibiting early signs of violent behavior; and
3. Tertiary prevention includes efforts to prevent the re-occurrence of violence by working to rehabilitate and treat people traumatized by violence or already engaged in violent behavior.⁸

Given this definition, community-based programs that served youth adjudicated as delinquents or individuals formerly incarcerated for a violent offense were also identified as violence prevention programs. The focus of these programs may not have been primary violence prevention, but the services offered in the community helped to reduce the risk that violence would escalate or reoccur.

Considered Additional Factors to Determine Whether a Program was Included

Additional factors were considered that determined whether a program was included in this review. As previously stated, as a practical matter this review did not examine all the programs funded by the City that may have had some impact on violence. For example, the investments made in the City's Out-Of-School Time (OST) initiative were not included. While OST is shown to reduce the likelihood of students engaging in risky behaviors, other partners in the City are responsible for evaluating the impact of these investments across a range of education and social-emotional outcomes for children and youth. Programs primarily focused on behavioral health or providing emergency mobile services for people experiencing a mental health crisis were also excluded. For this review, emphasis was placed on assessing programs that were focused on providing services to individuals potentially at risk of or impacted by violence in their communities and not currently being evaluated through a violence prevention lens.

In all, considerable time was spent working with City departments and agencies, as well as several organizations, to identify the range of programs and multiple funding streams that supported community-based violence prevention in FY17. What follows is a breakdown of the violence prevention programs OVP identified and a discussion regarding what was learned from conducting this review.

⁷ See [Vetoviolence.cdc.gov](https://vetoviolence.cdc.gov/). (2018). The Levels of Prevention | VetoViolence. [online] Available at: <https://vetoviolence.cdc.gov/levels-prevention>. [Retrieved November 6, 2018].

⁸ See [id](http://www.who.int/violenceprevention/about/intersectoralAction.pdf); see also, WHO.int. (2018) Violence Prevention an Invitation to Intersectoral Action. (page 9) [online] Available at: <http://www.who.int/violenceprevention/about/intersectoralAction.pdf>. [Retrieved November 6, 2018]; OurWatch.org. (2017). What is primary prevention of violence against women? [online] Available at: <https://www.ourwatch.org.au/News-media/Latest-news/What-is-primary-prevention-of-violence-against-wom> [Retrieved November 6, 2018].

Profiles of the Community-Based Programs Identified

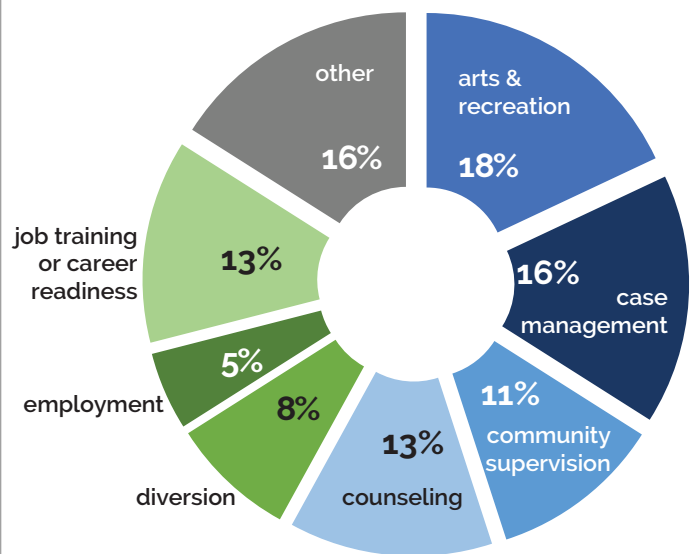
The funding that OVP identified is being used in support of dozens of community-based programs operated by approximately 40 organizations across the city. Most programs provided a range of prevention and intervention programming; however, each program was categorized based on the primary focus of the program to better identify where there may be gaps in services. Programs were also labeled in terms of whether the program was geared toward more primary, secondary or tertiary prevention. Additionally, the range of services offered and the characteristics of the individuals served is noted below. (For more details, see the Appendices.)

Types of Programs Funded

Several different types of programs are funded by the City that offer prevention and intervention services in the community that address one or more of the risk factors associated with violence. While there is no standardized method for how these programs are cataloged in the City, the primary focus of most of the programs funded could be described as: case management, job training or career readiness, employment, counseling, community supervision, diversion, and art or recreation.

An effort was also made to group the community-based programs identified by the level of prevention the programs offered. Primary prevention programs were those that mainly delivered services to individuals who had yet to commit an act of violence or sought to prevent violence before it occurred. Secondary prevention programs were those that principally delivered services to individuals at an increased risk

Program Types



Source: 2018, City of Philadelphia, Office of Violence Prevention

of violence or exhibiting early signs of violent behavior. Tertiary prevention programs were those that principally provided services geared towards rehabilitating and treating people traumatized by violence or already engaged in violent behavior.

This information is largely based on a review of the contracts for each program and the information gleaned from the surveys that participating organizations completed. However, in most cases, the level of

Profiles of the Community-Based Programs Identified

prevention provided by a program may not always simply be one level of prevention, because of the diverse needs of the population a program may serve. For example, some programs may offer services to individuals exhibiting at-risk behaviors and to individuals returning from a period of incarceration for a violent offense. In these cases, the categorization was based on what appeared to be the principal group served, but a more in-depth analysis may show that a program offers multiple levels of prevention.

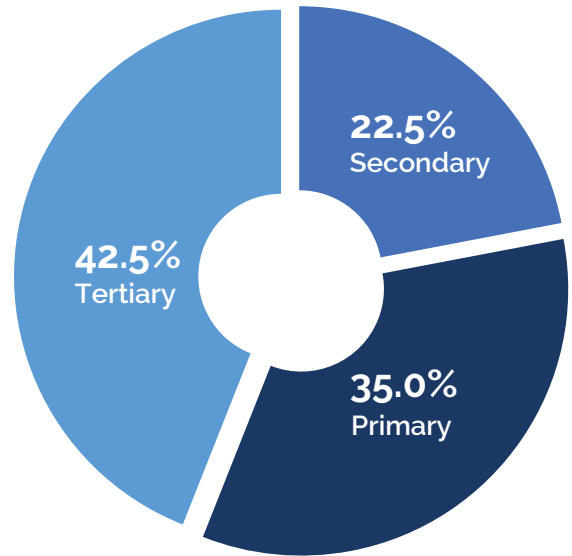
Range of Services Provided

Many of the programs funded in FY17 offered multiple services that range from case management, counseling, mentoring, job training, academic support, recreation and advocacy. The services most offered are typically case management and counseling. The services that appeared to be the least available include street outreach services, job placement/retention and conflict management.

Services Most Frequently Offered

- Case Management
- Counseling
- Academic Support/Life Skills
- Recreation
- Job Training

Program by Level of Prevention



Source: 2018, City of Philadelphia, Office of Violence Prevention

Services Less Frequently Offered

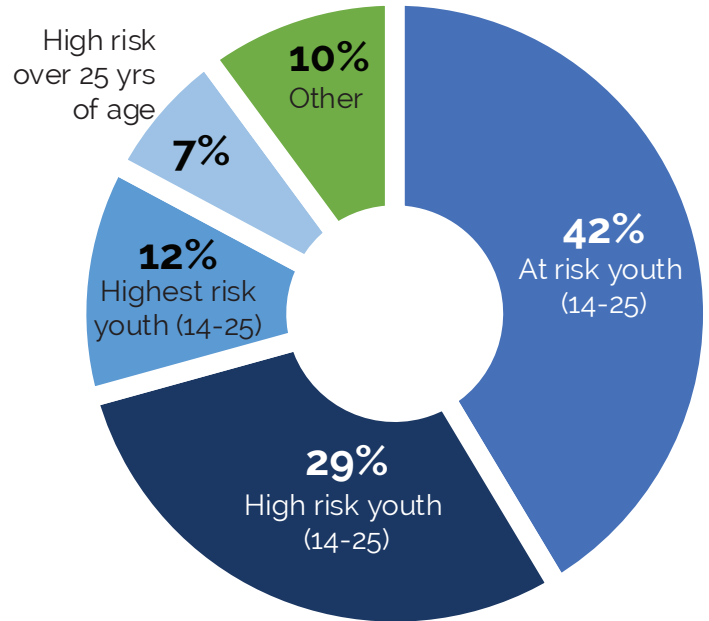
- Conflict Management/Mediation
- Street Outreach Services
- Employment Placement and Retention Services
- Substance Abuse Prevention and Intervention Services
- Restorative Practices/Trauma-Informed Services

Profiles of the Community-Based Programs Identified

Characteristics of the Populations Served

A review of program eligibility and descriptions for the community-based programs funded in FY17 shows that the characteristics of the populations served frequently include young people between the ages of 14 to 25 at risk of violence, adjudicated as delinquents or formerly incarcerated. However, the Institute for the Development of African American Youth's "Don't Fall Down in the Hood" program was one of the few programs with an eligibility requirement that the youth served be adjudicated delinquent for violation of the Uniform Firearms Act. Moreover, Healing Hurt People was the only program included in the review that expressly serves individuals between the ages of 8 to 30 that are the victims of violence. Additionally, the Youth Violence Reduction Partnership was one of the few violence prevention programs funded by the City that exclusively serves youth between the ages of 14 to 25 on juvenile or adult probation at the highest risk of committing an act of violence. Still, very few programs were identified in the review that served individuals at a high risk of violence and over 25 years of age, including young men that may be disconnected from education and employment.

Population Served



Source: 2018, City of Philadelphia, Office of Violence Prevention

- **At Risk Youth** includes youths that are truant, living in a high crime area, exposed to violence, disconnected from school or employment, or justice-involved;
- **High Risk Youth** includes youth that are adjudicated delinquent, placed on juvenile or adult probation, have a history of violent behavior or were formerly incarcerated;
- **Highest risk youth** includes youth victims of violence, gang-involved youth, youth convicted of charges related to a firearm or on intensive juvenile or adult probation.
- **High risk over 25 years of age** includes individuals that were formerly incarcerated or have a history of violent behavior.

Barriers to Success for Organizations

As part of the review, organizations delivering the community-based programs completed a survey noting the barriers to their success:

- **Limited financial resources:** Many organizations cite limited funding as a significant barrier to achieving greater results in their work.
- **Lack of coordination among providers and across social services and criminal justice systems:** Organizations report challenges related to securing the assistance their clients need from other service providers, because there is currently no coordinated citywide system for client referrals. The lack of communication among providers makes the process of ensuring clients access needed services very challenging.
- **Lack of professional development on cultural competency:** Differences in ethnicity, race, gender or age between staff and clients create barriers due to bias or a lack of cultural competency. Training is needed to increase staff capacity to build more trusting relationships with clients, so program goals are not impeded.
- **Lack of community visibility due to minimal outreach and marketing capacity:** Organizations that experience challenges with meeting or maintaining their required census note their inability to market their programs as needed, because they lack the capacity or resources to effectively publicize their program. This lack of visibility leads to fewer residents being aware of needed resources within their communities and, as a result, limits their ability to take advantage of these investments.
- **Persistent, larger societal inequities:** Some organizations also referenced larger societal inequities as barriers to success, including the low reading comprehension among their clients, the stigmatization of their clients in the work place, and the disparities in arrest rates by race and ethnicity that has a disparate impact on their clients.

Summary of Key Findings

Summarized below are the key findings from the review that should be considered as the City works to enhance its investment in programs to prevent and reduce violence.

More Investment Needed in Community-Based Programs for the Highest Risk Individuals

The first finding is that the City needs to invest in more community-based violence prevention programs that serve individuals at the highest risk of violence. With the exception of the Youth Violence Reduction Partnership (YVRP), based on the profiles of programs included in the review, it appears unlikely that the City is serving youth, between the ages 15 to 17, or young adults, between the ages of 18 to 34, who are at the highest risk of killing someone or being killed.⁹ Most of the programs provide services that address some of the risk factors that increase the likelihood a person may become violent, but very few programs appear to actively engage the people, particularly the young adults, who are most likely driving the violence in their communities.

According to the research, focusing on the highest risk individuals and the highest risk places produce the most dramatic reductions in violence.¹⁰ In FY17, however, YVRP appears to be one of the few violence prevention programs the City funded that engages young people at the highest risk of killing someone or being killed. YVRP is achieving results but the program reaches a limited number of individuals. In 2017, YVRP actively provided intensive supervision and supports to 377 participants.

Out of those participants in 2017, four youth died due to violence and one was a perpetrator of violence. In comparison, there was a total of 108 youth homicides in 2017.

Community violence is a complicated issue and the neighborhoods across the city in which violence occurs are incredibly diverse. It's extremely unlikely then that one program alone can reach and effectively engage all the individuals likely responsible for driving the violence in the city. However, a review of the contracts and eligibility requirements of the programs funded show few programs that expressly require that the individuals served are at a medium or high risk of violence. If more programs are geared towards addressing the specific needs of those most at risk of violence, it's likely the City will achieve the dramatic reductions in violence needed.

⁹ In 2017, rates of homicide in Philadelphia were the highest among individuals between the ages of 15 to 34. Philadelphia Health Department. (2018) The Cost of Gun Violence. [online] Available at: <https://www.phila.gov/media/20180927125053/Cost-of-Gun-Violence.pdf> [Retrieved November 6, 2018].

¹⁰ Chandler, A. (2016). Interventions for Reducing Violence and its Consequences for Young Black Males in America. [PDF] Cities United, p.49. Available at: <http://citiesunited.org/resources-for-cities/interventions-for-reducing-violence-and-its-consequences-for-young-black-males-in-america/> [Retrieved November 6, 2018].

Summary of Key Findings

Coordination Needs to Improve Among Community-Based Violence Prevention Programs

The second finding is that the City needs to improve the coordination among the various City departments, agencies and organizations responsible for the community-based violence prevention programs funded by the City. As noted earlier, dozens of organizations are funded to do this work. However, the lack of coordination among programs makes it difficult to ensure clients receive needed assistance from other service providers and help with navigating systems, such as the criminal justice and social services systems. This lack of coordination also limits the City's ability to maximize the collective impact of its investment in violence prevention. For example, it's unclear from reviewing the City contracts whether organizations operating in the same areas of Philadelphia or serving the same population are required or incentivized to work together to achieve better outcomes. There's also no apparent incentive to share best practices or leverage existing resources to expand the capacity of each program to effectively engage the most clients possible.

Additionally, better coordination will help to guarantee that the total funds allocated for a program are spent. Even though regular fluctuations may occur from year to year between the amount allocated for and the amount spent on a program – based on the type of services delivered – there were occasions in FY17 when a program was used less than expected. Generally, less funds may be spent on a program due to a variety of reasons, which may include fewer referrals, fewer individuals enrolling or choosing to remain in a program or due to a change in the design of the program. However, at a time when violence continues to be high, and resources are limited, it's imperative that every dollar allocated for a community-based program be used. Better coordination among City departments, agencies and organizations can help to reduce this problem by making sure a plan of action is implemented in real-time for any service provider reporting difficulty with meeting or maintaining their census as required.

Through regular communication and sharing of information, City departments and partners will be better positioned to direct more referrals to programs, or make other needed adjustments to ensure that programs are operating at capacity.

This lack of coordination also creates a missed opportunity to better align the programs that address the risk factors associated with community violence. City departments and agencies, as well as organizations, understandably have different points of views regarding whether their programs should be considered violence prevention programs. But there is no one program or approach that addresses all the potential risk factors that contribute to violence. Instead, violence prevention involves a comprehensive approach that requires a range of programs that may not explicitly state violence prevention as a goal, but nonetheless, are critical to addressing one or more of these risk factors. For example, programs that offer job training and job placement services in communities provide needed alternatives to violence. However, to sustain the focus on reducing these risks across Philadelphia, coordination among these programs needs to be improved to ensure services are impacting the people and communities that are most in need. That said, the Office of Violence Prevention (OVP) is currently working to develop a structure that will improve coordination among departments and providers and better align these programs and services.

Summary of Key Findings

Lack of a Clear Violence Prevention Strategy and a Common Set of Metrics Is Needed to Better Inform Investments in Violence Prevention

The third finding is that the City needs to develop a clear violence prevention strategy and a common set of metrics to better inform the City's investments in violence prevention. Throughout the review process, OVP found no unifying citywide strategy or set of metrics that could be used to define and measure the success of the investments the City made in violence prevention in FY17. While each City agency and individual contract for services includes a set of requirements or deliverables, the lack of a common set of metrics across all violence prevention and reduction investments makes it difficult to determine, measure

and compare success among programs that serve similar populations or operate in the same locations. Additionally, because there are no common metrics or benchmarks that violence prevention programs need to meet, organizations operating community-based programs may have several different requirements based on the City department or agency that provides their funding. It is clear if every program were required to report certain data -- related to the population served, the risk level of those served and whether those served committed a violent offense or recommitted a violent offense -- City officials could begin to build a better understanding of how the range of programs funded are helping to prevent or reduce violence in Philadelphia. City officials could also develop a better picture of the appropriate mix and level of services the City should invest in to achieve the greatest impact.

Recent Actions Taken to Address Community Violence

Conducting a review to better understand current community-based efforts is a vital step towards the City creating a more coordinated, robust approach to community violence. However, the City has continued to take actions to further address this issue in Philadelphia while waiting for this review to be completed. These additional steps include the appointment of new leadership focused on violence prevention and new investments in initiatives that seek to deescalate tensions in communities and produce greater reductions in gun violence. Specifically:

- **In June 2018, new leadership was appointed and OVP was restructured to elevate the issues of violence prevention in the City.** With the hiring of a new Deputy Managing Director for Criminal Justice and Public Safety and a new Senior Director of Violence Prevention Strategies and Programs, the City has strengthened its commitment and capacity to implement more comprehensive solutions to reduce and prevent violence in Philadelphia.
- **In July 2018, OVP successfully launched the City's Community Crisis Intervention Program (CCIP).** CCIP places credible messengers in communities during nontraditional hours (i.e., 6pm to 4am, Thursday through Sunday) to mediate neighborhood conflicts, and to defuse tensions before arguments turn violent. These credible messengers also work to proactively connect residents most vulnerable to violence to needed services and supports.
- **In August 2018, the State Attorney General announced partnership between the City and federal law enforcement to reduce the number of illegal guns in Philadelphia.** This information-sharing and collaborative effort is between the State Attorney General, the Philadelphia Police Department and the Philadelphia Field Division of the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives. Since this partnership began it has resulted in 12 arrests and 94 leads being investigated.

Recent Actions

- **In September 2018, the City was named the recipient of a \$500,000 state grant to expand CCIP in Philadelphia neighborhoods most prone to violence.** The award came from the Pennsylvania Commission on Crime and Delinquency's 2018 Gun Violence Reduction Initiative grant. Through the expansion of CCIP, the City plans to achieve a five-percent Citywide reduction in gun homicides and shootings within the first twelve months of the project. This grant - and funds provided by Philadelphia City Council - will also provide direct funding to several community-based organizations to help meet the needs of young men most at risk for gun violence.
- **On September 17, 2018, the Philadelphia Police Department launched the Turning a New Corner initiative to link employers with potential employees found on street corners in Southwest and West Philadelphia.** The initiative places officers and community partners on different corners in Southwest and West Philadelphia on the first Friday of every month. The goal is to connect the people they see with information about jobs and workforce training opportunities.
- **On September 27, 2018, Mayor Kenney called on his cabinet and senior leadership to develop a plan to dramatically reduce the killings and shootings in Philadelphia.** Mayor Kenney called out the level of gun violence in the City as a public health crisis and requested that his Administration take a public health approach that examines the causes of violence in communities and uses data and science to identify the most effective strategies to address these issues. This plan is due to the Mayor on January 5, 2019.

Recommendations

Based on the findings from the review and most recent actions the City has taken to address this issue, OVP recommends the following to enhance the City's investment in programs to prevent and reduce violence.

1. Develop and implement a strategic plan to better direct the City's investments in violence prevention and reduction efforts citywide.

Consistent with the Mayor's call to action to develop a violence prevention plan, the plan the City creates should better align the approaches to violence prevention across City departments and agencies. It should also:

- Establish a governance structure responsible for improving the coordination and communication among community-based programs and relevant social services and criminal justice stakeholders.
- Include a clear set of metrics for programs designated as violence prevention in the strategic plan and a process for tracking outcomes.
- Direct more investment in community-based programs that actively engage individuals at the highest risk of community violence.

2. Explore the feasibility of implementing performance-based contracts to improve the quality of services delivered and to incentivize a greater emphasis on outcomes related to violence prevention and reduction.

Performance based contracting is a result-oriented contracting method that focuses on the outputs, quality, or outcomes that may tie at least a portion of a contractor's payment, contract extensions, or contract renewals to the achievement of specific, measurable performance standards and requirements. This feasibility study should also:

- Identify and recommend specific activities and processes the City can improve to advance the management and tracking of the contracts that support violence prevention.
- Adopt universal standards for violence prevention programs that could be included in every contract that reportedly supports efforts to prevent or reduce violence.
- Examine how to incentivize programs to work with other providers in the same communities and share best practices to effectively engage the most clients possible.

Recommendations

3. Regularly assess the effectiveness of investments made in violence prevention by soliciting feedback from community members who use these programs and by partnering more frequently with the academic and philanthropic sectors to support research and program evaluations.

If the City is to ensure investments in violence prevention programs remain responsive to community needs, members from the community that participate in these programs and residents impacted by violence must be consulted regarding whether these programs are effective. This should be an ongoing process and the City should look to partner with academic institutions and philanthropic organizations that have experience with conducting research and program evaluations that include community input. In particular:

- Consider adding specific questions to surveys and focus groups conducted by the City regarding community perceptions of safety and how well current programs meet the needs in communities.
- Explore the feasibility of annually setting aside a portion of program funds to be awarded for independent research and program evaluations to better assess the impact of violence prevention programs funded by the City.

4. Build the capacity of organizations managing community-based violence prevention programs to better assess the impact of their programs by collecting and analyzing relevant data, including needed outcome data, and adjust their programs accordingly.

Few organizations have the capacity to regularly collect and analyze data – particularly outcome data – that could help them modify their program as needed based on whether their program is having the desired impact in the communities they serve. To build this capacity in community-based organizations, the City should:

- Explore ways to provide more training and technical assistance to organizations regarding program evaluation and how best to use data to improve program design and implementation.
- Consider implementing a technology solution that would be relatively inexpensive for the City to adopt, while increasing the ability of organizations in the community to use more data-informed performance management systems.

The findings and recommendations in this review should be incorporated into the Administrations' response to develop a plan, due to the Mayor on January 5, 2019, that takes a public health approach that examines the causes of violence in communities and uses data and science to identify the most effective strategies to address these issues.

Appendix A

Inventory Of Fiscal Year 2017 City-Funded
Community-Based Anti-Violence/Violence
Prevention Programs

Appendix A

Department Funding	Program Name & Vendor	Level of Prevention	City FY 2017 Allocated	City FY 2017 Actual	State Funds Allocated	Total Allocated Funding (City + State)
DBHIDS	Healing Hurt People: Drexel University Note: The majority of clients seen were Medicaid eligible, so fewer funds were spent by the City to cover fee for service claims for uninsured and underinsured clients.	Tertiary	\$286,863	\$89,800	\$898,003	\$1,184,866
DHS	Big Brother Big Sister of Southeastern Pennsylvania	Primary	\$190,000	\$190,000	\$759,998	\$949,998
DHS	Intensive Prevention Services: CORA Services	Secondary	\$81,215	\$59,951	\$309,702	\$390,917
DHS	Intensive Prevention Services: Diversified Community Services	Secondary	\$142,431	\$142,431	\$498,672	\$641,103
DHS	Intensive Prevention Services: Juvenile Justice Center	Secondary	\$142,431	\$120,756	\$529,024	\$671,455
DHS	Intensive Prevention Services: Norris Square Community Alliance	Secondary	\$142,431	\$142,431	\$569,723	\$712,154
DHS	Intensive Prevention Services: Urban Affairs Coalition /Philadelphia Anti-Drug/Anti-Violence Network	Secondary	\$66,994	\$66,994	\$267,977	\$334,971
DHS	Intensive Prevention Services: Therapeutic Center at Fox Chase (The Bridge)	Secondary	\$203,646	\$190,502	\$762,006	\$965,652
DHS	Truancy Prevention and Intervention Initiative: Juvenile Justice Center of Philadelphia	Primary	\$98,887	\$83,649	\$334,597	\$433,484
DHS	Truancy Prevention and Intervention Initiative: Congreso de Latinos Unidos	Primary	\$178,176	\$188,578	\$754,311	\$932,487
DHS	Truancy Prevention and Intervention Initiative: Intercultural Family Services	Primary	\$139,427	\$138,734	\$544,935	\$684,362
DHS	Truancy Prevention and Intervention: Southeast Asian MAA Coalition, Inc. (SEAMAAC)	Primary	\$96,446	\$77,827	\$311,307	\$407,753
DHS	Truancy Prevention and Intervention Initiative: CORA Services	Primary	\$178,176	\$132,685	\$530,739	\$708,915
DHS	Truancy Prevention and Intervention: United Communities Southeast Philadelphia	Primary	\$138,378	\$121,251	\$485,005	\$623,383
DHS	Family Advocacy and Intervention Program: CORA Services	Primary	\$88,000	\$101,689	\$336,858	\$424,858
DHS	Philadelphia Youth Network	Primary	\$620,000	\$518,798	\$2,075,194	\$2,695,194
DHS	WorkReady Program -- JJS WorkReady Summer & Year-Round Employment: Philadelphia Youth Network	Primary	\$200,000	\$52,574	\$210,295	\$410,295

Appendix A

Department Funding	Program Name & Vendor	Level of Prevention	City FY 2017 Allocated	City FY 2017 Actual	State Funds Allocated	Total Allocated Funding (City + State)
DHS	WorkReady Program -- E3 Power Centers: Philadelphia Youth Network	Tertiary	\$373,135	\$361,383	\$1,445,532	\$1,818,667
DHS	Good Shepherd Mediation	Primary	\$18,500	\$13,912	\$55,648	\$74,148
DHS	Urban Affairs Coalition	Secondary	\$13,000	\$13,000	\$52,000	\$65,000
DHS	Little Red Perez Boxing Gym	Primary	\$10,000	\$9,998	\$39,994	\$49,994
DHS	Delinquency Prevention Program: Institute for the Development of African American Youth, Inc. (Don't Fall Down in the Hood)	Tertiary	\$98,400	\$122,438	\$489,750	\$588,150
DHS	Intensive Supervision Program: Institute for the Development of African American Youth, Inc.	Tertiary	\$42,070	\$18,032	\$72,130	\$114,200
DHS	Post-Dispositional Evening Reporting Center: Northeast Treatment Centers	Tertiary	\$86,637	\$86,637	\$346,548	\$433,185
DHS	Evening Reporting Centers (ERC): Youth Advocacy Program	Tertiary	\$66,873	\$37,198	\$148,792	\$215,665
DHS	Better Way -- Conflict Management: Catholic Charities of the Archdiocese of Philadelphia	Tertiary	\$29,970	\$24,735	\$98,939	\$128,909
DHS	Family Group Decision Making: It Takes A Village	Primary	\$7,500	\$7,500	\$142,500	\$150,000
DHS	Philadelphia Youth Sports Collaborative: Northeast Treatment Centers	Tertiary	\$13,605	\$2,126	\$8,502	\$22,107
DHS	Case Management: Northern Children's Services	Tertiary	\$14,569	\$14,570	\$58,274	\$72,843
DHS	Philly Youth Poetry Movement: Urban Affairs Coalition	Primary	\$5,727	\$4,867	\$16,444	\$22,171
DHS	Mental Health Services: Joseph J Peters Institute	Tertiary	\$50,000	\$21,904	\$21,907	\$71,907
DHS	Mental Health Services: West Philadelphia Mental Health Consortium	Secondary	\$5,000	\$25,517	\$47,500	\$52,500
DHS	Mental Health Services: West Philadelphia Mental Health Consortium	Secondary	\$5,050	\$5,049	\$95,953	\$101,003
DHS	Global Positioning Technology: First Judicial District	Tertiary	\$130,000	\$95,313	\$381,253	\$511,253
DHS	LGBTQ Youth Development: The Attic Youth Center	Primary	\$20,000	\$20,000	\$80,000	\$100,000
DHS	CB Community Schools	Primary	\$5,000	\$4,995	\$19,979	\$24,979
DHS	Prevention Services: Urban Affairs Coalition (fiduciary)	Primary	\$188,096	\$191,908	\$636,671	\$824,767
DHS	Philadelphia Mural Arts Program: Philadelphia Mural Arts Advocates	Secondary	\$190,000	\$190,000	\$760,000	\$950,000

Appendix A

Department Funding	Program Name & Vendor	Level of Prevention	City FY 2017 Allocated	City FY 2017 Actual	State Funds Allocated	Total Allocated Funding (City + State)
DHS	Bilingual Domestic Violence Program: Lutheran Settlement House	Secondary	\$40,000	\$39,828	\$159,312	\$199,312
DHS	Domestic Violence Program: Menergy	Tertiary	\$29,000	\$29,000	\$116,000	\$145,000
DHS	Safe at Home Services and Teen Dating Violence Prevention: Women Against Abuse	Secondary	\$72,925	\$72,925	\$291,702	\$364,627
DHS	Domestic Violence Program: Women In Transition	Secondary	\$22,800	\$22,800	\$91,200	\$114,000
DHS	Domestic Violence Program: Women Organized Against Rape	Secondary	\$35,000	\$35,000	\$140,000	\$175,000
DHS	Case management/preventive services: Cambodian Association of Greater Philadelphia	Primary	\$15,000	\$15,000	\$60,000	\$75,000
MDO	The Guild: Mural Arts Philadelphia	Tertiary	\$275,000	\$275,000	\$0	\$275,000
OCJ	Focused Deterrence: Goodwill Industries +others	Tertiary	\$130,000	\$130,000	\$0	\$130,000
OCJ	Youth Violence Reduction Partnership: Philadelphia Anti-Drug/Anti-Violence Network (PAAN) / Juvenile and Adult Probation / District Attorney's Office	Tertiary	\$4,371,217	\$4,371,217	\$0	\$4,371,217
PPD	Emotional Support of Victims and Witnesses	Secondary	\$26,316	\$26,326	\$0	\$26,316
PPD	Police Athletic League Note: The funding captured here does not include the salaries for the uniform officers from the Philadelphia Police Department that support the Police Athletic League.	Primary	\$393,297	\$393,297	\$0	\$393,297
PPD	School Diversion Program Note: Most of the funding for the School Diversion Program is allocated for the Intensive Prevention Services (IPS) program. IPS is funded to deliver the supports necessary for the students placed in this diversion program.	Secondary	\$11,980	\$11,980	\$30,301	\$42,281
Prisons	Mural Arts Programs: Philadelphia Mural Arts	Tertiary	\$212,286	\$228,133	\$0	\$212,286
Prisons/RISE	Goodwill Industries	Tertiary	\$21,000	\$17,350	\$0	\$21,000

Appendix A

Department Funding	Program Name & Vendor	Level of Prevention	City FY 2017 Allocated	City FY 2017 Actual	State Funds Allocated	Total Allocated Funding (City + State)
PWD-MDO	<p>PowerCorpsPHL: Education Works</p> <p>Note: This funding includes: \$100,000 from Philadelphia Parks and Recreation; \$246,000 from Philadelphia Water Department; \$500,000 from Department of Human Services; \$1,000,000 in General Fund, and \$1,060,064 in Federal funds.</p>	Secondary	\$1,846,000	\$1,846,000	\$0	\$2,906,064**
Streets	<p>Philly Future Track: LevLane</p> <p>Note: It is important to point out, that, although, Streets budgeted \$1,450,000 for the Future Track Program, FY17 represented the first year Streets incorporated it as part of a comprehensive workforce development program with the objective of employment at the end of the program, as opposed to a primarily experiential program (providing real work experience). As a result, the number of participants was scaled to ensure programmatic success and overall total program expenditures totaled \$756,958.</p>	Primary	\$1,450,000	\$756,958	\$0	\$1,450,000
TOTAL			\$13,318,454	\$11,960,546*	\$16,085,177	\$30,463,695**

***Note:** DHS prevention and diversion programs reflected in Appendix A are funded based on utilization and staffing. Under spending can be impacted by referrals, staffing, and utilization. DHS overmatched its budget in FY17. This means that the Department expended more funds than originally budgeted to deliver the child welfare mandated services. Therefore any program specific under spending was utilized by the Department to support other mandated services. Therefore the Department cumulatively had no under spending.

** **Note:** Total Allocated Funding (City + State) includes \$1,060,064 in Federal Funds that PowerCorpsPHL received in FY17

Appendix B

Program Descriptions for Fiscal Year 2017 City-
Funded Community-Based Anti-Violence/
Violence Prevention Programs

Appendix B

Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DBHIDS	Healing Hurt People: Drexel University	Ages 8-30 intentionally injured	Hospital-based engagement and intervention that includes counseling services, case management, and linkage to supportive services (mentoring, housing, employment, etc.).	Tertiary	Healing Hurt People is a hospital-based violence intervention program designed to reduce re-injury and retaliation among youths ages 8 to 30 in Philadelphia. The program utilizes a trauma-informed approach designed to reduce longstanding emotional disruption (PTSD and other stress symptoms) among individuals ages 8-30 in Philadelphia who have been intentionally injured. The program is comprised of a 4 phase model: Screening and Engagement (Phase 1); Active Involvement (Phase 2); Stabilization and Stepdown (Phase 3); and Discharge (Phase 4).
DHS	Big Brother Big Sister of Southeastern Pennsylvania	Children between the ages of 7-17 who are facing risk factors known to contribute to delinquency.	One to one mentoring	Primary	Big Brother Big Sister of Southeastern Pennsylvania (BBBS) is a non-profit organization which provides one-to-one mentoring services to children throughout Philadelphia and the surrounding region. The program serves children between the ages of 7-17 who are facing risk factors known to contribute to delinquency. The one-to-one mentoring relationship consist of a match between a youth (little) and an older mentor (big) in which they spend consistent, significant time together, which is monitored and supported by professional staff. The agency provides a community program as well as a school-based program. The goal of the matches is to positively impact youth to become caring, confident, competent adults to prevent and/or reduce delinquency, and academic and social failure.
DHS	Intensive Prevention Services: CORA Services	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	CORA Services Inc. Intensive Prevention Services (IPS) program offers site and home based services to at risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court. Youth must meet one or more criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team and academic assistance is offered at the afterschool program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Intensive Prevention Services: Diversified Community Services	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	Diversified Community Services' Intensive Prevention Services (IPS) program offers site and home- based services to at-risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court. Youth must meet one or more of the criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team and academic assistance is offered at the after school program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.
DHS	Intensive Prevention Services: Juvenile Justice Center	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	Juvenile Justice Center's Intensive Prevention Services (IPS) program offers site and home based services to at-risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court. Youth must meet one or more of certain criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team and academic assistance is offered at the after school program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.
DHS	Intensive Prevention Services: Norris Square Community Alliance	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	Norris Square Community Alliance's Intensive Prevention Services (IPS) program offers site and home-based services to at-risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court. Youth must meet one or more of certain criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team, and academic assistance is offered at the after school program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Intensive Prevention Services: Urban Affairs Coalition /Philadelphia Anti-Drug/Anti-Violence Network	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	Philadelphia Anti-Drug Anti-Violence Network's Intensive Prevention Services (IPS) program offers site and home-based services to at risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court. Youth must meet one or more of certain criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team and academic assistance is offered at the after school program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.
DHS	Intensive Prevention Services: Therapeutic Center at Fox Chase (The Bridge)	Ages 10-17 (1) Exhibiting at-risk behaviors in school, home or in the community. (2) Discipline problems at school or recurring conflicts at home. (3) Have been diverted from possible arrest.	Site based programming; individual case management; life skills; mentoring; academic support; individual support/counseling; group support/counseling; parent/family engagement; field activities/trips; community engagement; and recreation	Secondary	The Bridge's Intensive Prevention Services (IPS) program offers site and home-based services to at-risk youth between the ages of 10-17 years old. Referrals to the program come from a variety of sources including Family Court and the Police Diversion Program. Youth must meet one or more of certain criteria including chronic truancy, suspended 3 or more times from school or expelled in the past 12 months, arrested within the past 12 months, or a history of running away. A case manager and counselor are teamed to work with each client. The team visits both the client's home and school. The youth's academic status and school attendance are monitored by the team and academic assistance is offered at the after school program. The site programming also offers life skills sessions, group and individual counseling and opportunities for community service.
DHS	Truancy Prevention and Intervention Initiative: Juvenile Justice Center of Philadelphia	Children and youth identified as being truant or at risk of being truant from school	Case management; home and school visits, monitor attendance, court representation	Primary	The main objective is to prevent truancy through early assessment and family/youth interventions. Truancy case managers collaborate with the schools within CUA region 6 (Tabor Northern) to identify students with truancy issues. Case managers inform Truancy Court referred families of the Pennsylvania Compulsory Education Attendance Law and ensure compliance that all children must attend school in PA. Truancy case managers conduct school and home visits on a bi-monthly basis to identify barriers that affect attendance and aid the family through the truancy court process.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Truancy Prevention and Intervention Initiative: Congreso de Latinos Unidos	Children and youth identified as being truant or at risk of being truant from school	Case management; home and school visits, monitor attendance, court representation	Primary	Congreso seeks to decrease students' entry into the Regional Court system by increasing students' school attendance and engagement. Congreso's tiered Truancy services model with a PCM approach aims to: 1) build relationships, identifies barriers and problem solves with students and families; 2) systematically monitors early warning indicators to develop data-informed interventions; and 3) provides and connects families to cultural and linguistically appropriate services.
DHS	Truancy Prevention and Intervention Initiative: Intercultural Family Services	Children and youth identified as being truant or at risk of being truant from school	Case management; home and school visits, monitor attendance, court representation	Primary	The Truancy Prevention Program focuses on: 1) promoting school attendance by working with school personnel and other community partners to identify pre-truant and truant youth and intervening quickly; 2) promoting attachment as relationships remain critical to engagement and collaboration with youth, families and community stakeholders in the alleviation of truancy; and 3) promoting achievement by ensuring that children, youth and families have the tools and resources that address individual, family and community risk factors that lead to and exacerbate truancy.
DHS	Truancy Prevention and Intervention: Southeast Asian MAA Coalition, Inc. (SEAMAAC)	6 to 17 years old; students at risk of Truancy court	Case management; home and school visits, monitor attendance, court representation	Primary	A truancy prevention and intervention program for children and youth. Services are provided through three tiers of referrals: 1) schools' early indicator warning system that identifies children and youth that are at risk for truancy, 2) referrals reported to Family Court by the School District of Philadelphia because of chronic truancy, and 3) transfers of cases from Regional Court to Family Court that require ancillary support. The goal of this initiative is to increase the child's school attendance and academic performance, to ensure that all educational support services are in place, and increase the involvement of the child's parents/caregivers in supporting the educational achievement of their child.
DHS	Truancy Prevention and Intervention Initiative: CORA Services	Children and youth identified as being truant or at risk of being truant from school	Case management; psychoeducation around school attendance and related issues; family and personal advocacy skill-building	Primary	The CORA Services truancy program provides child/family-focused prevention/intervention/case management services to clients experiencing elevated risk for school nonattendance/truancy, and court systems involvement through two levels of care: 1) prevention services for children and families with pre-truant status of five to nine unexcused school absences and 2) intervention/case management services for those who have crossed the truancy threshold with ten or more unexcused school absences. CORA provides Truancy Prevention and Intervention services to the thirty-one assigned school communities located within the broad geography of the CUA 4 Zone in Northeast Philadelphia.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Truancy Prevention and Intervention: United Communities Southeast Philadelphia	Students 4th grade to 12th grade missing more than 5 unexcused days of school	Tier 1 and Tier 2 services for CUA 8; Truancy prevention services	Primary	The Truancy Prevention and Intervention Services of United Communities is assigned to 36 schools in the South Philadelphia area to provide case management support for truant students (Tier II) and students who are at risk of becoming truant (Tier 1). School-aged children accumulating ten or more unexcused absences are referred by the school district to DHS who assigns the cases to United Communities to provide the necessary services in getting the student and family back on track. Case managers meet with parents/guardians to discuss the issues surrounding truancy, inform them of the mandatory requirements in the Pennsylvania Attendance Law, recommend a family plan to intervene against further truancy, and support the family in Regional and/or Family Court.
DHS	Family Advocacy and Intervention Program: CORA Services	School-aged through 18; may extend to youth served in the foster care system as needed.	Individual and family counseling; case management	Primary	CORA Family Advocacy serves children, youth and families experiencing conditions or circumstances consistent with risk for developing dependency, delinquency, truancy, school difficulty or behavioral health concerns. Family Advocacy program services include counseling intervention and case management services. Family needs are assessed during the intake interview which explores their medical, educational, and psychosocial history. CORA receives referrals from a variety of community resources and accepts self referrals. CORA has a separate program with a different funding stream for those clients in need of drug and alcohol counseling. The program primarily serves youth living or attending school in the greater northeast area.
DHS	Philadelphia Youth Network	Philadelphia resident and out of school or returning from juvenile placement.	Basic literacy instruction; GED classes; College and SAT preparation; College introductory trips; Job readiness classes; Paid internships; Job placement; Life skills classes; Health education; Parenting education; Structured recreational and social activities	Primary	Philadelphia Youth Network's (PYN) E3 Center seeks to improve the educational and economic outcomes for young people 16-21 especially those most at risk: youth living in poverty, those who have dropped out or are at risk of dropping out of school, and youth who have been adjudicated or involved with the foster care system. The E3 Center provides assistance with long term goals of education, employment and empowerment. PYN maintains management responsibility for the E3 initiative which includes contract and performance management, and program design and technical assistance for center operations. PYN has management oversight over four subcontracted E3 centers. The Department of Human Services provides funding to the four E3 centers which are operated by JEVS Human Services, Congreso de Latinos Unidos, The Bridge, and Communities in Schools Philadelphia.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	WorkReady Program -- JJS WorkReady Summer & Year-Round Employment: Philadelphia Youth Network	Youth ages 14-18	Workforce preparation services and subsidized employment	Primary	The WorkReady summer and year round employment programs are designed to provide each youth with work preparation skills, workplace mentors and the ability to sharpen academic skills. Each youth participates in experiences that provide them with the following skills: Self-Direction/Initiative; Productivity/Accountability; Flexibility/Adaptability; and Teamwork/Collaboration.
DHS	WorkReady Program -- E3 Power Centers: Philadelphia Youth Network	Youth ages 16-21; who are out of school or returning from juvenile placement	Educational, employment and empowerment services (e.g. leadership development, mentoring, civic engagement/service learning); case management	Tertiary	The E3 Power Center Initiative provides education, employment and empowerment services to opportunity youth, youth without a high school diploma, at-risk youth and youth returning from placement. The majority of E3 members have left high school and have not earned a high school diploma or GED and/or are court-involved youth who are returning from delinquent placement facilities and are subsequently connected to reintegration services.
DHS	Good Shepherd Mediation	Philadelphia community resident	Mediation and conflict resolution; anger management; restorative practices	Primary	Established in 1984, Good Shepherd Mediation Program (GSMP) is a neighborhood justice center. It serves as an innovative response to escalating crime and violence resulting from unresolved disputes, particularly among juveniles in Philadelphia. The mission of GSMP is to encourage peace, reconciliation, and social justice through the use of mediation and other constructive conflict resolution processes.
DHS	Urban Affairs Coalition	Youth at risk for violence and delinquency problems	Short-term case management for youth and their families	Secondary	Provides services and supports to youth at risk for violence and delinquency problems and includes short-term case management to both at risk youth and their families.
DHS	Little Red Perez Boxing Gym	Ages 7-18	Recreation / Exercise Tutoring and homework assistance	Primary	The Little Red Perez Boxing Gym's Delinquency and Violence Prevention Program offers physical fitness training, amateur boxing, nutrition, and weight loss education to children and youth. The target population is youth 7 to 18 years of age citywide. The program is open to both genders but female participants must be accompanied by an adult due to the nature of physical contact. The program is located at Rivera Recreation Center and operates Monday through Friday, year round from 3:30pm to 8:30pm. The program has an open door policy therefore cases remain open with an invitation to return to the program at any time.
DHS	Delinquency Prevention Program: Institute for the Development of African American Youth, Inc. (Don't Fall Down in the Hood)	Ages 14-18, who have been adjudicated delinquent (first-time) for violation of the Uniform Firearms Act, and referred by Family Court as a condition of probation or institutional release	Supervision, case management, therapy and other program activities four days a week for a period of six months	Tertiary	Provides services to 100 youth, ages 14-18, who have been adjudicated delinquent (first-time) for violation of the Uniform Firearms Act, and referred by Family Court as a condition of probation or institutional release; participants are required to attend therapy and other program activities four days a week for a period of six months.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Intensive Supervision Program: Institute for the Development of African American Youth, Inc.	Court ordered only; this program is for the exclusive use of youth whose cases are active in the juvenile justice system	In-home supervision	Tertiary	The Detention Diversion Advocacy Project serves youth in their homes who would otherwise be at the Youth Study Center.
DHS	Post-Dispositional Evening Reporting Center: Northeast Treatment Centers	Clients served are male youth, ages 14-18, who have been adjudicated of any misdemeanor or felony charge. Court ordered only.	Intensive community supervision for a six-month mandated length of stay	Tertiary	The Post-Dispositional Evening Reporting Center (post ERC) is designed to provide the most restrictive alternate level of supervision to placement for adjudicated youth who can be serviced effectively in the community without being separated from their families or schools. The post ERC monitors youth for a six-month mandated length of stay, supervising them through their legal mandates and working to minimize rearrests, failures to appear in court, and failures to adjust to program stipulations. Program staff also work to develop discharge plans for all committed youth and provide linkages to community resources before official discharge.
DHS	Evening Reporting Centers (ERC): Youth Advocacy Program	Court ordered only; this program is for the exclusive use of youth whose cases are active in the juvenile justice system	High quality supervision and educational supports in the evenings	Tertiary	Evening Reporting Centers to residential placements, prevent recidivism, and enhances the protection of public safety through constrictive engagement, high quality supervision and educational supports in the evenings, a time when delinquent activities are more likely to occur.
DHS	Better Way -- Conflict Management: Catholic Charities of the Archdiocese of Philadelphia	Ages 12-19; involved in the juvenile justice system	Conflict/anger management	Tertiary	Teaches anger and conflict management strategies to youth 12-19 who are involved in the juvenile justice system. Youth are assigned to small, age appropriate groups and receive training during and after school hours at community-based locations throughout the City. Training is provided by instructors certified in effective anger and conflict management.
DHS	Family Group Decision Making: It Takes A Village	Families involved with DHS, Juvenile Probation and self-referrals from families experiencing issues that could possibly bring a child or youth into the child welfare or juvenile justice system.	Group decision making	Primary	The Family Group Decision Making (FGDM) Model empowers families to work together for the purpose of providing a safe, secure environment, free from abuse and neglect for the child or children while providing permanency. It also allows for juveniles under the supervision of the juvenile justice system to address balanced and restorative justice issues while keeping the community safe.
DHS	Philadelphia Youth Sports Collaborative: Northeast Treatment Centers	Children and youth in Philadelphia	Recreation/sports program	Tertiary	Juvenile offenders are referred to one of several youth sports programs. Probation Officers identify youth and connect them to a program based on interest, location, schedules and other criteria.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Case Management: Northern Children's Services	Youth engaged in the Student Transition Center	Case management	Tertiary	Services and supports to youth via case management for youth engaged in reti-wrap. The Student Transition Center (formerly known as Reti-Wrap) is a one-stop welcome center for all youth that are involved in juvenile justice, child welfare, behavioral health placements, drug and alcohol placements and homeless and domestic violence shelters.
DHS	Philly Youth Poetry Movement: Urban Affairs Coalition	Justice-involved or systems involved youth only	Provides a safe space for Philadelphia youth to discover the power of their voices through spoken work and literary expression	Primary	Philly Youth Poetry Movement conducts on-going creative writing workshops focusing on poetry, spoken word, and hip-hop. Provides a safe space for Philadelphia teens to discover the power of their voices through spoken word and literary expression.
DHS	Mental Health Services: Joseph J Peters Institute	Youth adjudicated delinquent	Counseling services; partial hospitalization	Tertiary	Counseling services to delinquent youth; partial hospitalization services.
DHS	Mental Health Services: West Philadelphia Mental Health Consortium	Primarily 11 to 18-year-old youth who have been referred for behavioral or emotional problems by the juvenile justice, mental health, school or child welfare systems	Counseling; family-based prevention and interventions services	Secondary	Functional Family Therapy -- family-based prevention and intervention to reduce problem behaviors in adolescents and youth.
DHS	Mental Health Services: West Philadelphia Mental Health Consortium	Primarily 11 to 18-year-old youth who have been referred for behavioral or emotional problems by the juvenile justice, mental health, school or child welfare systems	Counseling services	Secondary	Functional Family Therapy -- related costs: court appearances, transportation, annual training/licensing fees, phone consultations, private/uninsured dependent/delinquent families services and connections to resources.
DHS	Global Positioning Technology: First Judicial District	Youth on probation	Supervision in the community	Tertiary	Global Positioning Technology -- management of the probation programs including maintenance, training, monitoring and trouble shooting of GPS system operations.
DHS	LGBTQ Youth Development: The Attic Youth Center	LGBTQ youth and young adults between the ages of 14 and 21.	Academic support, creative action groups, individual life coaching sessions, career readiness, internships, individual and family counseling.	Primary	The Attic Youth Center operates a positive youth development program for the LGBTQ youth population. The organization was founded in 1993 to meet the needs of these youth with the goal of providing them with a safe place to come and reduce their feelings of alienation within the community. The agency offers creative arts workshops, vocational and life skills training and community linkages. The agency's programming also includes HIV prevention education and testing, and referrals for housing and medical care. The Attic works in collaboration with the Philadelphia Mural Arts program and the Philadelphia Youth Network Work Ready program.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	CB Community Schools	Age 15-21, students involved in or have been involved in the child welfare or juvenile justice systems in Philadelphia and: under credited; attended multiple high school settings; have unmet special education needs; are on average 17 y/o and are testing at a 6th grade reading level and at a 5th grade math level; may have lived in multiple out of home settings or may be young parents with a child or children under the age of 4.	Special education, learning and emotional support (onsite social services linking young people to urgent and ongoing clinical care, legal advocacy and nursing services)	Primary	A day school for high school aged students under the care of DHS; services provided by CB Community Schools aligns with DHS goals as they aim to reduce congregate care by offering a community school that incorporates high quality competency based learning with necessary social and emotional supports including an onsite outpatient mental health clinic.
DHS	Prevention Services: Urban Affairs Coalition (fiduciary)	Not applicable	Fiduciary services for several DHS providers/ programs	Primary	The Urban Affairs Coalition partners with DHS and its providers to provide programmatic and fiscal support to address the underlying problems that lead to abuse, neglect and delinquency and to support at-risk children before their situation leads to involvement or more intensive involvement in the formal child welfare system. UAC provides fiduciary services for DHS for the following providers/programs: Boys Track; Children's Hospital of Philadelphia; Communications Project; Covenant House; Girls Track; Grand Central; Recreation OST; Teen-shop; and Together as Adoptive Parents.
DHS	Philadelphia Mural Arts Program: Philadelphia Mural Arts Advocates	Youth ages 10-22; served by DHS, in or coming out of the prison system; or seeking services from clinics funded by DBHIDS	Provides youth with the opportunity to learn techniques in visual arts, digital media, and an opportunity to learn art and mural painting from professionals	Secondary	Philadelphia Mural Arts Advocates provides violence and delinquency prevention services to at-risk children and youth, ages 10 to 21, through their art education and mural painting programs at over 30 locations. The Philadelphia Mural Arts Advocates provides services through their Art Education Program and Restorative Justice Program. The following divisions: Foundation and Innovations, Emerging Muralists, Restorative Justice Youth, Artpreneurs, and Arts & Artists Outdoors (A2O) comprise the Art Education Program. The Restorative Justice Programs operates at the following two sites: The Philadelphia Juvenile Justice Services Center and St. Gabriel's Hall.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Bilingual Domestic Violence Program: Lutheran Settlement House	The program's target population includes families and other persons who live in Philadelphia and surrounding counties, and southern New Jersey.	Teen dating violence education workshops; biweekly case management for clients moving from transitional housing to permanent housing; crisis phone counseling for domestic violence; individual & group counseling sessions; group counseling for parents	Secondary	Bilingual Domestic Violence Services. The first program component involves the provision of counseling services. The second component involves the provision of aftercare services to victims of domestic violence and their children who are moving out of the Sheila Brown Women's Center Transitional Housing Program or Emergency Family Shelter. The focus of the third component, Parenting After Violence, is to address the negative impact of domestic violence on parenting that may cause a family to become involved with DHS. The fourth component, STAR, is an education program designed to educate high school students on the dynamics and warning signs of teen relationship abuse.
DHS	Domestic Violence Program: Menergy	Adults who are physically or emotionally abusive to their partners or children. Program participants covered under the contract include clients referred directly from DHS and other sources whose income falls below the appropriate limits and who have minor-aged children living in Philadelphia.	Multi-session intensive evaluations and group treatment Individual and group therapy sessions	Tertiary	MENERGY provides counseling and education services to adult males and females who are physically, emotionally or sexually abusive towards their partners. The agency also provides services to adults who are or have been physically and/or sexually abusive towards children. MENERGY provides comprehensive evaluations, assessments and intensive individual and group therapies. All clients are required to participate in three individual sessions before group treatment begins. Intensive group sessions start at the beginner level and progress to the advanced level according to the clients' successful completion of treatment goals. Female clients only attend individual therapy due to the low number of female participants.
DHS	Safe at Home Services and Teen Dating Violence Prevention: Women Against Abuse	Victims of domestic violence and their children	Safe at Home Aftercare Services; Education and Training; and SAFE Families Legal Project	Secondary	The purpose of this contract is to continue the Women Against Abuse (WAA) Safe at Home Services (Aftercare) for victims of domestic violence and their children; as well as provide its teen dating violence prevention program and community education services to targeted youth. As a result, WAA continues to offer holistic services to victims of domestic violence and their children as they transition from WAA's residential programs into independent housing; and continues its teen dating violence prevention program in local middle and high schools, focusing on schools that serve troubled teens and youth, as well as schools located in neighborhoods reporting the highest number of domestic violence incidents.
DHS	Domestic Violence Program: Women In Transition	Women whose lives are endangered by domestic violence and/or substance abuse and who are at risk of (or are already involved with) DHS interventions with their children	Counseling and advocacy; DV and substance abuse prevention and intervention services	Secondary	Women In Transition under this contract provides domestic violence and substance abuse prevention and intervention services for women who are at-risk due to exposure to or have been victimized by intimate partner violence.

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Department Funding	Program Name & Vendor	Program Eligibility	Services Provided	Level of Prevention	Program Description
DHS	Domestic Violence Program: Women Organized Against Rape	Children who have experienced sexual abuse and have DHS/CUA involvement (currently or previously)	Trauma counseling services (individual and group); and education and training services to various workgroups or organizations as referred by DHS/CUA	Secondary	Women Organized Against Rape (WOAR) assists children/youth and their families in recovering from sexual assault/sexual abuse. WOAR services provide support to children and families in accordance with DHS/CUA objectives: maintaining children in their homes and communities; and improving child and family functioning. WOAR provides individual and group counseling services to children between the ages of 2 and 18 years old who currently or previously had DHS involvement, and have been victims of sexual abuse. The program serves both male and female children, and also provides parents and clients with education on relaxation techniques and coping skills.
DHS	Case management/preventive services: Cambodian Association of Greater Philadelphia	Cambodian and Cambodian American families living within the Greater Philadelphia area with school aged children	Referral and linkage; case management; translation and interpretation services; advocacy and emergency support	Primary	The Cambodian Association of Greater Philadelphia provides supportive and case management services to Cambodian and Cambodian-American families with school aged children. The agency assists clients with language interpretation and document translation. The program helps clients apply for medical insurance, social security benefits, and welfare benefits (food stamps and cash assistance). The agency also provides clients with linkage and referrals to community resources (e.g. housing and employment workshops).
MDO	The Guild: Mural Arts Philadelphia	Formerly incarcerated individuals and young adults on probation	In addition to the skills built through work, the Guild offers classes in job readiness and parenting, as well as referrals to academic support programs that assist with access to the GED and higher education.	Tertiary	The Guild, a paid apprenticeship program, gives formerly incarcerated individuals and young adults on probation the opportunity to reconnect with their community while developing job skills. Through work on creative projects like mural making, carpentry, and mosaics, members of the Guild, guided by artists and other skilled professionals, transform their neighborhoods and themselves. Designed to incorporate concepts of community, victim, and individual restoration in every aspect of the program, The Guild seeks to prevent re-incarceration and further the employment or educational objectives of each participant.
OCJ	Focused Deterrence: Goodwill Industries +others	Individuals residing within target area that are on adult probation and known to law enforcement as part of a gang.	Job training, and other services as identified by the individual, including education, housing	Tertiary	Focused Deterrence is an evidence-based violence intervention model developed by David Kennedy. In conjunction with the Philadelphia Police Department, Probation and Parole, and the District Attorney's Office, the program runs call-ins for identified individuals known to be associated with violence, and provides activities and social services for the community at large.

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OCJ	Youth Violence Reduction Partnership: Philadelphia Anti-Drug/Anti-Violence Network (PAAN) / Juvenile and Adult Probation / District Attorney's Office	Young people under the age of 25, who are on juvenile or adult probation and are at a high risk of committing an act of violence. Note: They are typically 14 to 24 years old, male, drug involved, have been incarcerated for a drug offense or gun charge, and are likely to have siblings in the juvenile justice system.	Street outreach services, case management, job readiness/life skills training, transportation to job interviews, trips and recreation	Tertiary	The Youth Violence Reduction Partnership (YVRP) is a multi-agency effort aimed at reducing youth homicides by focusing on youth ages 14 to 24 that are most at risk to kill or be killed. The program focuses its effort on Philadelphia's highest-crime, highest-need neighborhoods. These police districts are unfortunately notorious for the highest and most violent crime rates in the city. YVRP attempts to keep its participants "alive at 25" using two basic principles: steering participants away from violence through careful and constant supervision, and providing them with the necessary supports to set them on the path to productive adulthood through relationships with responsible, helpful adults.
PPD	Emotional Support of Victims and Witnesses	Victim or witness of a crime	Basic crisis intervention and referrals for additional services and support	Secondary	One measure of compassionate law enforcement lies in the way its police officers treat victims and witnesses. A police officer is often the first criminal justice official a victim or witness of a crime encounters after the crime has occurred. This connection places police officers in a unique position to provide support, information, and guidance to crime victims and witnesses. Using basic crisis intervention techniques and providing referrals for additional services can impact the victim's and witnesses' ability to begin the process of healing from the pain of victimization.
PPD	Police Athletic League	6-18 years of age	Educational, athletic, recreational, character-building, and cultural programs (after school and summer time hours)	Primary	Police Athletic League (PAL) is a youth development organization offering educational, athletic, recreational, character-building, and cultural programs to Philadelphia's youth, ages 6-18. All PAL programs are fun, safe, and FREE. PAL programming fills the dangerous void for Philadelphia kids during after-school and summertime hours by providing constructive activities and supervision.
PPD	School Diversion Program	Students in Philadelphia public school. Note: 10 or older; no previous juvenile record and have committed a misdemeanor summary act on school grounds (such as weapons possession, other than a firearm, criminal trespass or disorderly conduct).	Services offered through the Intensive Prevention Services (IPS) program	Secondary	The Philadelphia School Diversion Program is an innovative program that aims to stem the "school-to-prison pipeline" and unnecessary referrals of children to the juvenile justice system by delivering a 50 percent reduction in the number of arrests of children and elimination of the racial disparity in these arrests and related school based disciplinary actions at the School District of Philadelphia.

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Prisons	Mural Arts Programs: Philadelphia Mural Arts	Participating in the Work Release Program	Supportive arts-based learning environment; mentorship and art instruction	Tertiary	Offenders in the Work Release Program participate in art classes facilitated at the Mural Arts Program office. The works of art are an expression of criminal justice issues.
Prison/RISE	Goodwill Industries	RISE clients; at least 18 years of age	Forklift training (2 classes per month; serving at least 5 students per class; between 7/1/2016 - 6/30/2017)	Tertiary	Forklift training for the clients of the Mayor's Office of Reintegration Services. Students who successfully pass the classroom test with 80% and above and driving sections are presented their official OSHA operating documentation.
PWD-MDO	PowerCorpsPHL: Education Works	18-26 years of age with a high school diploma or GED who are returning citizens or disconnected from school or work. Note: recruiting from YVRP, RISE and DHS as well as community nonprofits who have clients with barriers to employment (e.g. criminal background)	The PowerCorpsPHL model was designed to mirror apprenticeship (i.e. earn and learn) practices to ensure that members enter and succeed in career pathways by using service as the strategy to provide career-connected education and paid, work experiences, that will lead to career advancement.	Secondary	PowerCorpsPHL enrolls disconnected young adults and returning citizens in full-time AmeriCorps service as the strategy to provide career-connected education and paid work experiences that support Philadelphia's environmental stewardship, youth violence prevention, and workforce development priorities.
Streets	Philly Future Track: LevLane	<ul style="list-style-type: none"> • Be eligible to work in the United States • Be a Philadelphia resident • Have a high school diploma or GED equivalent • Have 2 pieces of acceptable ID • Commit to program attendance and participation for entire program length (5-months) with a focus on punctuality, dependability, and overall good work ethic • Have knowledge of the City of Philadelphia and its neighborhoods 	On-the-job skill training / real world work experience	Primary	The Philly Future Track program is designed to engage young adults (18-24) who are not enrolled in higher education and are unemployed to perform meaningful public service work aimed at either improving neighborhood beautification by removing litter and debris or assisting in improving the city's transportation network by performing roadway maintenance or supporting construction inspections or traffic investigations work. Program participants receive on-the-job and classroom instruction to obtain skills, learn positive work attitudes and develop professional work habits and behaviors in order to prepare to succeed in today's workforce environment. Participants are assigned to a specific program track based upon interest and ability and may have an opportunity to apply and compete for City of Philadelphia civil service employment upon successful completion of all programmatic requirements.