



Pathways to Reform, Transformation, and Reconciliation

2020-2021
Year-End Review

*Driving lasting change to build a more equitable
city for all Philadelphians*

JUNE 2021
#PathwaysPHL

 **City of
Philadelphia**

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Fellow Philadelphians,

I write to you today, in earnest, as our city reaches one year in the making of a momentous change. Last June, the City of Philadelphia established its Pathways to Reform, Transformation, and Reconciliation—a response to weeks-long community activism and civil unrest around police brutality, a city-wide effort in key areas to advance public safety and racial equity, and a formal commitment to enact a long-lasting reform agenda. Together, folks across backgrounds, institutions, and systems joined on a path to building a more equitable city for all Philadelphians—a city that doesn't only idealize its legacy, but acts to better it.

We are in a defining moment in our city's history, unprecedented in many of our lifetimes. The COVID-19 pandemic, upending our day-to-day lives, sent our entire city and nation into crisis while exacerbating pre-existing health, social and economic disparities in our most vulnerable communities. Footage of George Floyd's murder in Minneapolis, played repeatedly on screens across the world, sparked a national movement that brought millions into protest. Thousands of Philadelphians united in the streets to demand change and justice, fueling their collective grief into action.

Through generations, Black and Brown Philadelphians have demanded repeatedly for their humanity to be valued. In reality, these calls for justice are long-standing and consistent. The pain and trauma caused by routine, unrelenting instances of racism are immeasurable. The City's response to this outcry, including demonstrations on I-676 and 52nd Street, failed on many levels.

That experience taught us a lot. First, and most importantly, the need to listen.

I heard in critical conversations a common theme—that we must reimagine a city and society where Black lives matter in the present, not just memorialized in tragic death. We must actively resist the status quo that systemic racism has built for centuries.

I have learned much through crucial dialogue within our communities and in the Steering Committee. Composed of leaders and community members throughout Philadelphia, the Committee has guided the City as it advances its reform agenda. With priorities targeting aspects of Police and Public Safety Reform, Inclusive Economic Recovery, Community Engagement, and Health, these efforts are meant to combat the far-reaching effects of systemic inequalities that pervasively impact our

MAYOR'S LETTER (CONT)

communities. I am proud of the progress the City has made in partnership with the Pathways Steering Committee. I cannot thank the members enough for their time and service. Through these efforts, we have taken dozens of steps towards bettering public safety, invested millions of dollars into marginalized communities, and implemented multiple programs and initiatives to increase wellness and build relationships in our neighborhoods.

In this last year, the City has increased transparency in the Philadelphia Police Department, with an emphasis on strengthening diversity, internal accountability and updating policies to build stronger community safety. In spite of difficult economic times, we were able to promote an inclusive effort towards recovery, supporting countless individuals and hundreds of minority-, women-, and disabled-owned businesses. We worked to address communities' various needs through racial and economic equity plans in health targeting the city's most vulnerable zip codes. The City continues to take solid steps in these measures. The Pathways initiative is an undertaking that will continue, as this is only the beginning to bolstering more opportunities for our residents, including those for our youth.

Throughout this report, you will see the reforms, data, and legislative efforts of the City's work and its further plans. Unpacking decades of systemic racism cannot simply be carried out in a single year. But we believe we are well on our way to learning from our past, taking accountability for our mistakes, and driving change that will make our government and our city stronger for all Philadelphians.

Through and through, Philadelphians have shown their great resilience during times of adversity. Time and time again, they have brightened their communities during uncertainty and pushed the City to hold itself accountable, envisioning the best our city can be. Our residents give me inspiration, focus, and resolve.

As we take this moment to look back on this last year's progress, I stand firm in our Administration's commitment to sustaining this work. I see a continual journey ahead on this path. Through challenges, I also see immeasurable hope. Hope, with the drive to take action, work together even in the darkest of moments.

It is today, in reflection, I cherish our community's drive. It is with this hope for a better future that I pledge to hold our government accountable to its word. May this effort not just be reactive, but proactive in advancing reforms, protecting lives, and cultivating change for generations to come.

In service,

A handwritten signature in dark ink, appearing to read "James F. Kenney". The signature is fluid and cursive, with the first name "James" and last name "Kenney" clearly legible.

Mayor Jim Kenney

OUR COMMUNITY PARTNERS

The Pathways initiative is supported by a Steering Committee of diverse civic, business, and faith leaders as the City works to enact meaningful police reforms, reimagine public safety, and advance racial justice.

Sarah Ashley Andrews

Dare 2 Hope

Connor Barwin

Make The World Better

Rev. Lorina Marshall Blake

Independence Blue Cross Foundation

Ryan Boyer

Laborers' District Council

Rev. Bonnie Carmada

Salvation Army

Patrick Clancy

Philadelphia Works

City Council President Darrell Clarke

Philadelphia City Council

Andrea Custis

Urban League of Philadelphia

Pastor Carl Day

Culture Changing Christians

Rep. Jason Dawkins

PA House of Representatives

U.S. Rep. Dwight Evans

U.S. House of Representatives

Shannon Farrell

Harrowgate Civic Association

Latifah Fields

Coalition of 100 Black Women – PA Chapter

Bishop Benjamin Fisher

Greater Bethel Temple

Dr. Guy Generals

The Community College of Philadelphia

Monica Gibbs

Delaware River Port Authority

Rep. Jordan Harris

PA House of Representatives

Glenn Hing

Hing Cheng P.C.

Dr. William Hite

School District of Philadelphia

Judge Renée Cardwell Hughes

Philadelphia Opportunities
Industrialization Center, Inc.

Senator Vincent Hughes

PA State Senate

Doha Ibrahim

Board of Education Student
Representative

Kelvin Jeremiah

Philadelphia Housing Authority

Loree Jones

Philabundance

Rep. Malcolm Kenyatta

PA House of Representatives

Keith Leaphart

Lenfest Foundation

Lisette Martinez

Jefferson University & Health

Rep. JoAnna McClinton

PA House of Representatives

Rev. Darron McKinney

Bright Hope Baptist Church

Sylvester Mobley

Coded by Kids

Thomas J. Nestel

Transit Police, SEPTA

Councilmember Cherelle Parker

Philadelphia City Council

Michael Pearson

Iron Stone Real Estate Partners

Bilal Qayyum

The Father's Day Rally Committee, Inc.

Nedia Ralston

Office of PA Governor Wolf

Pedro Ramos

Philadelphia Foundation

Leslie S. Richards

SEPTA

Robin Schatz

Jewish Federation of Greater
Philadelphia

Martini Shaw

The Historic African Episcopal Church of
St. Thomas

Leah Smith Sheppard

The Links, Incorporated – Philadelphia
Chapter

Rev. Dr. Michelle Anne Simmons

Why Not Prosper, Inc.

Rev. Stephen D. Thorne

St. Martin de Porres Catholic Church

Sozi Tulante

Dechert LLP

Sharmain Matlock Turner

Urban Affairs Coalition

Rev. Dr. Alyn Waller

Enon Tabernacle Baptist Church

Donavan West

Black Business Accelerator, Inc

Imere Williams

Board of Education Student
Representative

Dr. Tahir Wyatt

United Muslim Masjid

OUR CITY-AFFILIATED MEMBERS

The Pathways Steering Committee's internal work group includes leaders of departments that focus on public engagement, diversity and equity, police and public safety, education, and commerce.

Diana Cortes

Co-chair

City Solicitor, Law Department

Cynthia Figueroa

Co-chair

Deputy Mayor, Office of Children and Families

Michael Rashid

Co-chair

Director of Commerce, City of Philadelphia

Nefertiri Sickout

Co-chair

Chief Diversity Officer, Office of Diversity, Equity and Inclusion

Tumar Alexander

Managing Director's Office

Kimberly Ali

Department of Human Services

Ajeenah Amir

Office of Public Engagement

Erica Atwood

Office of Policy and Strategic Initiatives for Criminal Justice & Public Safety

Jeanette Bavwidinsi

Office of Youth Engagement

Cheryl Bettigole

Department of Public Health

Charlotte Castle

Managing Director's Office

Liana Dragoman

Office of the Chief Administrative Office

Randy Duque

Philadelphia Commission on Human Relations

Rachael Eisenberg

Office of Criminal Justice

James Engler

Office of the Mayor

Deana Gamble

Office of the Mayor

Vanessa Garrett-Harley

Managing Director's Office

Jane Golden

Mural Arts Philadelphia

Otis Hackney

Chief Education Officer

Shanell Hagood

Office of Diversity, Equity and Inclusion

Iola Harper

Department of Commerce

Christina Hernandez

Office of the Mayor

Jovida Hill

Philadelphia Commission for Women

Heloise Jettison

Department of Commerce

Mayor Jim Kenney

Office of the Mayor

Kelly R. Lee

Chief Cultural Officer

Mitchell Little

Office of Community Empowerment and Opportunity

Altovise Love-Craighead

Philadelphia Police Department

Deborah Mahler

Office of the Mayor

Nicola Mammes

Managing Director's Office

Suja Mathew

Department of Behavioral Health and Intellectual disAbility Services

Pamela McClenton

Department of Behavioral Health and Intellectual disAbility Services

Letitia McNeil

Department of Planning and Development

Celena Morrison

Office of LGBT Affairs

Lynn Newsome

Department of Planning and Development

Blake Norton

Philadelphia Police Department

Lindsey Norward

Office of Children and Families

Joanna Otero-Cruz

Managing Director's Office

Danielle Outlaw

Philadelphia Police Department

Christine Piven

Office of Children and Families

Maari Porter

Office of the Mayor

Krishna Rami

Office of the Mayor

Shebani Rao

Managing Director's Office

Irene Contreras Reyes

Office of the Mayor

Liza M. Rodriguez

Office of Children and Families

Vaughn Ross

Office of the Mayor

Nicole Seawright

Law Department

Eleanor Sharpe

Philadelphia City Planning Commission

Sarah Stevenson

Chief Integrity Officer

Aviva Tevah

Office of Reentry Partnerships

Stephanie Tipton

Chief Administrative Officer

Jonathan Todd

Philadelphia International Airport

Naomi Washington Leapheart

Office of Faith-based and Interfaith Affairs

Koert Wehberg

Mayor's Commission on People with Disabilities

Eric Westbrook

Mayor's Office of Black Male Engagement

Gary D Williams

Department of Human Services

OUR WORKING GROUP MEMBERS

Serving in three working groups of police reform, inclusive economy, and community engagement, the Steering Committee's subcommittee members work collaboratively to strategize, plan, and provide feedback in the reform process.

Police Reform Members

Danielle M. Outlaw, Chair
Police Commissioner

Tumar Alexander

Managing Director's Office

Sarah Ashley Andrews

Dare 2 Hope

Colleen Billups

Philadelphia Police Department

Charlotte Castle

Managing Director's Office

Meghan Claiborne

Law Department

Altovise Love-Craighead

Philadelphia Police Department

Jason Clarke

Philadelphia Police Department

Council President Darrell Clarke

City Council President

Diana Cortes

City Solicitor

Joanna Otero-Cruz

Community Services

Pastor Carl Day

Culture Changing Christians

Alexander DeSantis

Inspector General

James Engler

Office of the Mayor

Anthony Erace

Police Advisory Committee

Shannon Farrell

Harrowgate Civic Association

Cynthia Figueroa

Office and Children and Families

Eva Gladstein

Health and Human Services

Adam Geer

Philadelphia Police Department

Eric Gripp

Philadelphia Police Department

Vanessa Garrett-Harley

Managing Director's Office

Francis Healy

Philadelphia Police Department

Mary Hortsmann

Managing Director's Office

Councilmember Curtis Jones, Jr.

Chair of City Council's Committee on Public Safety

Nikki Smith Kea

Executive In Residence, PPD

Rich Lazer

Department of Labor

Elka Battle-Murillo

Philadelphia Police Department

Thomas Nestel

SEPTA Transit Police Department

Blake Norton

Philadelphia Police Department

Pedro Ramos

Urban Affairs Coalition

Nefertiri Sickout

Office of Diversity, Equity & Inclusion

Craig Straw

1st Deputy City Solicitor

Sozi Tulante

Dechert LLP

Reverend Alyn E. Waller

Enon Tabernacle Baptist Church

Inclusive Economy Members

Michael Rashid, Chair

Department of Commerce

Patrick Clancy

Philadelphia Works

Guy Generals

The Community College of Philadelphia

Anuj Gupta

Chief of Staff U.S. House of Representatives

Iola Harper

Department of Commerce

Renee Hughes

Philadelphia Opportunities Industrialization Center, Inc.

Sen. Vincent Hughes

PA State Senate

Heloise Jettison

Department of Commerce

Keith Leaphart

Lenfest Foundation

Lisette Martinez

Jefferson University & Health

Councilmember Cherelle Parker

Vice chair of Council's Committee on Commerce and Economic Development

Michael Pearson

Iron Stone Real Estate Partners

Vaughn Ross

Office of the Mayor

Nefertiri Sickout

Office of Diversity, Equity and Inclusion

Sarah Steltz

Department of Commerce

Donavan West

Black Business Accelerator, Inc.

Community Engagement Members

Ajeenah Amir, Chair

Office of Public Engagement

Romana Lee-Akiyama

Office of Immigrant Affairs

Kimberly Ali

Department of Human Services

Jeanette Bavwidinsi

Office of Youth Engagement

Charlotte Castle

Managing Director's Office

Altovise Love-Craighead

Philadelphia Police Department

Liana Dragoman

Office of the Chief Administrative Office

Randy Duque

Philadelphia Commission on Human Relations

Saptarshi Dutt

Office of Public Engagement

Rachel Eisenberg

Office of Criminal Justice

Amy Eusibio

Office of Immigrant Affairs

Eric Gripp

Philadelphia Police Department

Jovida Hill

Philadelphia Commission for Women

Solomon Leach

Office of Community, Empowerment & Opportunity

Rev. Naomi Washington-Leapheart

Office of Faith-based and Interfaith Affairs

Pamela McClenton

Department of Behavioral Health and disAbility Services

Celena Morrison

Office of LGBT Affairs

Elka Battle-Murillo

Philadelphia Police Department

Blake Norton

Philadelphia Police Department

Lindsey Norward

Office of Children and Families

Anthony Procik

Mayor's Office of Civic Engagement & Volunteer Service

Irene Contreras Reyes

Office of the Mayor

Eleanor Sharpe

Philadelphia City Planning Commission

Nefertiri Sickout

Office of Diversity, Equity & Inclusion

Koert Wehberg

Mayor's Commission on People with Disabilities

Eric Westbrook

Mayor's Office of Black Male Engagement

Gary Williams

Department of Human Services



EXECUTIVE SUMMARY

About Pathways to Reform, Transformation, and Reconciliation

Across the city and country, the murder of George Floyd in Minneapolis sparked weeks of protests and social activism against police brutality and systemic racism. Racism in Philadelphia and America has far-reaching effects on the health outcomes, economic opportunities, social implications, and overall life chances for Black and Brown communities. For generations, racial inequalities have contributed to structural violence and pervasive poverty in the city. Acknowledging the suffering, pain, and outrage of these communities, Mayor Jim Kenney pledged to make real changes, launching the City of Philadelphia's Pathways to Reform, Transformation, and Reconciliation on June 4, 2020 at the height of the demonstrations and during the ongoing COVID-19 pandemic. Over the past year the City has worked together with varied institutions, departments, and community leaders and organizations to enact a meaningful reform agenda; reimagine public safety; and advance racial justice.

Beginning with the removal of the Frank Rizzo statue, to long-term commitments to police reform, inclusive economic recovery, reconciliation, and health equity, the City of Philadelphia has spent the past year working collectively to build a more equitable city for all Philadelphians. The initiative is supported by a Steering Committee of diverse community partners who advise, inform, connect, and work to eliminate race-based disparities in Philadelphia communities and promote racial and social justice across institutions. The committee is staffed by senior City staff who support the planning and implementation of racial equity strategies developed by the Steering Committee. Within weeks, the

group identified its key priorities; developed shared goals; and drafted an action plan with immediate, short- and long-term recommendations in light of the public's calls for change.

One year later, the group—along with its three subcommittees in police reform, inclusive economic recovery, and community engagement—continues to routinely evaluate its progress, adapt its target actions and recommendations to meet residents' shifting needs, and sustains its commitment to transforming Philadelphia through active re-imagination.

KEY PRIORITIES

Public Safety and Policing: Adopt and implement a comprehensive police reform agenda.

Economy: Review the City budget, rebuild small businesses, and strengthen minority, women and disabled-owned businesses and enterprises (M/W/DSBEs).

Community Engagement and Reconciliation Process: Work collaboratively with the City and community partners to foster conversations between institutions and residents to address structural racism and racial inequity issues in the city; review public landmarks, monuments and holidays.

Health: Address COVID-19 racial and economic disparities.

A YEAR OF IMPACT

Since its formation in June 2020, the City of Philadelphia's Pathways to Reform, Transformation, and Reconciliation has sustained measures to: decrease harm in police encounters and increase community safety & accountability; reduce COVID-19 racial and economic disparities; rebuild small businesses, strengthen minority-, women-, and disabled-owned businesses & enterprises; and increase long-term, equitable investments in our communities.

POLICE & PUBLIC SAFETY REFORM

77 accepted independent recommendations

[*from after-action CNA report](#)

26 target reform areas

*Pathways initiative-related

3,214 officers **51%** have received the full 40-hour CIT training and certification

Nearly 150 virtual PPD-sponsored community meetings, sessions and town halls

2,741 PPD personnel **43%** trained in Implicit Bias

INCLUSIVE ECONOMY

\$27M in Covid-19 relief distributed by Commerce to **3,177** businesses

63% Business Relief awards to minority-owned businesses

10,000 PPE kits to small businesses to help them reopen last summer

\$271.3 M city contracts awards to M/W/DSBES in FY20, a **6.6%** increase from FY19

COMMUNITY ENGAGEMENT

Over 2,000 participants in City's Pathways-sponsored events

650 participants in youth-focused events

376 participants in City's community healing circles

Approximately 7,000 city-owned assets classified in a database created under the Landmarks & Monuments Review

PUBLIC HEALTH

817,695 Philadelphians with at least one dose of vaccine, this is 66% of the adult population.

623,786 Philadelphians have been fully vaccinated, this is 50% of the adult population.

93 COVID-19 testing sites

\$12,244,205 paid via open RFP to 16 community testing providers

280 COVID-19 vaccine clinics

\$18,084,091 paid via open RFP to nine community vaccination providers

\$33 million reallocated from proposed police budget (FY21)*

[FY22 budget proposal](#) pending City Council Hearings

TIMELINE

MARCH 10, 2020

City officials announced the first COVID-19 case in Philadelphia.

MARCH 13, 2020

The School District of Philadelphia announces city-wide closure.

MARCH 23, 2020

The City of Philadelphia issued its first stay-at-home order.

MAY 25, 2020

George Floyd, a 46-year-old Black man is murdered by law enforcement in Minneapolis.

MAY 30, 2020



Weeks of protests and demonstrations of social activism begin in Philadelphia.

Thousands took to the streets to demand that City officials dismantle broken systems and work to build a truly equitable city—one where Black Lives Matter.

JUNE 2, 2020

Police Commissioner Danielle Outlaw made a change to use-of-force protocol by requiring all uses of force to be reported via Police Radio.

JUNE 3, 2020



Under an executive order from Mayor Kenney, the City removed the Frank Rizzo statue from the front of the Municipal Services

Building. It stood as an icon of bigotry, police brutality, and oppression.

JUNE 4, 2020

Mayor Kenney formed the Steering Committee to help guide the City as it enacts meaningful police reforms, re-imagines public safety, and advances racial equity.

JUNE 4, 2020

Mayor Kenney and Commissioner Outlaw took [President Obama's pledge](#) to review use-of-force policies in Philadelphia.

JUNE 15, 2020

The City initiated [an independent after-action review](#) of police response to recent protests, including the I-676 and the 52nd Street incidents involving teargas.

JUNE 16, 2020

[Juneteenth](#) became an official City holiday for the first time when Mayor Kenney signed an executive order.

JUNE 22, 2020



The [Restore and Reopen program](#) began accepting grant applications from small, independently-owned businesses—with a focus on those in historically disadvantaged

communities—that experienced damage or inventory loss from recent civil unrest.

JUNE 24, 2020

The City initiated a public process for possible removal of the [Christopher Columbus statue](#) in Marconi Plaza.

JUNE 25, 2020

Police Commissioner Danielle Outlaw updated use-of-force policies to ban teargas for Demonstrations.

JUNE 26, 2020

Former City Solicitor Marcel Pratt and Deputy Mayor of Labor Rich Lazor co-authored a letter to the state legislature with recommended amendments to Act 111. The purpose is to reform the police arbitration process.

JUNE 26, 2020

The Philadelphia Police Department launched its “Crime Prevention and Violence Reduction Action Plan” created to increase community safety, enhance internal protocols and organizational policy, and provide a strategic framework to foster effective collaboration to reduce violent crime.

TIMELINE

JULY 27, 2020

The Philadelphia Department of Public Health released an [interim plan to address the racial inequities](#) posed by the COVID-19 coronavirus pandemic.

AUGUST 6, 2020



The City of Philadelphia and School District of Philadelphia announced [PHLConnectED](#),

a new collaboration to connect up to 35,000 low-income K-12 student households with internet service and devices.

AUGUST 12, 2020

The Philadelphia Historical Commission voted in favor of removing the statue of Christopher Columbus in Marconi Plaza, an action acknowledging the statue's symbolism and legacy of racism.

AUGUST 20, 2020



The City of Philadelphia partners with community-based organizations to

open [Access Centers](#) that will support Philadelphia children and their families in Fall 2020 during digital learning time, free of charge and located in neighborhoods to serve Philadelphia's most vulnerable children.

AUGUST 26, 2020



Mural Arts Philadelphia, in partnership with the City of Philadelphia, today dedicated ["Crown"](#), a

[new installation by artist Russell Craig](#) highlighting the Black Lives matter movement, for the windows of the Municipal Services Building, across from City Hall.

SEPTEMBER 17, 2020



Philadelphia City Council approved two law enforcement reform bills

sparked by the murder of George Floyd. The ["Let Philly Breathe"](#) bill prohibits police from using certain types of physical restraints in detaining a person, including chokeholds, hogtying, and placement of body weight on the head, face, neck, or back. The other bill requires that a public hearing be held where residents can comment on a proposed police contract before it is voted on by the members of the Fraternal Order of Police.

SEPTEMBER 28, 2020

Since September 28, 2020, a DBHIDS behavioral health navigator has been stationed with staff in the police 9-1-1 radio room to learn about the types of calls received—gathering information to refine the model for behavioral health collaboration, determine the amount and type of support needed, assist in the development of a curriculum for training of call-takers, and help in the development of a script to support identification of crisis calls.

OCTOBER 9, 2020

City Announces First Step Towards Implementation of [911 Triage and Co-Responder Program](#). This new program will connect residents experiencing behavioral health crises with the appropriate services and supports through 911.

NOVEMBER 3, 2020

The City supported City Council legislation included in the election ballot on the creation of a permanent, civilian Police Oversight Commission. This commission will conduct contemporaneous, independent reviews of civilian complaints and use of force incidents. The specifics of the commission's duties will be developed in coordination with City Council.

NOVEMBER 3, 2020

911 call takers now have a methodology to better identify when calls are related to behavioral health crises. These additional questions are provided to dispatchers and officers responding in real-time. With these new screening policies, dispatchers will have the ability to gather more incident-specific information and will improve the way they dispatch officers and other first responders within the city.

DECEMBER 1, 2020

Led by the City's Budget Office in partnership with the City Planning Commission, Philadelphia is launching [Participatory Budgeting](#), in which Philadelphians will generate ideas for infrastructure investments and vote directly on how to spend \$1 million dollars on capital projects. The City plans to call for spending ideas from the public in the early spring, with the final vote happening in June 2021, around the same time that City Council will vote on the FY22 budget.

JANUARY 27, 2021

On January 27, 2021, Mayor Jim Kenney signed [Executive Order 2-21](#), which made two changes to the list of City Holidays. The City of Philadelphia will once again recognize Juneteenth (June 19) as a holiday; and, for the first time, the City holiday celebrated on the second Monday of October will be recognized as Indigenous Peoples' Day rather than Columbus Day. These changes, instituted via Executive Order 2-21, will be in place at least through the end of the Kenney administration.

TIMELINE

APRIL 15, 2021

Mayor proposed Fiscal Year 2022 Budget and Five Year Plan, charting a course for Philadelphia beyond COVID-19. This budget focuses on providing core services, maintaining Philadelphia's long-term fiscal health, reducing racial disparities among residents, and advancing equitable outcomes for all. These are the City of Philadelphia FY22 investments to create a [safer and more just city](#).

MAY 10, 2021



Mural Arts Philadelphia and the City of Philadelphia [dedicated two more phases of](#)

[“Crown”](#) by Russell Craig, highlighting Black women activists and BIPOC health and wellbeing, at the Municipal Services Building.

MAY 21, 2021



The Philadelphia Police Department in collaboration with the Police Advisory Commission released its [“Collaborative Review and Reform of the PPD Police Board](#)

[of Inquiry: Policy, Practice, and Custom Report”](#) after reviewing the PBI, which handles the disciplinary process and official complaints to the department.

MAY 25, 2021

The City of Philadelphia commemorated the legacy of George Floyd and held space to honor all victims of police brutality.

JUNE 2, 2021

The Philadelphia Police Department joins the Georgetown Innovative Policing Program to launch ABLE (Active Bystandership of Law Enforcement), an internal peer intervention program that educates & promotes officer and community wellness.

JUNE 15, 2021

The City of Philadelphia released a 1-year report outlining the progress of the Pathways initiative.



PUBLIC SAFETY & POLICING
REFORM IMPACT



COMMISSIONER DANIELLE OUTLAW

THE PHILADELPHIA POLICE DEPARTMENT HAS MADE

substantial progress to continually increase public safety, including reforms that were implemented last June and others that were previously in-progress. We are committed to working towards organizational advancements that increase internal accountability and equity. All Philadelphians need to feel safe in their communities by those that are sworn to protect them, and we are committed to enacting true and lasting reforms in order to better serve our neighborhoods.”

- Commissioner Danielle Outlaw

The City’s Police Reform Agenda is its multi-level plan to enact comprehensive and sweeping public safety and policing reforms in Philadelphia.

In June 2020, Mayor Kenney and Police Commissioner Danielle Outlaw committed together to make necessary reforms, accepting President Obama’s Reimagining Policing pledge by reviewing police use-of-force policies in the city. Commissioner Outlaw made swift policy changes, immediately updating multiple use-of-force policies including chokehold use, tear gas, and reporting procedures.

Since the launch of the Pathways initiative, City leaders along with Commissioner Outlaw’s executive team, the Steering Committee, and the Committee’s police reform working group have worked closely to implement meaningful reforms to better serve and protect Philadelphians. The multi-level agenda currently consists of reforms divided into five main areas:

- Update and review policies
- Strengthen oversight measures and increase transparency and equity
- Implement behavioral health and mental-health related operational reforms in policy and protocol
- Evaluate budgeting and collective bargaining process
- Support state-level police reforms

In the past year, the Philadelphia Police Department has worked on a series of reform efforts in these categories. The Police department has had sizable growth in numbers of Crisis Intervention- and Implicit Bias- trained officers and personnel; groundlaying measures in reimagining oversight and disciplinary processes; and substantial growth in its partnership with Department of Behavioral Services and Intellectual disAbility Services to properly serve the needs of Philadelphians who suffer from mental health and behavioral health related crises. Going forward, the Police department continues to focus on implementing equitable strategies, including those designed to increase diversity in recruitment, rebuild a foundation of trust and relationships in neighborhoods, and implement tools to increase equity and proactively reduce harm.

POLICY CHANGES AND REVIEWS

Critical use-of-force policies and protocol changes have been implemented

- The policy on chokeholds, previously banned, was updated in June 2020 to explicitly prohibit sitting or kneeling on a person's neck, face, or head. This is consistent with legislation stated in the 'Let Philly Breathe' bill passed by the City Council on September 17, 2020 and signed by Mayor Kenney.
- The PPD banned all use of teargas for demonstrations. SWAT procedures for less-than-lethal munitions were also amended to include references to the sanctity of life and rights of peaceful protesters.
- No-knock warrant entries of any kind are prohibited, a policy added in September 2020.
- The intentional pointing of firearms is considered a use of force as of June 2020 and must be recorded.
- All uses of force became required to report via Police Radio in June 2020.

The [Mediation Process Review](#) has developed into a pilot program

- Starting in December 2020, the PPD and PAC agreed to implement a mediation process for low-level complaints with the goal of providing an alternate resolution to traditional means of police complaint procedure, and intention of increasing trust and building mutual understanding between police and the community.
- A joint request from PPD and PAC to implement the pilot project was approved by Mayor Kenney in March 2021. Mediation services will be for eligible complaints as outlined in the Mayor's Executive Order 7-11, Processing of Complaints Alleging Police Misconduct, Section 7.

The Canine policy review was completed in January 2021

- The PPD reviewed and benchmarked its policy against those outlined by the May 2020 Police Executive Research Forum report, and it was determined that this policy aligns with national best practices.

The PPD amended both its arrest and search warrant policies to incorporate a requirement that exculpatory information

Is also included in all affidavits submitted to magistrates for approval (information that would contradict a person's involvement in a crime). Magistrates must have all available information to make a reasonable determination of whether probable cause exists, and this includes inculpatory as well as exculpatory information obtained during an investigation. This review and update was completed in September 2020.

Technology policy under review

In June 2020, Commissioner Outlaw committed to reviewing areas of discretion, technology, and tools that might be incorporating bias, including facial recognition technology and license plate readers:

- The [Policing Project at NYU School of Law](#) provided PPD with policy feedback focused on the civil rights and civil liberties implications of the Department's use of facial recognition and the Group Violence Initiative.
- The Philadelphia Police Department has asked the Police Advisory Commission (PAC), the Quattrone Center for the Fair Administration of Justice, and a civil rights attorney to review and offer recommendations to current technology policies.
- PAC has completed a review of the City's Group Violence Initiative and made several recommendations, which the Quattrone Center and a civil rights attorney have convened to review.

OVERSIGHT, TRANSPARENCY AND EQUITY

Review of the Police Board of Inquiry

- On May 21, 2021, the PPD in collaboration with the Police Advisory Commission (PAC) [released a report on its findings](#) after reviewing the Police Board of Inquiry (PBI), which handles the disciplinary process and official complaints to the department. Prior to the work done on this report, the disciplinary process had been conducted largely in private. This changed in 2020 when PPD and PAC agreed to work on a project examining civilian complaints against police across several years. The PAC's report found that the PPD's disciplinary process lacked appropriate outcomes and missed opportunities to institute accountability measures.

Creation of the Police Oversight Commission

- The City will support City Council legislation included in the November 3, 2020 ballot on the creation of a permanent, civilian Police Oversight Commission. This commission will conduct contemporaneous, independent reviews of civilian complaints and use of force incidents. The specifics of the commission's duties will be developed in coordination with City Council.

Independent after-action review of May 30-June 15 protests, including on I-676 and 52nd street

- In June 2020, Mayor Kenney and Police Commissioner Danielle Outlaw announced plans to engage an independent consultant to conduct a comprehensive examination of the City's response to recent protests and other activities, which included investigations into the Philadelphia Police Department's use of force. [The review](#) was conducted jointly by attorney A. Nicole Phillips, a partner of the Philadelphia-based law firm Montgomery McCracken Walker and Rhodes, LLP, and CNA, a nonprofit consulting firm. Their mandate was to review the City's preparation and response to the protests, demonstrations, police use of force, and other activities in the wake of the killing of George Floyd, and to form conclusions and recommendations for systemic improvements.
- The report was completed in December 2020 and the final report identified a total of 77 findings with the PPD's response to city-wide unrest during this time period, and also included recommendations for improvement in each area. PPD accepted all 77 recommendations, and remains committed to making critical changes, immediately after June 2020 and any other necessary changes that were identified in the comprehensive report.

Implementation of the Active Bystander for Law Enforcement (ABLE) program

- In September 2020, the Philadelphia Police Department began planning for the implementation of the Active Bystander for Law Enforcement (ABLE) Program. The department will train all sworn personnel on how to actively and effectively intervene and de-escalate a situation to build a culture that prevents harm. The Philadelphia Police Department is in the process of providing ABLE training for all sworn personnel, with the goal of training 3,400 people before the end of December 2021. The department has trained 22 Academy instructors as certified trainers by the national ABLE "train-the-trainer" program. Additionally, since June 2021, the PPD has been actively training the recruited ABLE Ambassadors who will serve in the Department to support the department-wide rollout. The PPD has also

committed to training its professional staff, once the National ABLE Center in Washington D.C. has finished developing training modules for community and non-sworn personnel.

Implementation of comprehensive implicit bias training

- In October 2020, the Philadelphia Police Department began working with Dr. Bryant Marks and the National Training Institute on Race and Equity (NTIRE) to provide Implicit Bias Training for all sworn and non-sworn members of the Police Department. To date, the PPD has trained 2,741 personnel in Implicit Bias and is on track to train all personnel by the end of October 2021 when the NTIRE contract ends. This is a half-day training session offered each month to approximately 500 sworn personnel and professional staff.

Creation of positions focused on accountability, diversity, equity and inclusion and other relevant issues

- The Office of the Inspector General has created a position for Deputy Inspector General for Public Safety. The Deputy Inspector General will focus on deterring, detecting, preventing, and eradicating waste, fraud, and abuse within law enforcement agencies. This position will also review policies and practices of those agencies.
- The PPD is in the final stages of recruiting and hiring a Diversity and Inclusion Officer who will review all policies, practices, and training for PPD through an equity lens. The Diversity and Inclusion Officer will also assist with increasing diversity of new hires—both civilian employees and new recruits.

Increasing the Philadelphia Police Department's diversity

- Since July 2020, Commissioner Outlaw has been working to enhance the Philadelphia Police Department's racial and geographic recruitment diversity, including specific benchmarks. The PPD is in the process of working with its Office of Human Resources to strategize and implement ways to increase diversity in hiring of police officers. Additionally, the PPD is actively engaged in a large scale assessment of their recruitment, hiring and retention. This work is actively underway and includes:
 - » Review the PPD business process for recruiting, hiring, and retaining police candidates during the recruit training process.
 - » Review current PPD recruitment materials and strategies.
 - » Determine if staffing levels for the recruitment and background units are appropriate

PUBLIC SAFETY POLICING REFORM IMPACT (CONT)

- » Identify points in the process where candidates do not successfully move through the hiring, onboarding, and training process.
- » Evaluate the PPD threshold criteria for entrance to the Police Academy, focusing on the starting age and exceptions to admission, to include the residency requirement.
- » Review current and applicable legal requirements and boundaries of PPD and the City of Philadelphia for recruitment, hiring, retention, and training.
- » Examine strategies that would enable PPD to bolster retention.

Greater transparency regarding Internal Affairs investigations and status of police misconduct

- The Philadelphia Police Department Complaints Against Police (CAPS) [are posted on the PPD website](#) on a monthly basis and include the CAP number, a summary, the findings of the investigation, and the disciplinary action. As a part of the reform process, PPD has revised the process to include a more detailed description surrounding the allegations against the accused personnel. This process started in January 2021.

Greater transparency of complaints against police officers

- The PPD is in the process of implementing a quarterly report on internal affairs investigations that includes the number of complaints filed, the type of complaint, and the status of the complaint. The anticipated start date of this report was delayed due to technical issues and system upgrades; however, the report is scheduled to be completed and released by the end of July 2021. The Internal Affairs bureau will continue its efforts to address the needs of the community, while enforcing accountability, as we pursue the goal of inclusion and organization excellence.

Development of an Early Intervention System

- The PPD has identified funding for an Early Intervention System, which is a law enforcement personnel management tool designed to identify potential individual or group concerns at the earliest possible stage so that intervention and support can be offered in an effort to re-direct performance and behaviors toward organizational goals. The ideal purpose of an EIS is to provide officers with resources and tools in order to prevent disciplinary action, and to promote officer safety, satisfaction, and wellness.

- The PPD is actively working with the City's Office of Innovation and Technology to identify vendors who can provide the product which best meets the needs of the Police Department. Meetings with identified vendors are complete and the PPD is in the final stages of the selection process. The PPD plans to select a vendor by the end of July 2021. The contract process will take an estimated 6-8 weeks.

Civilization review and study

- The PPD is reviewing uniformed positions and will determine whether they can be converted to civilian positions.
 - » A review of District/Unit current staffing and internal personnel optimization is taking place.
 - » The Philadelphia Police Department is working to implement an updated staffing model.
 - » The Philadelphia Police Department's task force deployments and implement the rotations
- The PPD has partnered with University of Pennsylvania's Institute of Government at Fels Lab, where a team of graduate students are conducting an abbreviated civilization study. This project commenced in January 2021. This project is currently active and the PPD expects that findings and recommendations will be presented to the PPD Executive team in August 2021.

BEHAVIORAL AND MENTAL HEALTH-RELATED OPERATIONAL REFORMS

Embed Department of Behavioral Health and Intellectual disability Services (DBHIDS) staff to monitor 911 calls and identify signs of a behavioral health crisis

- As of September 2020, a DBHIDS behavioral health navigator has been stationed with staff in the police 911 radio room to learn about the types of calls received. The behavioral health navigator gathers information to refine the model for behavioral health collaboration, assists in the development of a curriculum for training of call-takers, supports the implementation of the City's recent change to a 9-1-1 script that better identifies crisis calls (see screening questions update below), and assists with ongoing technical assistance and training for radio room staff. A second navigator was added to assist in late December 2020.

PUBLIC SAFETY POLICING REFORM IMPACT (CONT)

- The goal is to build a system that better identifies which 911 calls may be behavioral health-related to be triaged differently. As the triage system is further developed, the behavioral health navigators will also serve as a bridge to help 911 calls that do not need police intervention more easily and efficiently access services within the behavioral health system

Behavioral health screening questions are provided to 911 call takers

- As of November 2020, the 911 call-takers script and procedure, developed incorporating a range of community stakeholder feedback, ensures behavioral health guidance can be shared with officers responding in real time. With these new screening policies, dispatchers can gather more incident-specific information and improve the way they dispatch CIT-trained officers and other first responders within the city.

Modified Crisis Intervention Team (CIT) classes are held for 911 call takers and dispatchers

- Beginning in November 2020, DBHIDS and the Philadelphia Police Department (PPD) started training 911 call takers and dispatchers to identify crisis-related calls and more efficiently direct calls to CIT-trained officers in the field. As of June 1, 2021, 127 call takers and dispatchers have been trained, which represents about half of the 911 staff. The goal is to train the remaining personnel and those newly hired by the end of 2021. The training also includes a de-escalation focus that reinforces the important role that radio room staff plays in de-escalating call response.

The City is piloting four co-responder Crisis Intervention Response Teams (CIRT) teams

- In March 2021, the PPD and DBHIDS began delivering an 80-hour training curriculum for the police and behavioral health members of the CIRT. This training was designed to promote effective teamwork between officers and behavioral health staff while in the safe environment of the police academy and included both classroom and reality-based scenario training. PPD also developed a co-responder policy to guide the program..
- The CIRT teams have begun field training in the East and Central Police Divisions under the supervision of the existing Service Details. PPD currently has four co-responder teams, with two each in the northern and southern parts of the city. The units have been deployed on a single shift in each Regional Operations Command (ROC North and ROC South) based upon PPD and DBHIDS data.

- The teams include a behavioral health specialist paired with a CIT-trained police officer who are called in to respond to de-escalate crisis-related incidents. These teams also include a peer-based follow-up unit that can be called in to connect the individual to services in the community in real time.
- This pilot program is operational and PPD is committed, with its DBHIDS contracted provider, to expand in the coming months.

Expand CIT officer training

- As of June 1, 2021, approximately 3,214 officers have received the full 40-hour CIT training and certification. Philadelphia has made a significant investment in CIT officer training and is a national leader for having the largest cohort of CIT-trained officers in a major city police department. PPD and DBHIDS are working towards providing this training to all patrol officers.

Expansion of Philadelphia Crisis Line

- Also under development, related to the triage of behavioral health calls shifting from the 911 call center to the Philadelphia Crisis Line (PCL), is the expansion of the PCL line and community mobile team capacity through expanded hours and, via RFP, expanded number of providers to ultimately provide 24/7 regionalized city-wide coverage by behavioral health community mobile crisis teams.

BUDGETING AND COLLECTIVE BARGAINING

Re-evaluate Police Department budget

- In FY21's budget, PPD worked closely with City Council to reduce the Police Department budget by \$33 million. These budget adjustments maintained funding for the expansion of the body worn camera program, implicit bias training and a portion of intelligence analysts. The reduction required the elimination of 195 uniformed positions, accomplished through attrition and delaying cadet classes.
- The proposed FY22 budget emphasizes funding to support the new Citizen Police Oversight Commission, the Early Intervention System, and expanded resources for police officer training.

Changes related to collective bargaining

- As part of the next Act 111 arbitration with the Fraternal Order of Police (FOP) Lodge 5, the City intends to seek several changes in its negotiations with the FOP. The

Administration is currently negotiating a new contract with the FOP, and is engaged in these critical discussions through an arbitrator. These plans include:

- » Re-establishing residency requirements for officers going forward.
- » Removing any limitations on the commissioner's authority to transfer officers at her discretion, including removal of any required input by the FOP.
- » Overhauling the Philadelphia Police Department's disciplinary code.
- » Revising aspects of the grievance arbitration process for police discipline, including but not limited to the process for selection of arbitrators.
- » Eliminating disciplinary record expungements and making all prior records available for consideration during Police Board of Inquiry investigations.
- » Inclusion of community members and outside experts on the Police Board of Inquiry.

Greater transparency in the collective bargaining process

- The City will add a public comment period outlining its goals and permitting public comment prior to submitting proposals to the FOP, prior to finalizing a new contract. This will include a public forum where City residents can openly speak.
- The City is committed to soliciting and sharing our collective bargaining requests with relevant stakeholders and the general public before the start of the negotiating or state Act 111 arbitration process.

STATE-LEVEL REFORMS

As stated during the formation of Pathways, The City of Philadelphia continues to work with all partners and stakeholders in its commitment to seeking reforms to Pennsylvania state legislation, including supporting reforms within the Governor's authority, that would elevate public safety and equity.

Seeking reforms to Pennsylvania state legislation

Many aspects of law enforcement and local labor negotiations are dictated by state law. The City would support a number of reforms by the state, regardless of whether those reforms are subject to bargaining. This includes:

Overhauling Act 111 and the grievance arbitration process, including but not limited to making sure that police officers lawfully terminated by the Commissioner remain off the force and to contain other safeguards against irrational, binding decisions by arbitrators.

- Legislation making the interest arbitration process more transparent.
- Legislation outlawing the police chokehold or using pressure to airways to detain citizens. (The use of chokeholds is already disallowed under PPD use of force policies.)
- Legislation providing additional criminal penalties for criminal use of deadly force by police officers.
- Legislation requiring mandatory drug testing after an officer-involved shooting.
- Legislation improving access to police video footage requiring all non-body camera police video to be subject to the Right to Know Law. The City would support such legislation consistent with our current policy and practice. Video that is part of an active investigation should be released at the Department's discretion.
- Legislation creating a state oversight board to professionally certify, train, and provide continual education to police officers; give this oversight board disciplinary power and provide the public with a venue where behavioral misconduct concerns will be addressed.
- Legislation establishing/requiring an independent review process where police kill or seriously injure civilians.
- Legislation requiring law enforcement officers to be regularly evaluated for Post-Traumatic Stress Disorder.
- Legislation creating a confidential database within the state Attorney General's office to track officer complaints that law enforcement agencies can search to find potential red flags before hiring an officer who has previously separated from another law enforcement agency.

Seeking reforms within the Governor's authority

The City would support:

- Creating a position for Deputy State Inspector General, who would focus on deterring, detecting, preventing, and eradicating misconduct, brutality, waste, fraud, and abuse within law enforcement agencies.
- Establishing a civil unrest damage recovery fund.
- Requiring the PA State Police to develop a publicly available database with the capability to receive, store, tabulate, and analyze the data sets required to be documented by all law enforcement agencies, including data about police misconduct.



ECONOMIC **IMPACT**

ECONOMIC IMPACT (CONT)

Mid-March 2020, COVID-19 forced public spaces and businesses to close, putting unprecedented stress on our economy, deepening pervasive poverty, and widening already-existing disparities in communities of color. The City's Pathways initiative supports inclusive economic recovery efforts in Philadelphia. These efforts, in collaboration with the Steering Committee, Department of Commerce, and Inclusive Economy subcommittee, prioritize reviewing the City's budget, investing in historically-disadvantaged communities, and supporting small businesses against the backdrop of the ongoing Covid-19 pandemic. During COVID-19:

Unemployment jumps, peaking at more than 18%

Unemployment in the U.S. reached 14.7 percent in March 2020, the highest national rate since the Great Depression. Philadelphia's unemployment rates, due to systemic challenges, historically trend upward, reaching 17.0 percent in March 2020. In the second quarter of 2020, Philadelphia's unemployment rate peaked at more than 18 percent, roughly two percentage points higher than that of the state and four percentage points higher than that of the United States overall. While unemployment rates have improved, they have not returned to pre-COVID levels. As of February 2021, the city's unemployment rate remained at 11.2 percent.

Weekly unemployment claims soar, including a disproportionate number filed by minorities

More than 208,000 Philadelphians—including a disproportionate number of minorities—filed initial claims for Unemployment Compensation (UC) between March 15 and August 1, 2020, an average of 10,038 per week, while the average prior to COVID-19 was 1,137 per week.

Philadelphia's small businesses and minority-, women-, and disabled-owned businesses

The COVID-19 pandemic has had a devastating impact on Philadelphia's small businesses, particularly among the city's business owners of color. Since the start of the pandemic, total small business revenue and the number of small businesses open **decreased in Philadelphia by 33% and 31%, respectively**. Historical surveys of ownership demographics in Philadelphia indicate that the city's BIPOC business owners are overrepresented in industries most negatively impacted by the pandemic, including restaurants, bars, and storefront retail. According to the 2021 Beech Enterprises Black Business Directory, about 8% of the Black-owned businesses included in their 2020 edition are now closed. Those closures represent thousands of jobs, lost revenue, and investments in communities that have been disproportionately impacted by this pandemic.

During the past year, the Pathways to Reform, Transformation, and Reconciliation initiative's economic efforts have supported the development and implementation of COVID-19 relief programs, the allocation of dollars into small and minority-, women-, and disabled-owned businesses, and targeted investments in disproportionately impacted neighborhoods and communities through funding and programmatic initiatives.

OVER THE PAST YEAR, PHILADELPHIA'S ECONOMIC LANDSCAPE

has endured tremendous challenges. As our Black and Brown residents and business owners disproportionately bear the weight of the pandemic's health and economic impacts, the partnerships and collaborations cultivated through the City's Pathways work have been integral in helping our city recover. We must continue to come to the table with innovative solutions, as the city's success will only be possible by building on the inspiring collaborative efforts underway with the private sector to grow our economy—fairly and inclusively. The challenges we face today are an opportunity to change course, to positively alter our city's historical trends, and to support an equitable model for all Philadelphians."

- Michael Rashid, Commerce Director

INCLUSIVE ECONOMY RECOVERY PLAN

In September 2020, the Department of Commerce released the City's inclusive economic recovery plan, [Respond Restart Recharge Reimagine: An Equitable and Inclusive Economic Recovery for Philadelphia](#). The plan outlines the four main areas of its inclusive economic strategy and its targeted initiatives. The strategy is laid out in four parts:

Respond

Deliver resources to the most vulnerable businesses and communities and maximize opportunities to sustain employment. Provide immediate relief to entrepreneurs and employers in a transparent and efficient way.

Restart

Build confidence in the market to drive demand and support businesses seeking to adapt to new conditions. Provide clear, actionable guidance and critical resources to entrepreneurs and employers seeking to reopen.

Recharge

Regain the momentum that was disrupted by the pandemic by positioning entrepreneurs and employers for growth. Identify and develop new opportunities to drive local business demand and build greater resilience among Philadelphia's most vulnerable businesses and communities.

Reimagine

Seize bold opportunities that may have never seemed possible, amplifying Philadelphia's strengths and ensuring equitable growth for the future. Reimagine and reinvent the industries and jobs of the future in ways that increase access and opportunity for all.

The report outlines three collaborative initiatives targeted at fostering inclusive recovery, including the Regional Recharge and Recovery Taskforce; the creation of an Equitable Entrepreneurship Assessment and Strategy; and the implementation of the COVID-19 unemployment crisis related Workforce Respond and Recharge Plan.

Regional Recharge and Recovery Taskforce

The Regional Recharge and Recovery Taskforce. Led by the Chamber of Commerce for Greater Philadelphia, the Taskforce was launched in collaboration with the Department of Commerce, PIDC, and the PA Department of Community and Economic Development. Through this partnership, the Taskforce assembled eight distinct sub-committees, composed of more than 130 business and economic development stakeholders. The individuals engaged in a total of 16 group sessions to identify priorities for recovery and recommendations for long-term, inclusive economic recovery and competitiveness to drive growth across the region.

Entrepreneurship Ecosystem Assessment and Strategy

Amid COVID-19 and widespread calls for racial justice, local stakeholders are taking critical steps to respond to this economic crisis and address fundamental barriers among entrepreneurs of color. Since early 2020, United Way of Greater Philadelphia and Southern New Jersey, the City of Philadelphia Department of Commerce, and PIDC have engaged local business owners, community-based organizations, business support organizations, and anchor and philanthropic institutions to assess the evolving state of small business in Philadelphia and identify opportunities to address historical inequities for the city's entrepreneurs of color, magnified during the COVID-19 pandemic.

Combining in-depth data analysis, nearly 200 conversations with local small business owners and stakeholders, and input from a 31-member Advisory Council, this collaborative conducted a robust assessment of challenges in Philadelphia's entrepreneurship ecosystem and proposes a comprehensive realignment of existing and future support services to form a more equitable environment for the city's entrepreneurs and small business owners of color. The plan will be released in June 2021.

Workforce Respond and Recharge Plan

The City and Philadelphia Works are engaged in a joint planning process to identify and implement key short- and long-term strategies to address the unprecedented unemployment crisis spurred by the pandemic. Collaborative efforts are focused on addressing the disproportionate impact of unemployment on residents of color and individuals lacking a high school credential. The Department of Commerce announced the [Workforce Respond and Recharge 2021 Commitment](#), which outlines the City and its workforce development partners' efforts to foster sustainable, living-wage jobs while working to bring unemployment down to January 2020 levels—which were historic lows for Philadelphia.

Supporting and rebuilding Philadelphia's small and minority-, women-, and disabled-owned businesses

Equitably providing relief grants and capital

March 2020

The City and PIDC launched the [Philadelphia COVID-19 Small Business Relief Fund](#) on March 23, 2020, just one week after the City restricted all non-essential business activities. The program was designed to support Philadelphia small businesses, help maintain payroll obligations, and preserve jobs impacted by the spread of the virus. The City and PIDC ultimately distributed a total of \$13.3 million in grants and loans to more than 2,000 business owners. More than 66 percent of grants went to minority-owned businesses.

June 2020

Through the [Philadelphia Restore and Reopen program](#), the City, in partnership with The Merchants Fund, distributed more than \$1.5 million in grants to 186 businesses after civil unrest in June 2020. More than 90 percent of all awards went to minority-owned businesses.

July 2020

The City [announced a new Reopening with Care initiative](#) with North Broad Renaissance to help local businesses on commercial corridors reopen safely when the first pandemic restrictions were slowly lifted. The goal was to support businesses and restore consumer confidence by letting people know that businesses are following recommended safety procedures to keep customers safe.

October 2020

The City launched the [Philadelphia Taking Care of Business \(PHL TCB\) Clean Corridors Program](#), a \$7 million economic development initiative that expands the Department of Commerce's existing commercial corridor cleaning efforts from 49 commercial corridors to 85 throughout the city. PHL TCB invests in people and small businesses by creating employment opportunities for residents and keeping Philadelphia's neighborhood commercial corridors clean.

December 2020

The City of Philadelphia [committed a total of \\$37 million](#) in Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to aid small businesses during the COVID-19 pandemic. This \$37 million was directed to the [Commonwealth's COVID-19 Relief Pennsylvania Statewide Small Business Assistance program](#) to support Philadelphia businesses who were unfunded after earlier rounds of the program.

January 2021

The City and PIDC launched the [Philadelphia COVID-19 Restaurant and Gym Relief Program](#), which was specifically designed for businesses among the most adversely affected by the pandemic-related restrictions enacted in November 2020. Grants of up to \$15,000 per business will be awarded to more than 900 businesses.

February 2021

The City, along with its workforce and economic development partners Philadelphia Works and PIDC, [announced a renewed commitment](#) to advance equitable workforce development opportunities and align resources to lift Philadelphians out of poverty, including a \$1 million investment in innovative workforce solutions that address workforce challenges brought about by the COVID-19 pandemic and exacerbated by long standing racial injustice.

March 2021

The City and PIDC announced a new [\\$17 million grant program](#) as part of the Pennsylvania COVID-19 Hospitality Industry Recovery Program (CHIRP)—a \$145 million statewide fund created by the Commonwealth of Pennsylvania to alleviate revenue losses and pay eligible operating expenses for certain businesses in the hard-hit hospitality industry.

April 2021

The Office of Community Empowerment and Opportunity and Department of Commerce partnered with local CDFIs Vested-in and Entrepreneur Works to create [the Salons and Barbershop Emergency Relief \(SABER\) Grant Program](#). SABER is a \$1 million fund to support 200 businesses in the hair care industry severely impacted by the COVID-19 pandemic, with a focus on those operating in the Philadelphia zip codes with the highest poverty rates.

Providing economic resources and services to businesses

The Department of Commerce's [Office of Business Services](#) has been on call throughout the pandemic, fielding over 10,000 calls from the business services hotline about COVID-related restrictions and financial resources. The Office of Businesses Services can help businesses navigate City services, understand regulations, as well as assist entrepreneurs through the process of opening, operating, and growing a business. They can be reached by calling 215-683-2100 or by emailing business@phila.gov, and [virtual support sessions](#) are also available for business owners

The City also launched a new resource tool that helps connect local business owners and entrepreneurs with organizations that offer guidance on starting, running, and growing a business. On [the Business Resource Finder](#), users can search for free or low-cost services available to businesses, including funding opportunities, legal assistance, workshops, and more.

Building Workforce Solutions

In September 2020, the City released a \$1 million Call For Ideas, seeking workforce innovations to help unemployed and underemployed Philadelphians prepare for and connect to sustainable, living-wage careers. The goal was to identify innovative solutions that address workforce challenges brought about by the COVID-19 pandemic and exacerbated by long-standing racial injustices.

Through the Workforce Solutions Grant, the City of Philadelphia is [investing \\$1 million in organizations and programs](#) that will intentionally identify, elevate, and address the specific challenges Black, brown, and other historically disadvantaged residents face when preparing for and entering the workforce. One hundred residents will be trained and connected to employment opportunities as a result of this effort, with hopes to scale these innovative concepts for increased impact in the future.

Reviewing the City's budget to prioritize equitable investments

The FY21 budget passed by City Council on June 25, 2020 restored some funding to workforce development, the Housing Trust Fund, adult education, Cultural Fund, the African American Museum in Philadelphia, and the Office of Immigrant Affairs.

Looking ahead, with significant new investments for program staff, workforce development, commercial corridor revitalization, and minority business certification in the proposed FY22 budget, the Commerce Department is poised to further advance its equitable recovery agenda in the upcoming year.



COMMUNITY **IMPACT**

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THE CITY'S PATHWAYS TO REFORM, TRANSFORMATION, AND

Reconciliation's community engagement efforts have created safe spaces for people to tell their stories, exchange ideas, and take part in a healing process. Through this work, we've learned that making a meaningful impact on our community starts with acknowledging the government's role in perpetuating systemic racism, and ultimately, transforming our conversations, our operations, and our public spaces to actively confront and uproot it. By connecting dialogue with tangible actions, we will continue to thoughtfully engage with residents to translate the lessons of their lived experiences into real change."

- Ajeenah Amir, Director Of The Mayor's Office Of Public Engagement

In the last year, the Pathways initiative has worked collaboratively with community partners to foster conversations between institutions and residents to address structural racism and racial inequity issues in the city. The group also prioritized a review of public landmarks, monuments and holidays.

Foster conversations between institutions and residents to address structural racism and racial inequity issues in the city

Since June 2020, the City's Pathways to Reform, Transformation, and Reconciliation have hosted and sponsored 21 public events aimed at public safety, police reform, community wellness, community empowerment and reconciliation:

June 4, 2020 | "Bearing Witness: An Interfaith Space to Mourn and Hope"

Nearly three months after the murder of Breonna Taylor and ten days after the murder of George Floyd, Philadelphia, the Office of Faith-Based and Interfaith Affairs and [Interfaith Philadelphia](#) joined to convene an interfaith space of reflection, hope, and solidarity.

June 19, 2020 | "[Driving Action Through Discussion](#)"

Youth Leaders from around the city join members of the Philadelphia Youth Commission to discuss and create a plan of action to address civil unrest, police/community relations, and youth engagement from the lens of Gen-Z.

July 16, 2020 | "[The Group Chat](#)"

Philly Counts, Philadelphia Youth Commission, Millennial Advisory Committee, and Councilmember Isaiah Thomas came together to discuss the importance of the Census, the collective power of young Philadelphians, and how to effect real change in 2020.

August 26 | "Being the Village, Part 1: Supporting Philly's Students As They Return to School"

Faith leaders gathered for a special briefing to learn about how they can best support our city's children and families as they strive to be successful during a school year of unprecedented challenges.

September 2020 – January 2021 | "Law, Order, and God: Conversations About Faith and Public Safety"

This multi-part series of virtual conversations, convened by the Office of Faith-Based and Interfaith Affairs, were designed to engage the Vine Memorial Baptist Church in the City's reform and reconciliation work in the wake of police violence locally, regionally, and nationally. Approximately 20 members of the congregation participated in this interactive opportunity to share openly and honestly about their experiences with law enforcement and community safety. Our goal for the series was two-fold: to name the structural and systemic need for reform and to craft a vision for public safety that provides feedback and direction for the City while building capacity for Vine Memorial to bring that vision to life.

September 9, 2020 | "[Vote for Our Lives](#)"

The Philadelphia Youth Commission joined March for Our Lives and several other youth-led organizations and movements to talk about the power that the youth vote has to help decrease gun violence and promote safer communities.

September 9, 2020 | "[MAC Millennial Town Hall](#)"

The Millennial Advisory Committee (MAC) held a virtual Millennial Town Hall addressing the multitude of issues raised by the Black Lives Matter movement, including police violence and institutional racism in our society.

COMMUNITY IMPACT (CONT)

September 16 | “Being the Village, Part 2: Stopping the Violence and Healing the Trauma in Philadelphia”

Our city has experienced much grief and loss due to violence in our neighborhoods. In Part 2 of this conversation on ‘being the village’, faith leaders with the Office of Faith-Based and Interfaith Affairs, the Office of Violence Prevention, and the Department of Behavioral Health and Intellectual disAbility Services discussed how faith communities can support anti-violence work in Philadelphia.

November 30, 2020 | “Circles of Truths”

The Pathways’ Community Engagement subcommittee, in conjunction with the City’s Office of Public Engagement and the Philadelphia Police Department, held Circles of Truths, a two-hour event centered around truth-sharing, grief and building a space for healing, discussion, and listening in regards to police reform, reconciliation, and racial equity.

December 12, 2020 | “We Will Not Be Silenced”

Philadelphia Youth Commission hosts an important conversation on gun violence. This space was created for young people to address the trauma, speak truth to power, and come up with solutions to end this epidemic.

January 19, 2021 | “Operation Innovation. Session 1: The Strategy Session”

The Mayor’s Office of Youth Engagement, the City’s Innovation Lab, and the Philadelphia Police Department hosted a space where Gen-Z Philadelphians came together and designed the Philadelphia they want to live in. The first session in this series was on public safety and provided a valuable youth lens to the City’s Pathways to Reform work. In this space, moderators challenged Gen-Z residents to reimagine existing frameworks in an effort to bring fresh perspectives and elevate the ingenuity of our city’s youngest residents.

February 27, 2021 | “Operation Innovation. Session 2: The Fireside Chat”

For Session 2: The Fireside Chat in the Operation Innovation series, participants had an opportunity to discuss the recommendations that were put forward in Session 1 with Police Commissioner Danielle Outlaw.

April 2021-May 2021 | Community Healing Circles

As the nation braced for the verdict of Derek Chauvin and recognized the anniversary of George Floyd’s killing, the Pathways initiative sponsored seven virtual healing circles. These Community Healing Circles were intended to help residents share their feelings, find community and support from neighbors, and get resources and tools for mental wellness.

May 24, 2021 | “Safety & Solidarity within AAPI and Black Communities: A Fireside Chat”

Hosted by the Pathways initiative in partnership with the Mayor’s Office of Public Engagement, the Office of Immigrant Affairs, the Philadelphia Commission on Human Relations, the Mayor’s Commission on Asian Pacific American Affairs, and the Mayor’s Commission on African-American Males, this virtual event featured a small panel of experts discussing the current and historical state of anti-Asian and anti-Black racism in the city and country, its connection and impact on community and public safety, and what solidarity today looks like.

CITY-WIDE RACIAL EQUITY STRATEGY

The Pathways Steering Committee’s shared findings and recommendations are supporting the Administration as it continues to implement the racial equity, diversity, and inclusion strategies laid out in Executive Order 1-20, which Mayor Kenney signed in January 2020. Among other things, the Executive Order formalized the Administration’s citywide Racial Equity Strategy, which sets forth a shared framework to embed racial equity as an explicit governing principle—a lens all City departments and agencies will use to assess how their operations and policies, impact all Philadelphians, including Black, Indigenous and other people of color, LGBTQ+ individuals, women, people with disabilities, and low-income households. Under the Executive Order, all City departments will be required, by the end of 2023, to conduct Racial Equity Assessments and create Racial Equity Action Plans. Departments will complete these assessments and action plans in a phased approach, beginning with the first cohort of departments in 2020. This effort includes:

- Engaging the services of a consultant firm to assess employees’ experience of the city’s commitment to racial equity and employee’s capacity to move equity work forward.
- Developing targeted strategies to make improvements to internal operations, shift organizational culture and policies, and implement a cross-sector approach that centers on communities of color.

Review public holidays, art, landmarks and monuments

Statue removals and Crown mural installation

On June 3, 2020 under an executive order from Mayor Kenney, the City removed the [Frank Rizzo statue](#) from the front of the Municipal Services Building. Three weeks later, the City initiated a public process for possible removal of the [Christopher Columbus statue](#) in Marconi Plaza. This motion was approved on August 12, 2020 and placed in temporary storage. These statues long stood as symbols of systemic oppression, bigotry, and the legacies of racial inequality for communities of color.

COMMUNITY IMPACT (CONT)

The Pathways Steering Committee supported Mural Arts Philadelphia to recognize the voices of the summer's protesters through the installation of a mural named [Crown](#) by local artist Russell Craig in front of the Municipal Services Building. Crown is a response to the summer 2020 protests against police brutality, supporting the Black Lives Matter movement, and the ongoing fight to end systemic racism and inequality.

The first phase of Crown re-envisioned the Neoclassical masterpiece "Liberty Leading the People" by Eugène Delacroix. Russell Craig's modernized version is set in Philadelphia and incorporates contemporary iconography from the Black Lives Matter movement and marches. Referencing the COVID-19 pandemic, the figures unite to form a crown, from the root word corona, which means crown in Latin. The names featured in the background of the mural are (only some of the) people killed by police brutality between 2015 and 2020, while red, black, and green are featured to represent the global Pan-Africanism movement.

Crown Phase II, which includes "Freedom" and "Medusa", continues the work of honoring and bringing attention to the importance of collective action and calls for social change that Russell Craig began last year. Crown: Freedom, inspired by "The Nation Makers" by Howard Pyle, pays tribute to Black women activists who have been instrumental in fighting systemic racism, registering voters in 2020, promoting public health through the COVID-19 pandemic, and working to create a safer and more just Philadelphia. This focus came out of a powerful meeting between Mural Arts Philadelphia and the City's Pathways to Reform, Reconciliation and Transformation Steering Committee in November 2020.

Crown: Medusa, inspired by "The Raft of the Medusa" by Théodore Géricault, highlights the significance of healing spaces and features Sudan Green in the center, founder of Spirits Up!, an organization that makes wellness accessible to BIPOC (Black, Indigenous, People of Color) communities by highlighting the collective movement to heal intergenerational trauma through yoga and meditation.

The Landmarks and Monuments Review

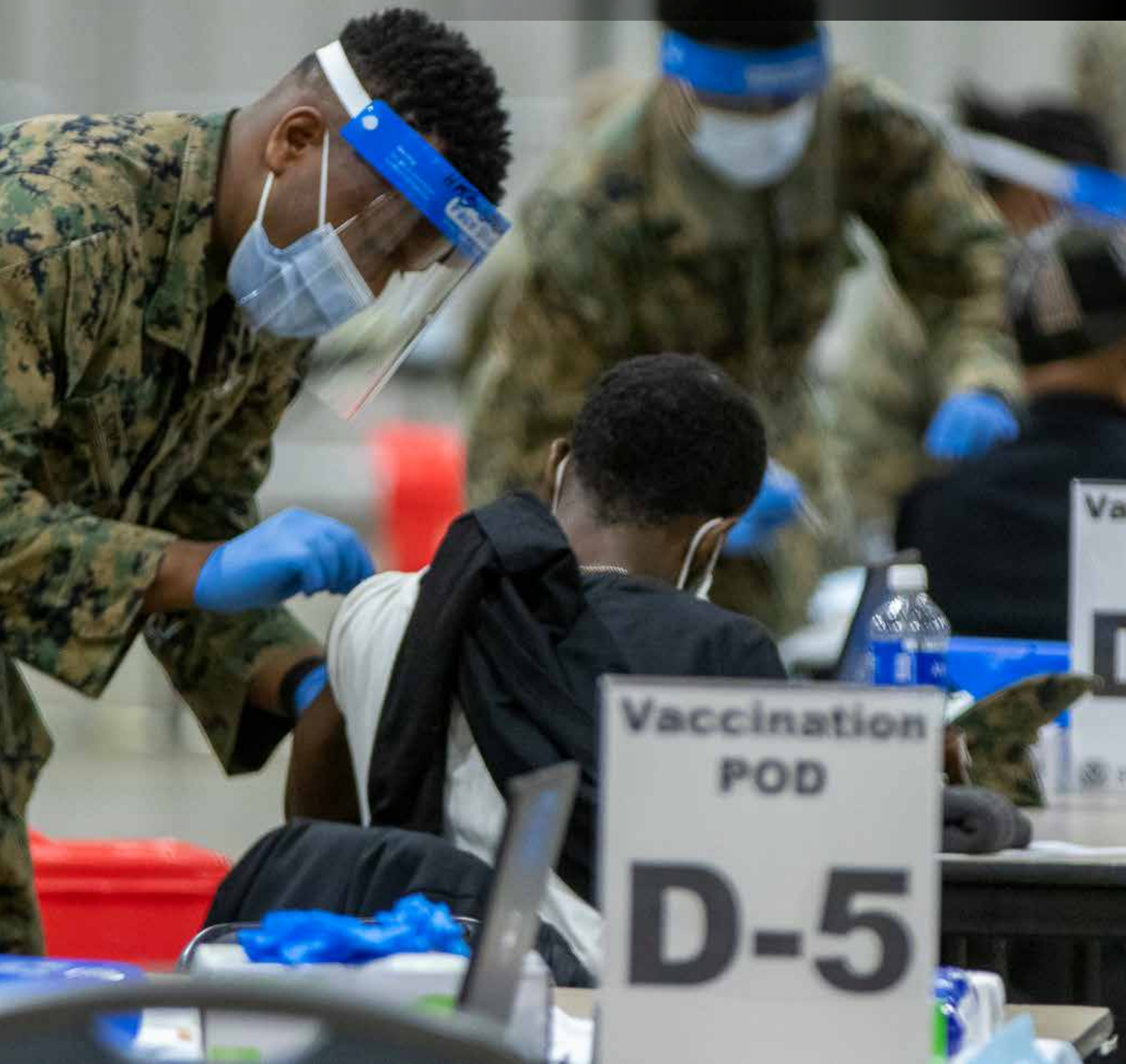
The Landmarks and Monuments Review is a public-driven process to ensure that the City of Philadelphia's values of inclusiveness, integrity, and respect for the diversity of its citizenry, visitors, and history is reflected in its monuments and public art, as well as in the names of its City-owned landmarks. The Landmarks and Monuments Review will set the criteria and a process to rename or change any landmark or monument that does not align with these values. The process will also ensure that the future naming of landmarks and the commissioning of new public art and monuments reflect these values. This process is led by the Office of Arts and Culture and the Creative Economy (OACCE).

- Held meetings with the Pathways Steering Committee, the Philadelphia Parks and Recreation, Streets Department, Managing Directors Office, Law Department, Department of Public Property, the Records Department, Mayor's Office, Philadelphia Department of Planning and Development, Philadelphia Historical Commission, and the Philadelphia Art Commission to develop a draft of the criteria and process for the Landmarks and Monuments Review.
- Reviewed how cities and universities are addressing confederate monuments, the history of Philadelphia street names, and best practices in community engagement to inform the City of Philadelphia's Landmarks and Monuments Review process.
- Worked with the Office of Information Technology to develop a comprehensive database of the City's monuments, public art and each park, recreation center, street, playground, etc. to be considered on the Landmarks and Monuments Review Process. This represents approximately 7,000 City-owned assets.
- Launched a more robust community engagement process to commission new public artwork to reflect the diversity of Philadelphia's neighborhoods.
- Testified at a public hearing held by City Council's Parks, Recreation and Cultural Affairs Committee on the Landmarks and Monuments Review Process and received input from members of City Council and the public.
- Provided an opportunity for public input on the Landmarks and Monuments Review process on creativephl.org through May 30, 2021.

City Holidays

On January 27, 2021, Mayor Jim Kenney signed [Executive Order 2-21](#), which made two changes to the list of City Holidays. The City of Philadelphia will once again recognize Juneteenth (June 19) as a holiday; and, for the first time, the City holiday celebrated on the second Monday of October will be recognized as Indigenous Peoples' Day rather than Columbus Day. These changes, instituted via Executive Order 2-21, will be in place at least through the end of the Kenney administration. The City will also continue to pursue including these changes permanently as part of the Collective Bargaining Agreements with the four municipal worker unions, which expire this year.

HEALTH & WELLNESS **IMPACT**



HEALTH & WELLNESS IMPACT (CONT)

In March 2020, the COVID-19 pandemic began sweeping across the United States. Historically marginalized communities in every city and state were adversely affected as the pandemic exacerbated existing health disparities. Philadelphia was no different. As the poorest big city in the United States, Philadelphia is no stranger to traditionally underserved communities experiencing worse health outcomes. The COVID-19 pandemic highlighted these differences.

COVID-19 diagnoses were more likely in African American and Hispanic communities

African American Philadelphians were diagnosed more frequently than any other race or ethnic group, accounting for 31.1% of all cases. While many fewer Hispanic Philadelphians were diagnosed with COVID-19, the rates at which certain age groups were diagnosed was the highest in Philadelphia. In every age group from 35 up, rates of COVID infection were highest among Hispanics.

Hospitalization from COVID-19 was more likely in African American and Hispanic communities

Nearly half (48.8%) of all hospitalizations from COVID-19 were of African American Philadelphians. The three demographics that experienced the most hospitalizations, in order, were: African Americans aged 55 – 74 (3,828, or 22.5% of all hospitalizations), African Americans aged 35 – 54 (1,962, or 12.3% of all hospitalizations), and African Americans aged 75+ (1,728, or 9.5% of all hospitalizations). Hispanic Philadelphians over the age of 75 were hospitalized at the city's highest rate of 740 per 10,000 residents, although as a smaller population in the city, they represented a smaller percent of overall hospitalizations.

COVID-19 deaths were more common among older Philadelphians, especially African Americans and Hispanics

Half of the over 3,600 COVID-19 deaths recorded in Philadelphia were among people 75 and older. When divided by race and ethnicity, 47% of deaths were among African Americans; 36% were among Whites; 12% were among Hispanics, and 5% were among Asians. And when we look by age group and race/ethnicity, we see that the highest death rates of all were among African Americans and Hispanics over age 75.

The Pathways Steering Committee worked to support the development and implementation of the City's health reform agenda with a focus on providing an equitable lens to public health in tackling race- and economic-based disparities.

Coronavirus Interim Racial Equity Plan

In July 2020, the Health Department [developed an interim plan](#) to address the racial inequities of the COVID-19 pandemic. The plan focused on eight key goals:

- Improving access to COVID-19 testing with a focus on access for communities of color, low-income neighborhoods, and populations that are high-risk
- Conducting community outreach
- Collecting and publicizing data on the impact of the pandemic on racial and ethnic groups
- Preventing chronic health conditions that increase the risk of severe COVID-19 infection and disparately impact communities of color
- Protecting essential workers who are disproportionately people of color
- Minimizing spread in congregate settings, which have seen disproportionate numbers of infections and deaths
- Conducting contact tracing
- Reducing community spread, with a focus on communities of color who are at highest risk

Health Department response to the pandemic

COVID-19 testing

The Health Department has expanded the number of testing sites to encompass the entire city. This system has been regularly administering more than 5,000 PCR COVID-19 tests per day. There are currently 93 testing sites in Philadelphia along with several mobile and pop-up testing options. All of the City-affiliated testing sites can be found on the City's testing finder at <https://www.phila.gov/testing>. All of these sites are free and many do not require appointments, identification, or insurance. The Health Department is working to expand the use of rapid-test kits, to make COVID-19 testing even easier.

PMHCC, Inc., in partnership with the Health Department, has been running a Community Testing RFP seeking proposals from qualified organizations to expand the availability of COVID-19 testing, particularly among people who are at high risk for acquiring or transmitting the infection. To date, this RFP has contracted \$12,244,205.34 to 16 community testing providers.

COVID-19 vaccinations

More than three-quarters of a million Philadelphians have received at least one dose of COVID-19 vaccine. This is likely an undercount of the number of Philadelphians who have received any vaccine, as Philadelphia does not have data on Philadelphians vaccinated in other states.

According to the CDC, more than 620,000 Philadelphians have been fully vaccinated. This means that more than 50% of adult Philadelphians have been vaccinated.

Vaccinations in Philadelphia

COVID-19 vaccines are available at more than 280 sites across Philadelphia. All of these sites are free and do not require appointments, identification, or insurance.

PMHCC, Inc., in partnership with the Health Department, ran a Community Vaccination RFP seeking proposals from qualified organizations to create vaccine access points in geographic areas and communities that are medically underserved. To date, this RFP has contracted \$18,084,091.04 to nine community vaccination providers.

Community outreach

In addition to developing and maintaining a suite of the most-visited, most-interactive web pages in the history of the City's Phila.gov website (more than 17,000,000 page views to phila.gov/covid since March 2020), the Health Department has developed a robust community outreach program in concert with Philly Counts.

Philly Counts, as part of their COVID-19 vaccine outreach work, has hosted 10 Vaccine Information Champion Training events in 4 languages, including ASL. These events have trained over 600 Vaccine Information Champions. The Philly Counts program has made more than 78,351 phone calls, sent more than 7,591 text messages, knocked on more than 2,254 doors, and engaged with more than 10,735 Philadelphians.

In the first round of the COVID-19 Prevention & Response Fund, in partnership with the Philanthropy Network Greater Philadelphia, \$365,150 have been distributed to 49 organizations in the Greater Philadelphia area. 72% of those funds went to an organization with a leader of color. \$150,000 was granted to organizations with at least 90% BIPOC staff, and \$188,000 was granted to organizations with at least 90% community-based staff.

Essential workers

PDPH created and disseminated simple, multi-lingual materials for essential workers on how to protect themselves as well as their rights as workers. PDPH conducted trainings facilitated by the Mayor's Office of Labor for union members. Our Environmental Health Services sanitarians have conducted inspections to ensure that businesses were following COVID-19 guidelines. We have also worked with business owners and the Chamber of Commerce to assist essential workers in getting vaccinated.

Minimizing spread in congregate settings

PDPH set up a surge nursing home facility to allow patients with COVID-19 infection who were either at long-term care facilities (LTCFs) that lacked capacity for a separate COVID section or those being discharged from hospitals to be safely cared for without the risk of spreading the virus within LTCFs. PDPH infection control experts also worked with area LTCFs and with the Prisons to provide technical assistance to ensure the highest standards of infection control and COVID containment were met. PDPH has also provided informational materials on vaccines to LTCF as well as the Philadelphia Prisons to assist in educating residents, staff and inmates about the benefits of vaccination. Additionally, PDPH supported vaccination efforts in LTCFs and other congregate settings housing vulnerable residents by mobile vaccination teams.

Vaccinating people who cannot travel

To ensure that all residents have the opportunity to get vaccinated, the Health Department has created a Homebound Vaccination referral program. This program helps people who are homebound and their families to schedule in-home vaccination services through different vaccine providers.

To set up a vaccine appointment for someone who is homebound, people can call 215-685-5488 (dial 711 for TRS/TTY assistance) or fill out [this form](#). Once registered, people will be contacted by a provider to schedule an in-home vaccination visit. It may take 1 – 2 weeks to get an appointment scheduled.



MUNICIPAL

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MOVING
FORWARD

LETTER FROM THE CO-CHAIRS

To Our Philadelphia Community,

One year ago, Mayor Jim Kenney formed the Pathways initiative to advance racial justice in Philadelphia and reimagine a more equitable future for all of its residents. At the peak of a movement catalyzed by the murder of George Floyd, leaders and advocates came together to act decisively in addressing systemic inequities in our city. In these last several months, our collective efforts throughout four key areas—police and public safety reform, inclusive economic recovery, community engagement, and health equity—have made an important impact.

During the Steering Committee’s initial meetings last summer came formative discussions, deciding on main priorities targeting race- and economic-based disparities, a police reform agenda, and an appropriate name. As we collectively considered the needs of our communities, its full name—Pathways to Reform, Transformation, and Reconciliation—was an intentional choice.

We knew that achieving real change meant that we could not fast forward through the trauma and pain of our communities. Reconciliation is not a one-step fix, but a process. To achieve reconciliation within our city requires honest acknowledgment backed by real, sustained action. Over the past year we have vowed to develop substantive reforms, transform our city’s social and economic landscape, and advance racial equity. Moving forward in this process to healing and restoring trust within our communities requires continued attentiveness and understanding. With meaningful steps can come impactful growth.

We are honored to serve on the Pathways to Reform, Transformation, and Reconciliation’s Steering Committee as co-chairs. Along with our three subcommittees, its members have helped the City in making multiple reforms ranging from public safety to Covid-19 response, with their extensive experience and understanding of our diverse communities. We must continue to support our residents’ livelihoods. Our collective goals—among them, decreasing harm caused by law enforcement, increasing community investments, and supporting equitable opportunities for all Philadelphians—epitomize the promise of our city’s future. Together, coming from many walks of life, we’ve acted on vital fronts to enact lasting change.

But true, genuine reform does not come without battles. As Martin Luther King Jr. told us, the arc of the moral universe is long, but it bends toward justice. This pathway does not come without difficulty, but we recognize that this is an enduring journey that is essential in improving life outcomes for our communities.

As we move forward together, we are committed to our pledge. Philly is strong, and has shown its tenacity over and over again in confronting these deep-seeded issues. We must continue to work together as a city to listen, understand, and unite against racial injustice. We cannot and will not let this moment pass.

In service,

Cynthia Figueroa, Deputy Mayor of the Office of Children and Families

Nefertiri Sickout, Chief Diversity Officer of the Office of Diversity, Equity, and Inclusion

Diana Cortes, City Solicitor, The Law Department

Michael Rashid, Commerce Director, City of Philadelphia



Pathways to Reform, Transformation, and Reconciliation

June 2020 - June 2021 Review

#PathwaysPHL

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