



# Mayor Jim Kenney's First Term Reflections

Signature Accomplishments  
2016 - 2019





# Contents

<b>3</b>	<b>Letter from the Mayor</b>
<b>5</b>	<b>The Philadelphia Beverage Tax:</b> Funding Transformative Programs
<b>6</b>	<b>PHLpreK:</b> Giving our Children a Quality Start
<b>8</b>	<b>Rebuild:</b> Rebuilding Community Infrastructure
<b>10</b>	<b>Education:</b> Ensuring Quality Schools in Every Neighborhood
<b>15</b>	<b>Philadelphia Resilience Project:</b> Fighting the Opioid Epidemic
<b>20</b>	<b>Immigration:</b> Remaining a Welcoming City for All
<b>23</b>	<b>Criminal Justice Reform:</b> Restoring Equity to a Broken System
<b>25</b>	<b>Making Progress</b>
<b>26</b>	<b>Looking Ahead</b>



## Letter from the Mayor

Fellow Philadelphians,

Being your mayor for the last four years has been the greatest honor of my life. In 2016, we embarked on an ambitious mission to bring equity and opportunity to all neighborhoods and to make the government more accessible and accountable to the people it serves.

As I reflect on this term, I'm proud of many things that we've accomplished together. Among them was our ability to stay true to our guiding principles of courage, compassion, and collaboration. We knew that Philadelphia could not rely on support from Harrisburg or Washington to solve our city's challenges. We needed to create new ways to tackle our most pressing issues head-on and take control of our destiny. And that's just what we are doing.

Together, we took on the powerful beverage industry to raise the revenue needed to create Community Schools, provide free, quality pre-K for over 6,000 kids, and invest hundreds of millions of dollars in our aging public spaces.

Helping children reach their full potential has been at the heart of everything we do. I firmly believe that the single most important investment we can make for future generations is quality education. That's why we took the bold step of returning our schools to local control, and I appointed a Board of Education that has been responsive to student and parent concerns.

To accelerate the School District of Philadelphia's progress, and because we knew we couldn't wait for the Commonwealth to fulfill its mandate to adequately fund education, we committed to investing more than \$1.2 billion in our schools. These efforts are already paying off. Today, we have twice as many high performing schools, fewer low performing schools, and an education agenda to ensure there are great schools in every Philadelphia neighborhood.

(continued on next page)

While the federal government has been gridlocked, we KNEW that we must do more to serve the quarter of Philadelphians living in poverty. We developed a multi-faceted approach to stabilize households through affordable housing and social services; increase incomes to lift people out of poverty; and invest in programs and policies that break the cycle of intergenerational poverty for good. Early indicators show that it's working. The poverty rate has declined, our job market is growing, and median incomes are rising.

All the while, we faced the stark reality that the opioid epidemic — the worst public health crisis of our lifetime — was ravaging communities and costing the City tens of millions of dollars in services. I'm proud of the human-centered approach we enacted to save lives, and that other cities are looking to us as a model to help people and neighborhoods recover.

We also made significant strides in safely decreasing our local jail population by over 40 percent, and fought back against repeated attacks by the Trump administration by strengthening our Welcoming City policies that bolster our immigrant communities.

In 2017, with the support of City Council, we announced that over \$80 million from expiring tax abatements above existing revenue streams will go to the Housing Trust Fund for affordable housing and other home stabilization initiatives over the next few years. This is one way we are ensuring that more people and neighborhoods benefit from our real estate boom and growing economy.

Over the last four years, we had a bold vision of what Philadelphia can be, and we set clear priorities that allowed us to achieve these great things and much more. The work has not been easy, but nothing worth fighting for ever is.

There is no denying that we have much more to accomplish. Over the next four years we will build on the success of our ambitious first term, work to lift at least 100,000 Philadelphians out of poverty, fight the scourge of gun violence and the opioid crisis, and create an inclusive economy ripe with quality jobs, higher wages, and a workforce prepared for the jobs of today and tomorrow.

We will continue to make City services more efficient and our government more inclusive and accountable to the people. That means improving the ways we deliver core services; maintaining clean, safe streets in every neighborhood; providing quality customer service to residents and businesses; and ensuring that every new policy is created using a racial equity lens.

You'll hear more about our vision for the second term in the coming weeks. It will speak to our values and our mission to make our city stronger for all Philadelphians.

I look forward to working with you to make this a reality.

In service,

A handwritten signature in black ink, reading "James F. Kenney". The signature is written in a cursive, flowing style.

Jim



# The Philadelphia Beverage Tax: Funding Transformative Programs

The Philadelphia Beverage Tax (PBT) began with identifying challenges facing Philadelphians — poverty, an inadequate education system, and struggling neighborhoods — and then seeking a mechanism to fund transformative programs to address these needs.

A tax on the distribution of sweetened beverages was chosen because it is a tax that no consumer must pay. The beverage distributors are responsible for paying the tax and are not obligated to pass on the costs of the tax. Also, consumers can choose to buy these non-essential, non-nutritious drinks or not. The tax affects a small portion of Big Soda's enormous profits and invests the revenue in programs that benefit the very communities that the industry targets with intense marketing of unhealthy beverages.

The beverage industry continues to wage a relentless effort to end the tax, but the PBT has been upheld in the courts, and in the court of public opinion. While people dislike all taxes, residents clearly recognize the enormous benefits of early childhood education, of expanded community services at schools, and of improved rec centers, parks and libraries.

By the end of the current fiscal year, the beverage tax will have brought in nearly \$270 million. That is a significant amount of funding for a City government whose revenue base is limited by rampant poverty.

Here's the impact behind those numbers: since its inception, the Philadelphia Beverage Tax allowed over 6,000 three- and four- year old children to access quality pre-K and created 17 Community Schools serving 9,500 students. At the same time, we have initiated work at 60 parks, rec centers, playgrounds, and libraries through Rebuild.

Enacting the beverage tax has been described as a signature achievement of the Kenney administration, but it is actually much more than that. It is an achievement for City Council, whose members have withstood the intense and continued lobbying of the beverage industry to vote for what is right. It is an achievement for the labor unions that have agreed to participate in Rebuild's PHL Pipeline and Rebuild Talent Development workforce programs. It is an achievement for early childhood educators and small business owners, who are giving thousands of children a jump start on education through PHLpreK.

Most of all, the beverage tax is an achievement for the thousands of Philadelphians who stood up and made their voices heard in support of this landmark initiative. They know firsthand that these programs have already made a substantial impact on the lives of families struggling amid poverty, and will continue to do so in the years ahead.



## PHLpreK: Giving our Kids a Quality Start

In 2015, more than half of Philadelphia's three- and four-year-olds lacked access to affordable quality pre-K. These children often entered our public school system behind their peers, without the social, emotional, and literacy skills to succeed in the early grades. Helping these students and their families access free, quality pre-K in their neighborhoods has been a priority of the Kenney administration since day one.

After City Council passed the Philadelphia Beverage Tax in 2016, the City launched PHLpreK, a program that not only benefits children and families but also strengthens our city's entire early childhood education landscape.

PHLpreK partners with neighborhood-based pre-K programs, are able to enroll preschoolers at no cost to families. PHLpreK classrooms opened their doors to 2,000 students in January 2017 — exactly one year to the day after Mayor Kenney was sworn in. Now, the program serves 3,300 students at 138 sites and will expand to 5,500 students annually by 2023.

The program prioritizes funding for eligible programs in neighborhoods with a high prevalence of childhood poverty, a limited supply of free, quality pre-K, and a high number of children who are exposed to two or more early childhood risk factors.

The benefits of this initiative extend far beyond PHLpreK classrooms. This year, 53 percent of PHLpreK caregivers reported going back to work, increasing their working hours, and/or returning to school because their child was in the program<sup>1</sup>. PHLpreK funding allows pre-K centers — a majority of which are a minority or women-owned small business — to grow and hire new teachers and support staff.

PHLpreK funding also increases the availability of other quality early learning throughout the city. PHLpreK partners (including Public Health Management Corporation, Urban Affairs Coalition, District 1199C, and the School District of Philadelphia) deliver technical assistance to PHLpreK-funded centers to strengthen their business practices, improve classroom quality, and refine instructional skills. This benefits PHLpreK students and all students enrolled at these centers.

In addition to supporting PHLpreK programs, the Mayor's Office of Education invests in quality outside of the PHLpreK network by funding an initiative to help more providers achieve state quality standards. This set the stage for more quality providers to serve PHLpreK families as the program grows.

## PHLpreK by the Numbers

**6,000+**

Students served to date

**3.5 years**

Average PHLpreK student's age

**36%**

of PHLpreK households are at or below 100% of the Federal Poverty Limit (\$25,750 or less for family of 4)

**2 out of 3**

PHLpreK households are at or below 200% of the Federal Poverty Limit (\$51,500 or less for a family of 4)

**39**

PHLpreK providers improved their quality rating from STAR 1 or 2 to 3 or 4. Moving 898 PHLpreK slots and 1,208 other slots to quality.

PHLpreK providers have created over

**350**

new positions thanks to PHLpreK funding

**316**

Staff participating in continuing education and professional development in 2018-2019 school year

**95%**

Of parents and caregivers satisfied with teacher quality

**93%**

Of parents and caregivers report child is better prepared for kindergarten

**93%**

Of parents and caregivers would recommend PHLpreK to others



## PHLpreK family spotlight: Tamisha, David, Savannah, and Malcolm

PHLpreK is a win-win for Northeast Philadelphia resident Tamisha Drummond and her family, enabling her to work full time while her children learn in a quality pre-K center. Tamisha's daughter Savannah started kindergarten this year after completing PHLpreK, and her son Malcolm is now in the program.

Enrolling Savannah in PHLpreK allowed Tamisha — whose husband David travels for weeks at a time as a truck driver — to begin working full time as a social worker. "When I started working, it was a relief because I knew where Savannah was going to be for certain hours, and I knew I could spend those hours and not have to worry about her," said Tamisha.

She also knows that her family's PHLpreK program, Amazing Kidz, helps her children prepare for success by socializing with other children and learning from dedicated teachers. "It's structured as a school so they understand this is how it's going to work going forward," said Tamisha. "This is a prep course to be ahead of the class."



# Rebuilding Community Infrastructure

Philadelphia's parks, recreation centers, and libraries are vital community assets where residents get together to learn, play, and grow. Over 90 percent of these spaces are in need of capital improvement. Years of deferred maintenance have left many of these buildings failing to meet residents' needs.

Rebuild is an investment of hundreds of millions of dollars to improve these facilities to meet the needs of residents today. Through its capital projects, Rebuild is:

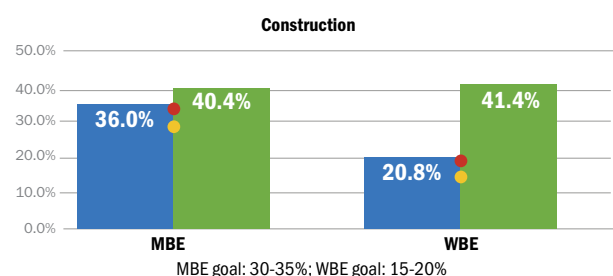
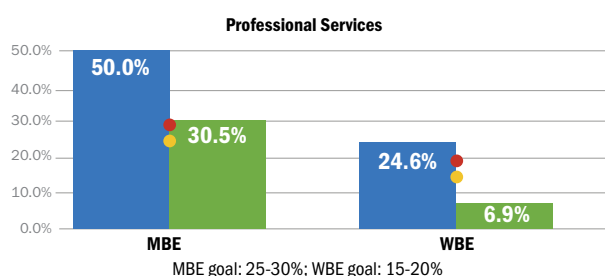
- Making physical improvements to parks, recreation centers, and libraries.
- Promoting diversity and economic inclusion in the design and construction industries.
- Creating new pathways for diverse Philadelphians to enter the building trade unions.
- Engaging residents to help shape the improvements that are made to facilities.

From Vare Recreation Center that is being held up by support beams, to Paschalville Library that faces emergency closures in the winter due to a lack of heating, the facilities in our neighborhoods need major, well planned investments to continue to serve residents today and into the future.

With ambitious targets for increasing contract participation for minority and women-owned businesses, and a historic agreement with the building trades to offer people of color a new pathway to membership in a skilled trade union, Rebuild investments are a key component of Mayor Kenney's vision for inclusive growth.

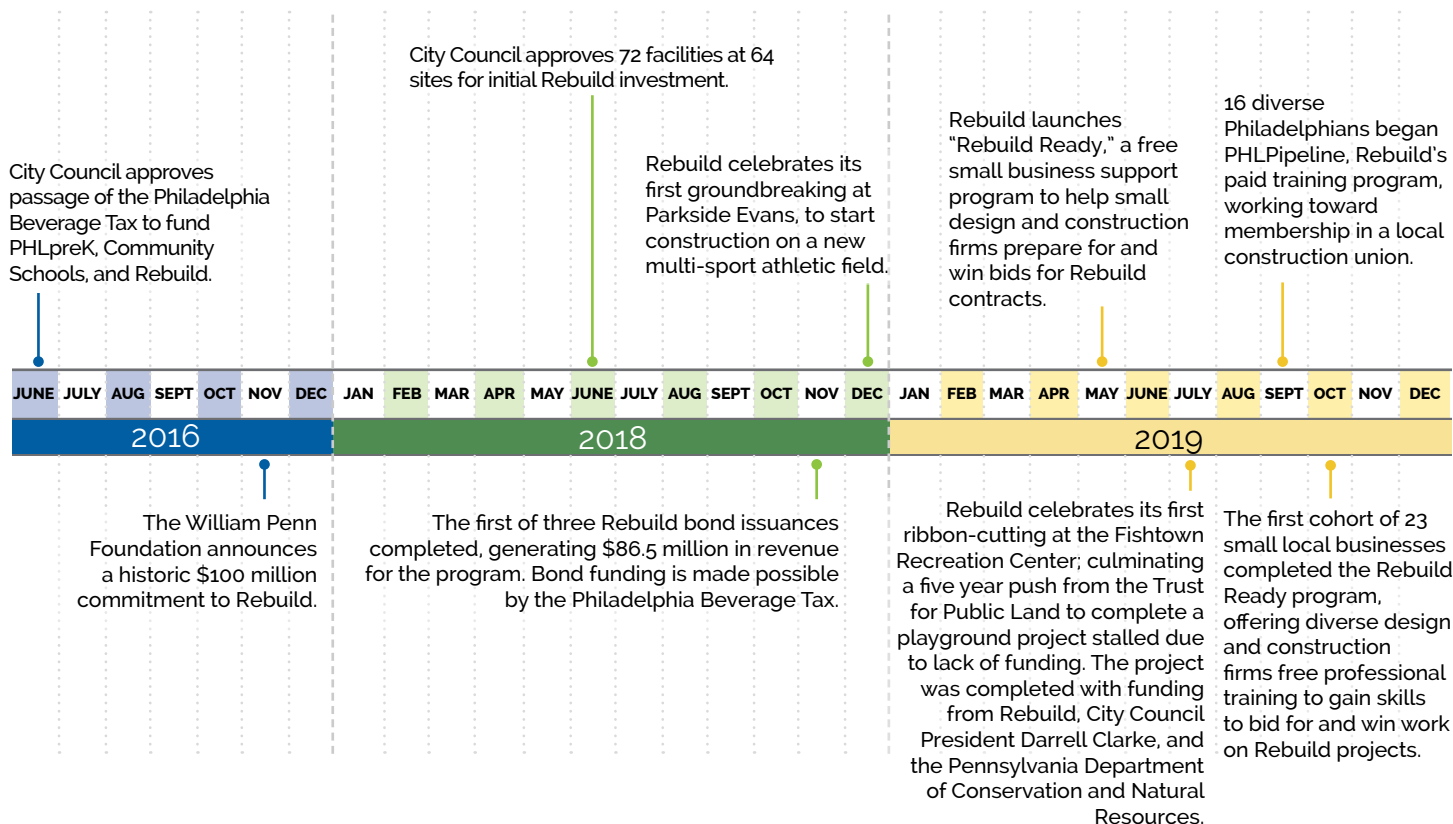
Made possible by the Philadelphia Beverage Tax, Rebuild is also supported by the City's capital budget and philanthropic funding, including a historic commitment of up to \$100 million from the William Penn Foundation.

## Rebuild contract participation at a glance (as of September 2019)



## Rebuilding Community Infrastructure

### Key progress to date<sup>2</sup>:



### Workforce development



### Diverse business contracting and supports



<sup>2</sup>Note - Programmatic delays from 2016-2018 were caused by a lawsuit challenging the Philadelphia Beverage Tax.



## Education: Ensuring Quality Schools in Every Neighborhood

The Mayor is steadfast in his belief that the only way to break the cycle of intergenerational poverty is to ensure that all of our city's kids — regardless of what zip code they live in — have access to great schools in their neighborhood.

Recognizing that our schools were steadily improving despite never having the adequate resources that our students and school staff deserve, Mayor Kenney sought ways to raise much-needed revenue to sustain the District's hard-won progress.

The Mayor and City Council developed a five-year budget beginning with FY2019 that provided funding of \$1.2 billion for the School District of Philadelphia — deferring a significant budget deficit for the District, enabling new investments in the academic strategies that are improving student achievement.

With this increased investment, Philadelphians deserved more control over the future of their schools. To achieve those goals, the Mayor called for the dissolution of the state-run School Reform Commission, and the creation of a new, mayor-appointed Board of Education.

In April 2018, Mayor Kenney appointed a diverse group of nine Philadelphians — including parents, educators, social service experts, and business leaders — to assume local governance over the School District beginning in July 2018. Since then, the School Board has increased public engagement with parents and community members, appointed student board representatives to ensure the students voices are always at the table, expanded committee work to achieve clear goals, and improved processes related to charter school authorization.

With local control came greater collaboration and stronger alignment between the City of Philadelphia and the School District. The first of many initiatives was the continued expansion of Community Schools using funding from the Philadelphia Beverage Tax.

## Community Schools

*Charles Reyes is the Community School Coordinator at Murrell Dobbins CTE High School, and organizes a free produce distribution every Wednesday with Philabundance. In 2019, Good Morning America honored Charles for his service to the community during their Philadelphia pop-up show.*

Launched in 2016, Philadelphia's Community Schools are a result of the shared commitment among City government, City Council, the School District, and the residents of Philadelphia. The overarching goal of the Community Schools strategy is to improve student outcomes by removing external barriers that keep our kids from learning.

Attendance data indicates that the Community Schools strategy is moving the needle on key outcomes. For instance, the percentage of students in Community Schools attending school at least 95 percent of the time grew from 29 percent in 2016-2017 to 42 percent in 2017-2018. This 12.7 percent improvement outpaced the School District's overall attendance progress (8.5 percent). Consistent attendance is an important indicator because when students attend school regularly, they are much more likely to benefit from the educational and social resources in those schools and develop key academic skills on time. As the District continues to invest in teaching and learning, support services like those offered in Community Schools ensure that students are present and prepared to benefit from those investments.

In each Community School, a coordinator works to expand resources and partnerships that serve the school and community. Beginning with nine schools in 2016, this joint effort between the Mayor's Office of Education and the District has expanded to 17 schools that serve over 9,500 students and their families. Three more schools will be added in 2020, bringing the total number of full-service Community Schools to 20.

The Community Schools model in Philadelphia draws on community input through a needs assessment process conducted at each school and follows national best practices to deliver services and programs that will ultimately support student success. In Philadelphia, Community Schools target the following priorities:

- School climate
- Family and community engagement
- Integrated health and social services
- Expanded learning time and opportunities

# Community School Priority

## Examples of Activities



### School climate

School events, resource fairs, attendance supports



### Authentic family & community engagement

Arts and culture events, adult education classes, parent cafes



### Integrated health & social services

Water and hydration campaigns, farmer's markets and food backpack programs, health resource fairs



### Expanded learning time & opportunities

Quality out-of-school-time programs, youth summer employment, career exploration opportunities

Philadelphia's Community Schools draw on existing strengths and neighborhood assets by partnering with local organizations and engaging City departments to bring services into school communities. The Mayor's Office of Education has funded or leveraged City services in Community Schools, such as:

- Quality out-of-school time programs in every Community School, funded in partnership with the Philadelphia Department of Human Services. These programs offer activities after-school, on weekends, and in the summer in the creative and performing arts, athletics, and STEM, and include WorkReady summer job opportunities for high school students.
- Arts and cultural programming through the Office of Arts, Culture, and the Creative Economy to support family and community engagement.
- Free ESL and adult basic education classes supported by the Office of Adult Education.
- Expansion of summer programming at recreation centers to meet the needs of families when schools closed in early June.

## Community Schools by the Numbers

**17**

Schools serve 9,745 students (and their families and neighbors)

**330,000**

Pounds of free, nutritious food distributed at Community Schools

**13%**

More students attended school 95% of the time (or more) in 2017-2018, compared to 2016-2017.

**1,400**

Students can participate in new, quality out-of-school time (OST) programs at Community Schools

**\$2.8 m**

Funding for quality OST across all Community Schools

**315**

Residents enrolled in adult education classes at Community Schools

# Out-of-School Time Initiative



Philadelphia's Out-of-School Time (OST) Initiative was born out of what we know to be true: young people succeed when they have access to a rich learning experience and support from engaged adults and communities. Decades of research show that children who participate in quality OST programs are more likely to be engaged in learning, have better school attendance, are more likely to graduate from high school, and are less likely to become victims of violence or be involved in violent activity. The Initiative defines OST as enriched learning experiences offered outside of the school day — such as after school, summer camps, and summer jobs.

In 2017, the City convened partners — City departments, the School District, and nonprofits — to establish the citywide Out-of-School Time Initiative. The efforts focus on providing “more and better” OST opportunities to Philadelphia children, especially those who have had the least access. This is truly a public-private effort, as the City and the William Penn Foundation have made significant investments to support all three areas of focus. The Initiative maps the availability of OST for families and identifies areas where more quality programs are needed.

Three City departments support or provide traditional and drop-in OST programs that span the entire year, from after-school hours to summer, and include youth workforce opportunities. Philadelphia Parks & Recreation offers a variety of program that reaches 2,900 children during the school year and 7,200

during the summer, and hires approximately 1,500 young adults each summer. The Free Library offers drop-in programming to upwards of 4,500 children annually, as well as intensive paid youth internships. In addition, the City's Department of Human Services (DHS) works with community organizations to provide high-quality after-school programming and summer camp opportunities for children in Philadelphia.

Earlier this year, DHS awarded \$23 million to OST programming that demonstrated alignment with the School District and the City's shared focus on programs that build skills for early literacy, high school transition, college preparedness, and career exposure including paid work opportunities for high school students. This investment reaches 54 providers and 80 schools, including all of the Community Schools.

**“Out-of-school time programming provides important supplemental learning opportunities for students. We are excited that many of these programs will align with the work we are doing at the School District of Philadelphia to grow children into confident readers and prepare students for college and career. Our students are in the best position to succeed when we come together as a community to support them.”**

School District of Philadelphia Superintendent Dr. William Hite



## Behavioral Health Supports in Schools

To better understand the unique challenges facing our school administrators, Mayor Kenney made it a priority to regularly meet with school principals. One thing school principals consistently brought to light is the need for increased behavioral health supports for students. Our students are often deeply impacted by trauma, violence, and the effects of growing up in poor neighborhoods. Schools also often lack adequate resources to fully support students' socio-emotional well-being.

As a result, beginning in 2017, the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) partnered with the School District and Drexel University to launch the STEP initiative (Philadelphia Support Team Education Partnership) in 22 schools. Each STEP team is comprised of a licensed clinical social worker and three additional specialists who give children experiencing trauma and behavioral health issues much needed attention and connections to appropriate services to assist them and their families. The School District and DBHIDS are now working together to restructure behavioral health services in all schools as of September 2020 to better meet the needs of all children and adults.

## Enhanced Partnerships to Reduce Truancy

The enhanced partner between the School District and DHS means that barriers to school attendance are identified earlier, services are offered sooner to families, and the need for further system involvement or referral to truancy court is reduced. DHS contracts with private providers that provide truancy intervention and prevention services designed to get students to school consistently and on-time.

## Philly Reading Coaches

In 2018, the citywide Out-of-School Time Initiative launched Philly Reading Coaches, a child-centered early literacy intervention that pairs volunteers with K-3 students for weekly one-on-one reading sessions. The program's goal is to increase reading enjoyment and confidence of young readers. Over 1,000 students and residents have read books together for close to 7,500 hours at 20+ public sites throughout the city.

A photograph of Mayor Kenney speaking at a podium. The podium features the official seal of the City of Philadelphia. Behind him, a group of people, including police officers in uniform, are standing. The background shows an urban setting with a bridge structure.

## Our Vision

To save lives and promote the healing of communities and individuals, Philadelphia will lead in preventing and treating opioid use disorder and breaking the cycle of the opioid burden on communities, through a data-driven focus on root causes, collaborating with communities, and strategically mobilizing resources.

# Philadelphia Resilience Project: Fighting the Opioid Epidemic

Philadelphia — like communities across the nation — is facing the worst public health crisis in a century. Over five years<sup>3</sup>, opioid use doubled the number of fatal drug overdoses in Philadelphia, as well as significantly increased prevalence of homelessness, crime, neighborhood blight, and many other public health and safety challenges.

That's why the Kenney administration has been working tirelessly to fight the opioid epidemic by helping individuals suffering with Opioid Use Disorder (OUD) as well as the residents in neighborhoods that have been most negatively impacted.

Early in this term, Mayor Kenney convened a task force that developed a comprehensive action plan of 18 recommendations to address the opioid crisis by focusing on: education, drug treatment, overdose prevention and harm reduction, and involvement of the criminal justice system. Dozens of City agencies and community partners have closely worked together to implement the plan and seek new solutions to end this terrible epidemic for good.

## Strengthened Prevention and Education

The City's education efforts are focused on informing residents and the medical community about the dangers of opioids, while also destigmatizing OUD and treatment. Targeted outreach emphasizes the importance of carrying naloxone, the overdose-reversing drug that saves lives.

The Philadelphia Department of Public Health (PDPH) and the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) work with all major health systems to reduce the overprescribing of opioids and benzodiazepines.

<sup>3</sup>From 459 overdose deaths in 2013 to 1,217 overdose deaths in 2017

## Philadelphia Resilience Project

So far, we have:

- Created and mailed opioid and benzodiazepine prescribing guidelines to 16,000 health care providers in Southeastern PA.
- Provided one-on-one in person guidance to more than 1,300 healthcare providers on how to prescribe judiciously and establish policies to improve access to Medication Assisted Treatment (MAT).
- Developed a dashboard for Medicaid prescribers that was shared with 4,000 providers to educate them about opioid risks.
- Created additional guidelines for healthcare providers on how to taper opioids for patients already taking doses and on how to prescribe opioids judiciously after surgery.

## Expanded Access and Capacity: Medication-Assisted Treatment

Providing treatment with the use of medications, such as methadone and buprenorphine, in combination with counseling and behavioral therapies, is critical to helping those experiencing OUD. Studies show that individuals with OUD who use MAT are twice as successful at avoiding relapse than those who do not. We've changed policies to increase access to MAT and other forms of treatment, resulting in a 37 percent increase in the number of individuals receiving MAT in the publicly funded treatment system since 2016. Philadelphia Department of Prisons has been a key partner in reaching and treating large numbers of individuals. Beginning in 2018 all inmates with OUD have been able to begin MAT while incarcerated and receive a connection to community-based care upon release.

## Preventing Overdoses and Implementing Harm Reduction Strategies

Distributing naloxone was a key priority as the epidemic has worsened. Numerous City departments have distributed more than 120,000 doses of naloxone and have trained over 7,000 individuals.

## Engaging the Justice System

The administration is committed to working with partners across the entire justice system to leverage every opportunity to help Philadelphians with OUD get the help they need. In 2017, the City filed a lawsuit against opioid manufacturers to hold them accountable for their role in this crisis, put an end to deceptive marketing practices, and help residents suffering from opioid addiction cover treatment costs. That same year, Police Assisted Diversion, a collaborative partnership among police officers, service providers, and community members to provide a pathway to services for those in need, was launched. Through this initiative, police officers are able to redirect low-level offenders engaged in drug activity and sex work to community-based services instead of prosecution and jail. This is an important tool in the City's multi-pronged effort to not only fight the opioid epidemic, but also reduce incarceration and ethnic disparities in the justice system.

**“We didn’t get into this situation overnight, but it’s clear that because of the extensive work of city employees, the Mayor’s Task Force to Combat the Opioid Epidemic, the Philadelphia Resilience Project, and many partners, we’re seeing positive results and saving lives.”**

Mayor Jim Kenney

## Targeted Efforts in Kensington, the Epicenter of the Crisis

While it has impacted all areas of Philadelphia, the Kensington section of the city has been hit hardest by the crisis. In 2016, we launched a coordinated interdepartmental effort to specifically address the serious issues facing the residents of this community.

One of the first initiatives was to help clean and secure the hidden and overgrown areas along the railroad tracks along Gurney Street that, after years of neglect, became a dangerous open-air drug market that attracted drug use, sex work, and other quality of life issues. In 2017 the City reached an agreement with Conrail to remove vegetation, trash and debris, and secure the railroad property to deter trespassing and illegal dumping. The City, in turn, provided housing and addiction services to those living in the encampment, as well as additional services to address ongoing quality of life issues in the surrounding neighborhood.

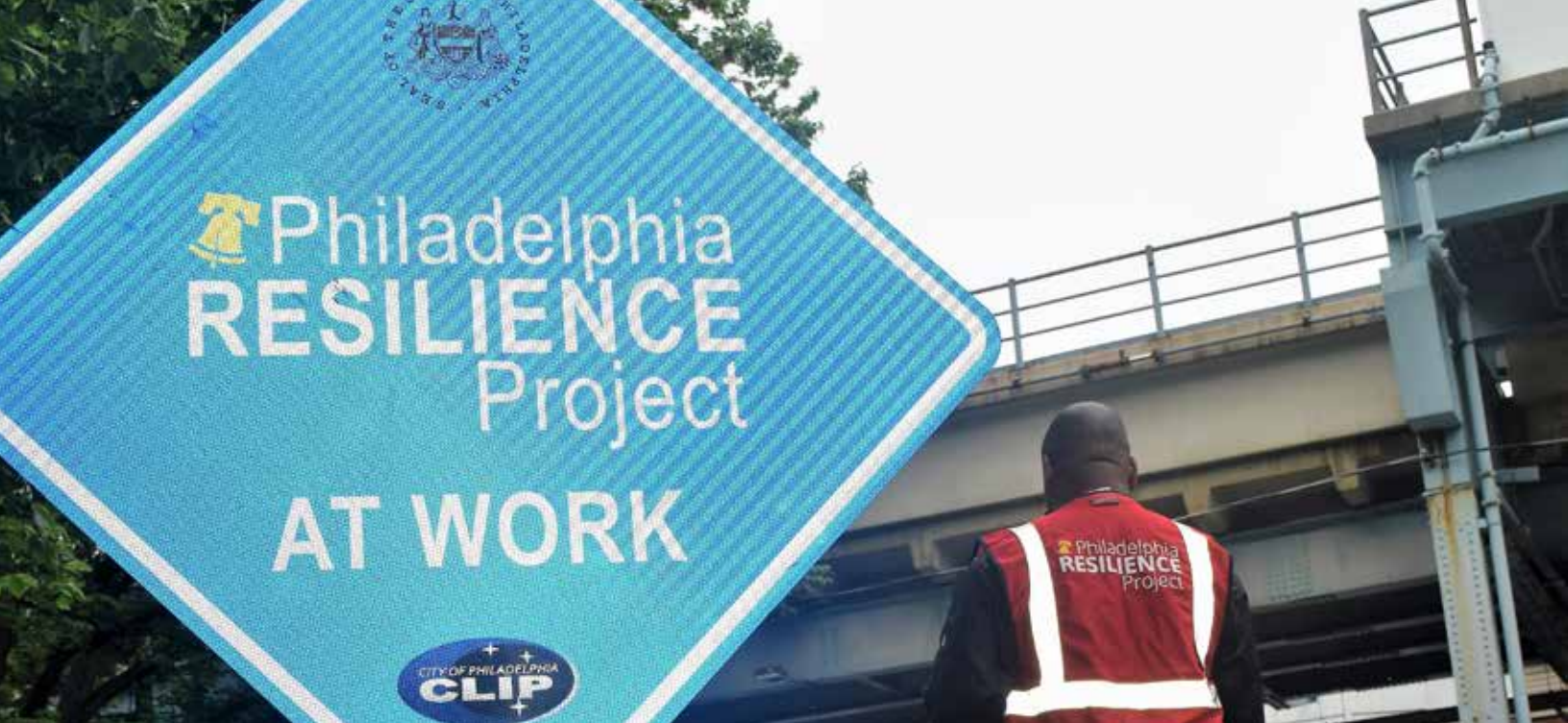
During the period of remediation, 128 people accepted treatment, 95 accepted housing, and 123 accepted medical care. From 2016 to 2018, the City continued to invest tens of millions of dollars on expanded policing and public safety measures, demolishing unsafe buildings, sealing vacant properties, upgrading street lighting, removing illegally dumped trash and discarded needles from the streets, removing graffiti from properties, increasing low barrier shelter and treatment, and much more.

Despite these extensive efforts, conditions were not improving quickly and the community was threatened. In August of 2018, Kensington experienced a significant spike in homelessness, including the establishment of four encampments. Most individuals living in these encampments were opioid users and many were preyed on by drug dealers and human traffickers. As a result, the Philadelphia Resilience Project was established in Fall of 2018 by mayoral executive order.



**“A year ago, I was struggling with addiction, and now I’m working and will go to back to school. This shows that when people come together and are willing to help each other, community members, like me, have a chance at recovery and success.”**

Jolene Piliero, Pathways to Housing PA participant who used to live in the encampment at Kensington and Lehigh Avenues



## Launched the Philadelphia Resilience Project

It was born out of the need to approach the opioid crisis in new ways. As a result, 35 City offices and agencies mobilized to achieve seven key goals:

 <p><b>Clear major encampments</b></p>	 <p><b>Reduce criminal activity</b></p>	 <p><b>Reduce the number of unsheltered individuals</b></p>	 <p><b>Reduce trash and litter</b></p>	 <p><b>Reduce overdoses and the spread of infectious diseases</b></p>	 <p><b>Increase treatment options</b></p>	 <p><b>Mobilize community response</b></p>
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The City has made significant progress through this multidisciplinary effort, which other cities are looking to as a model.

<p><b>75%</b></p> <p>Of people (222 out of 299) in the encampments were connected to services, with more than half housed or in treatment<sup>4</sup></p>	<p><b>32,000</b></p> <p>Philadelphians on Medicaid participated in treatment for SUD, of which 16,800 participated in treatment for OUD<sup>5</sup></p>	<p><b>28%</b></p> <p>Fewer people sleeping on the street<sup>6</sup></p>	<p><b>220</b></p> <p>More emergency and temporary housing beds</p>
<p><b>210</b></p> <p>More long-term housing opportunities for those most in need</p>	<p><b>11</b></p> <p>Community cleanups with 935 volunteers</p>	<p><b>375</b></p> <p>Tons of trash and over 600 abandoned vehicles removed</p>	<p><b>20</b></p> <p>Needle disposal containers installed</p>
<p><b>1,000</b></p> <p>LED street lights and more cameras installed in Kensington</p>	<p><b>30</b></p> <p>Community and civic meetings hosted since October 2018</p>	<p><b>1,000</b></p> <p>Volunteers supported community beautification</p>	<p><b>2,500</b></p> <p>HIV tests conducted in Kensington</p>

<sup>4</sup>As of July 31, 2019

<sup>5</sup>During calendar year 2018

<sup>6</sup>Street homelessness in Kensington decreased from approximately 700 individuals in August 2018 to 500 individuals in August 2019.



So far the Resilience Project Team has:

- Cleared all major homeless encampments compassionately and effectively, none of which have been re-encamped. Our plan has now become a national model for addressing homeless encampments.
- Increased safety measures for children by employing foot and bike patrols and creating Safe Corridor routes for travel to and from schools.
- Increased the availability of buprenorphine from approximately 100 slots to more than 1,000 slots. More than 9,000 Medicaid-eligible Philadelphians are receiving some form of MAT through the publicly-funded system.
- Worked with federal and state partners to address narcotic supply and distribution.
- Created a new protocol for police officers to disrupt nuisance behaviors that negatively impact quality-of-life for local residents.
- Initiated a new needle collection program.
- Installed public restrooms, a handwashing station, distributed hand sanitizer publicly, and provided nearly 6,000 doses of vaccine to address the spread of Hepatitis A.
- Launched a Treatment Availability Database to provide real-time information about bed availability.
- Expanded work with First Step Staffing to connect individuals in recovery to employment.
- Created EMS response units staffed by a paramedic, case manager, and social worker to connect individuals with services after responding to an opioid overdose.
- Increased mobile treatment options and 24/7 treatment options in areas most impacted by the epidemic.
- Became the first prison system in the country to offer MAT to all prison inmates with OUD.
- Expanded "warm hand-offs" to connect people to treatment and ongoing care after having a non-fatal overdose and being treated by an emergency department.
- Created a dedicated bilingual Philly311 unit to address complaints in Kensington/Fairhill faster.

## Next Steps

It took years for the pharmaceutical industry to flood our city with opioids, and it will take years to undo the damage. However, the progress we've seen over the last few years gives us hope for the future. After several years of sharp increases, total fatal overdoses fell 8 percent in 2018 from the previous year.

The Kenney Administration is committed to continuing this important work and is investing \$36 million in new funding to support the Philadelphia Resilience Project over five years. The administration plans to focus resources in ten strategic initiatives to drive impact:

### Prevention:

- Expand prescriber oversight, with targeted interventions at high-volume practices
- Improve coordinated narcotics strategy between local, state, and federal agencies

### Treatment:

- Expand "warm handoff" program, including following incarceration
- Expand mobile Medication Assisted Treatment (MAT)
- Execute Medication First policies, provider incentives and expanded access to treatment
- Scale Police-Assisted Diversion with co-responders
- Scale Alternative Response Units

### Community:

- Scale Housing First/Permanent Supportive Housing in hot-spot neighborhoods
- Expand employment programs for at-risk youth in hot-spot neighborhoods
- Pursue permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods

**Execution is made possible through:**  
Community Engagement + Resource  
Mobilization + Data & Analytics



## Immigration: Remaining a Welcoming City for All

At a time when our immigrant and refugee communities are under constant assault from the White House and the highest levels of the federal government, the actions of local governments are more important than ever. Philadelphia has been a leader in local responses to protect immigrants through policies and litigation that ensure public safety, trust in our local institutions, and basic human dignity and fairness. Immigrants are part of the strength and fabric of this city. That is why the Kenney administration has prioritized a vision for our city that differs from the federal government's rhetoric—one that values the contributions of our immigrant neighbors and that pursues fairness and due process instead of promoting fear and division.

The Kenney administration has vowed to protect the rights of immigrants living in our city. Philadelphia is a "Welcoming City." Our Welcoming City policies mean that we do not allow our City employees, including police officers, to ask about the immigration status of people they encounter. Also, Philadelphia's Prison System only responds to ICE detainer requests if its been provided a criminal

judicial warrant, which ensures adherence to the Constitution. These policies make our City safer and healthier by encouraging victims and witnesses to report crimes to law enforcement and to utilize various medical, educational, social and other beneficial services offered by the City. As a result of the City's commitment to these policies and success in legal battles with the Trump administration, we have become a model for other cities as they confront similar challenges.

### **Ended City's Agreement with ICE to Access PARS**

Mayor Kenney, in conjunction with the District Attorney and the First Judicial District decided not to renew the City's agreement with U.S. Immigration and Customs Enforcement (ICE) that allowed ICE access to the Police Department's Preliminary Arraignment Reporting System (PARS) database. The agreement expired on August 31, 2018. The decision not to renew the PARS agreement with ICE was primarily done because the agreement contributed to increased fear among our immigrant communities that felt ICE used the database in inappropriate ways such as profiling by race, ethnicity, and/or national origin. ICE did not produce information to allay the City's concerns, and ICE could not demonstrate that it had clear oversight procedures to ensure the appropriate use of PARS.

### **Successfully Sued the U.S. Department of Justice for Attempting to Withhold Funding Due to Philadelphia's Immigration Policies**

In August of 2017, the City of Philadelphia filed suit against then-Attorney General Jeff Sessions (City of Philadelphia v. Sessions), asserting that unlawful conditions were added to the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. Funding from JAG grants goes towards priorities like police overtime and equipment enhancements, upgrades to courtroom technology, training for law



enforcement, and alternative programming for low level offenders. These new conditions sought to change City policies with respect to how the City interacts with its immigrant communities and push the City to actively work with ICE to enforce federal immigration law. U.S. District Judge Michael Baylson ruled in the City's favor in June 2018. The ruling was later upheld by the U.S. Court of Appeals for the Third Circuit in February 2019, which agreed with the District Court that the Department of Justice did not have lawful authority to add the conditions to the grant. The Office of Immigrant Affairs worked side-by-side with the Law Department to ensure our success in court.

## Committed Public Funding for Deportation Defense

The City of Philadelphia committed \$100,000 in FY 2020 to support the defense of immigrants subject to deportation, separating them from U.S. born children and other family members. In the summer of 2019, the City announced a new partnership with The Vera Institute of Justice's Safety and Fairness for Everyone (SAFE) Network to implement a universal deportation defense pilot in Philadelphia. As part of the SAFE Network, Philadelphia receives various levels of support from Vera — including "catalyst" funding, technical expertise, training, and data

collection and analysis — to strengthen local legal representation efforts. Vera also matched the City's \$100,000 commitment to the pilot. The approach advanced by the SAFE Network and its universal representation model, much like a public defender model in criminal court, means that everyone at risk of deportation should have access to due process and a fair day in court even if they cannot afford an attorney.

## Made the Office of Immigrant Affairs a Permanent Part of City Government

In May 2019, Philadelphia voters approved an amendment to the City's Home Rule Charter to make the Office of Immigrant Affairs (OIA) a permanent part of our local government. Given growing uncertainty around immigration policy at the national level, it is more important than ever that cities and other municipalities take the lead on making their own commitments and setting their own priorities for their local immigrant communities. Successfully changing the Home Rule Charter to make OIA a formal and permanent part of City government means that Philadelphia's immigrant population will continue to have an advocate in City Hall for decades to come.



## Launched the PHL City ID

The City of Philadelphia's municipal identification program, PHL City ID, officially launched in April 2019. The PHL City ID provides a secure and affordable photo identification card for anyone living in Philadelphia, age 13 and older. It is especially beneficial for those who have a hard time obtaining other forms of identification because of cost or other barriers — including members of the LGBTQ community, the elderly, individuals returning from incarceration, and people experiencing homelessness. The PHL City ID displays the cardholder's name, address, date of birth, and self-identified gender. It assigns a unique identification number to each Philadelphian and displays an issue and expiration date on the card. The ID is valid for five years from the date of issuance for adults and three years for youth, age 13-18. Nearly 11,000 IDs have been issued.

## Expanded Language Access in City Departments

In May 2016, Mayor Kenney signed executive order No. 7-16, implementing Language Access Philly. Housed under the Office of Immigrant Affairs, this citywide program was established to bridge the access gap by making it easier for residents with limited English proficiency to obtain essential public

information and services. As of November 2019, 49 language access plans have been posted online and implemented. Every City department, office, board, and commission under the Kenney administration has been set up for language services. OIA has also engaged offices independent of the administration, including the District Attorney's Office, the Controller's Office, Sheriff's Offices, City Council, and the Register of Wills.

## Created the Philadelphia International Unity Cup

Mayor Kenney originally proposed the idea of the Philadelphia International Unity Cup in 2016, with the first games taking place that summer and into the fall. The competition pairs immigrants and Philadelphia born residents in a World Cup-style soccer tournament, with dozens of countries represented. The Unity Cup presents a unique opportunity to bring together Philadelphia's many neighborhoods and diverse populations through a common ground and shared interest — sports. The Kenney administration prioritized the strengthening of relationships with our immigrant communities, and a sports tournament like the Unity Cup provides a fun, low-barrier way to do that. The tournament has grown consistently over the years from 32 teams in 2016 to 52 teams in 2019.



# Criminal Justice Reform: Restoring Equity to a Broken System

## MacArthur Safety and Justice Challenge

The first year of the Mayor's term, 2016, brought a landmark announcement: Philadelphia became the largest grant award recipient of the John D. and Catherine T. MacArthur Safety and Justice Challenge, receiving \$3.5 million to reduce Philadelphia's jail population by 34 percent over three years. The funding helped jumpstart transformational change in the City's criminal justice system.

The Kenney administration and its partners — the First Judicial District, District Attorney, Defender Association, Police Department, Department of Prisons, and Department of Behavioral Health and Intellectual disAbility Services — designed and began implementing a data-driven and collaborative reform plan centered around six key goals:

1. Reducing racial and ethnic disparities across the criminal justice system
2. Reducing the number of people incarcerated pretrial
3. Creating efficiencies in case processing that reduce length of stay
4. Reducing the number of people held in jail on a probation detainer
5. Reducing the number of people in jail with mental illness
6. Increasing cross-system data capacity

The progress was rapid. By 2018, Philadelphia had not only met its original 34 percent reduction goal, but exceeded it an entire year ahead of schedule. This allowed the City to close the aging House of Correction, and spare taxpayers the enormous expense of having to build a new jail to replace it. The population decline continues: as of November 2019, the jail population was below 4,900, about a 40 percent decline over the 2015 baseline of 8,082.

The initiatives developed in that time included: early bail review and pretrial advocates to reduce the reliance on cash bail; detainer alternatives to address issues related to probation and parole; cross-system implicit bias training; early deflection and diversion for individuals with substance use disorder, as well as participation in the national "Stepping Up" program to reduce the number of people in jail with mental illness.

Capitalizing on previous efforts to decriminalize possession of small amounts of marijuana, Philadelphia decriminalized several minor infractions, such as disorderly conduct and failure to disperse. Instead of making an arrest, local police issue civil code violation notices. This enables the Philadelphia Police Department to focus resources on keeping communities and neighborhoods safe from more serious crimes.

## Criminal Justice Reform

In 2018, the City received a second round of funding from the MacArthur Foundation, \$4 million, toward an even bolder goal: reducing the jail population to approximately 4,000 — a reduction of 50 percent from 2015. The expanded reform plan involved implementation of multiple new initiatives, sustaining and growing existing programs, and developing a robust strategy for meaningful community engagement. During this time, the City expanded the successful Police Assisted Diversion Program, in which police officers divert individuals with substance-use disorders to community-based services in lieu of arrest.

Additional efforts include reducing case processing times through continuance reviews, improving discovery practices, and reducing average stay in jail by 20 percent through case consolidation. Initiatives aimed at reducing violations of probation through early termination, providing alternatives to incarceration, and reducing the lengths of probation terms has resulted in a 22 percent reduction in the number of people on local probation and parole supervision.

The new funding has allowed the City to redouble its efforts toward the most vexing of the original six goals: reducing racial, ethnic, and economic disparities across the system. The partners are using a newly developed data diagnostic process to identify areas where disparities are greatest and develop policy and practice changes to drive down disparities across the system. Criminal justice agencies are also bringing a racial equity lens to all of the initiatives in the reform plan.

In recognition of the fact that long term and sustainable change to the criminal justice system cannot be achieved by government stakeholders alone, local partners developed a robust strategy to foster meaningful community engagement in the reform effort. In October 2019, the partners announced the Community Advisory Committee (CAC). The CAC has 23 members who have either been directly impacted or who have significant experience with the criminal justice system. Their lived experience and knowledge will shape the next stages of the reform effort by offering ideas and guidance to criminal justice decision makers.

## Reentry reform

The Kenney administration's reform efforts go beyond those funded by the MacArthur Foundation Safety and Justice Challenge. In August 2019, the Mayor announced the creation of the Office of Reentry Partnerships. The Office will develop and implement a comprehensive strategy to improve services and supports available to Philadelphians returning home from incarceration. It will close existing gaps in Philadelphia's reentry services and align fragmented and siloed efforts by stakeholders across the city.

This reentry framework will include Neighborhood Resource Centers, or NRCs, where people on probation will be able to both check-in with their probation officers and have access to services, all within their own neighborhood. NRCs were developed through a collaborative and data-driven design process with all of the criminal justice partners with the goal of reducing recidivism and violations of probation.

The Philadelphia Reentry Coalition, which was given increased dedicated staff by the Kenney administration, has grown to over 100 partner organizations. In addition to building capacity and creating space for collaboration amongst Philadelphia's many reentry stakeholders, the Coalition produced two comprehensive reports. The first on measuring reentry and recidivism locally and the second on the landscape of reentry services in Philadelphia have created a foundation from which the Office of Reentry Partnerships will grow.

# Making Progress

## Inclusive Economy

**Lowest**

Unemployment in a decade

**Lowest**

Poverty rate since the Great Recession

**Faster**

Job growth than the national average, for the past 3 years

Medium income increased to

**\$46,116**

highest in over a decade



## Quality Education

**6,000**

Students participated in PHLpreK at 138 sites

**17**

Community Schools created

**\$1.2 b**

In public education funding

**6,500**

Quality OST opportunities funded by DHS in FY20

Provided more than

**4,000**

Philadelphians high-quality skills training work-based learning opportunities



More than doubled miles paved

**43**

miles in FY16

**101**

miles in FY20

On track to complete 101 miles in FY20

**22%**

Of City electricity will be sourced from solar because of new power purchase agreement

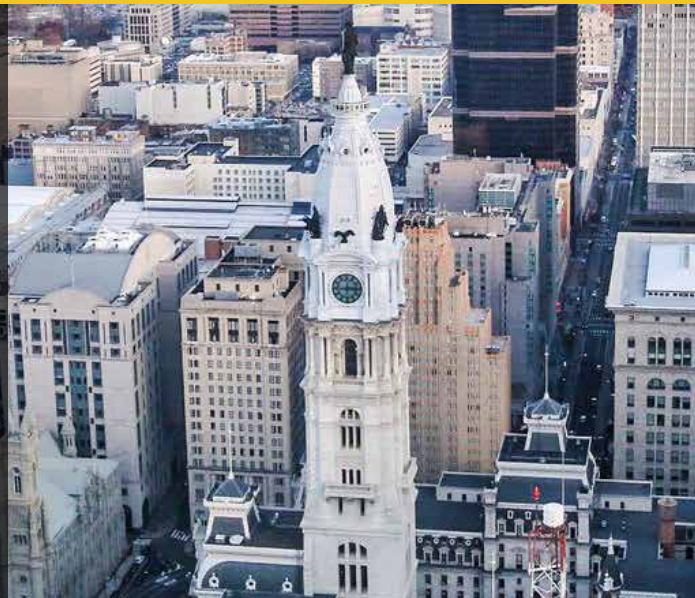
**\$34 m**

Deposited in Rainy Day Fund for first time, along with \$75 million reserved separately to guard against a recession or federal/state budget cuts

Increased the minimum wage to

**\$15**

per hour for City employees and contractors



Released

**70**

New open data sets and completed 84 refreshes of previously published data sets at OpenDataPhilly.org

**36%**

Of City contracts awarded to M/W/DSBE businesses in FY19

For the first time in decades, the Pension Fund had a positive cash flow even without factoring in investment earnings.

**50.29%**

2016

**52.96%**

2019

Increased the number of diverse employees within the exempt workforce

## Effective & Inclusive Government

**\$40 m**

Restore, Repair, Renew Home Repair Program

**\$80 m**

Investment in affordable housing via the Affordable Housing Trust Fund

**60**

Rebuild projects underway representing \$124 million in committed or expended funds

**100%**

Of libraries are open at least six days a week



## Safety & Justice

**40%**

Fewer people in City jails and 1 prison closed because of criminal justice reform initiatives

**63%**

Reduction in pedestrian stops

**60%**

Fewer imminently dangerous buildings

Increased fire/EMS service:

**4**

engine companies reopened

**10**

ambulances added



## Neighborhood Growth



## Looking Ahead

Mayor Kenney has led with the values of equity, opportunity, and compassion for all, coupled with the indomitable spirit of resilience that Philadelphians have exhibited for centuries, while always striving to deliver better results for our residents. These values will consistently guide our priorities, decisions, and investments throughout the next term.

### **We will build on the success of our ambitious first term priorities.**

We will double down on our historic investment in public education with the Mayor committed to ensuring the School District will not return to the draconian cuts of previous administrations, while ensuring these greater investments come with expectations of improved academic results and facilities for our children.

We will expand the impact of PHLpreK, Community Schools, and Rebuild — the signature programs funded by the Philadelphia Beverage Tax — and bring more opportunities to neighborhoods and our city's kids.

We will build upon our extensive efforts to reform our criminal justice system to reduce the prison population safely and will always fight for the rights of immigrants and our Welcoming City status.

We will continue to partner with the community, service providers, and other government agencies to tackle the scourge of the opioid epidemic and save lives, including support for overdose prevention sites. We will build economic opportunities and address the quality-of-life challenges in the Kensington and Fairhill neighborhoods so that we can stabilize those neighborhoods and return hope and confidence to residents.

We will champion an economy that continues to reduce poverty, grow jobs, and raise wages for working families struggling to keep their head above water. We will partner with employers and job creators to make Philadelphia's tax structure more competitive and equitable, always incentivizing quality jobs.

Most importantly, we will continue to listen to residents focusing on critical services like improved street infrastructure, safer streets through Vision Zero, and cleaner neighborhoods by expanding street sweeping.

### **We will also commit to new priorities fit for the next four years.**

During the first term, we maintained a relentless focus on our priorities. As a result, we made substantial progress. Yet, as we reflect, it is clear that four years into this journey we must continue to address new challenges and opportunities.

At the forefront of our work will be the urgent need to address gun violence and a rising homicide rate, which cause deep trauma and grief in our communities that reverberates across our city. Violence prevention, gun control, and improved community policing will be our top priorities.


The future prosperity of Philadelphia will be built upon a talented and highly educated workforce. Yet, rising higher education costs and the student debt crisis are crippling. Mayor Kenney plans to use term two to elevate this issue and ensure that students who need the most help receive it. The administration will support Community College of Philadelphia to better prepare and graduate our students.


Climate change presents a unique opportunity to address some of the city's most persistent challenges and further the momentum of recent progress and investments in neighborhoods. The vibrancy and resiliency of our neighborhoods is critical to Philadelphia's future as an attractive, livable, transit accessible, safe, and affordable place to be. In term two, we will prioritize delivering more affordable housing, home ownership, and rental assistance to stabilize neighborhoods, better prepare our city for climate change, and prioritize investments in neighborhoods that have been left behind for too long.

We're excited by the next phase of Philadelphia's renaissance and its potential to create a more equitable and inclusive city. The future is ours to shape. Get involved, and stay connected.



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