

Executive Summary

Philadelphia Resilience Project

The City of Philadelphia's emergency response to combat the opioid crisis

Recovering Together
June 2019

LETTER FROM MAYOR

Fellow Philadelphians,

Last October I signed an executive order establishing an emergency response to combat Philadelphia's growing opioid epidemic. As a result, 35 City departments, agencies, and offices came together to implement the Philadelphia Resilience Project, an effort led jointly by the Managing Director's Office and the Office of Emergency Management (OEM).

The Resilience Project was born out of the need to approach the opioid crisis and street homelessness in new, innovative ways. In order to be successful, we needed to better understand the devastating impact drugs have on our communities. We also needed to break down silos between City agencies, form new partnerships, and ensure residents are involved each step of the way.

We approached this work with the goal of supporting residents living in neighborhoods ravaged by drugs, crime, and homelessness, as well as individuals suffering from addiction. No area has been more acutely impacted than the Kensington/Fairhill neighborhoods, so that's where we decided to focus our initial efforts. This area experienced the most opioid-related overdoses and had the greatest impact on quality of life for residents.

Utilizing the extensive groundwork laid by the Office of Homeless Services, the Mayor's Task Force to Combat the Opioid Epidemic, and OEM's expertise in interagency coordination and emergency management, we were able to hit the ground running, focusing on seven goals we refer to as "Mission Areas."

I am proud of the progress we've seen over the last eight months. The Resilience Project has helped increase access to services that were already working — like low-barrier shelter and treatment. It also spurred new approaches and helped us deliver services more effectively and efficiently. Throughout it all, countless City staff, elected officials, community organizations, residents, and business leaders have committed to being a part of the recovery of the Kensington and Fairhill communities.

Through the Resilience Project, we successfully and humanely closed all major encampments, provided more housing and treatment for those struggling with substance use disorder, created Safe Corridors for our



children to walk to and from school, expanded Police Assisted Diversion, and beautified neighborhoods through large-scale community cleanups and art projects involving hundreds of volunteers.

But we also know that our work is far from done. The opioid crisis is not just a Kensington problem—it's a Philadelphia problem and a national crisis. While the epidemic is mostly concentrated in the Kensington section of our city, drug addiction, homelessness, blight, and crime are occurring citywide. Our administration has decided to extend the Resilience Project beyond the current time line in the executive order to allow City departments to continue its focused efforts on Kensington, while also introducing what is working to other sections of the city.

We would not have been able to make these great strides without the support of City Council—especially Councilmembers Quiñones-Sanchez and Squilla whose districts and constituents have been most impacted. I am also especially grateful to our community partners, service providers, civic associations, business community, and each and every resident who has provided valuable input and support in this fight.

There is still much more that needs to be done—but I am confident that we are on the right path. In 2018, we saw an eight percent reduction in fatal overdoses than the year prior, and we attribute this to our outreach and education programs, treatment accessibility, and availability of naloxone which reverses overdoses.

In order to sustain and accelerate this progress, we must continue to work together in a unified front against a crisis that has impacted not just our city, but our entire country. It's my hope that in the years to come, we will recover from the epidemic and show the world exactly how resilient Philadelphians are.

In service,

A handwritten signature in black ink that reads "James F. Kenney". The signature is written in a cursive style.

Mayor Jim Kenney

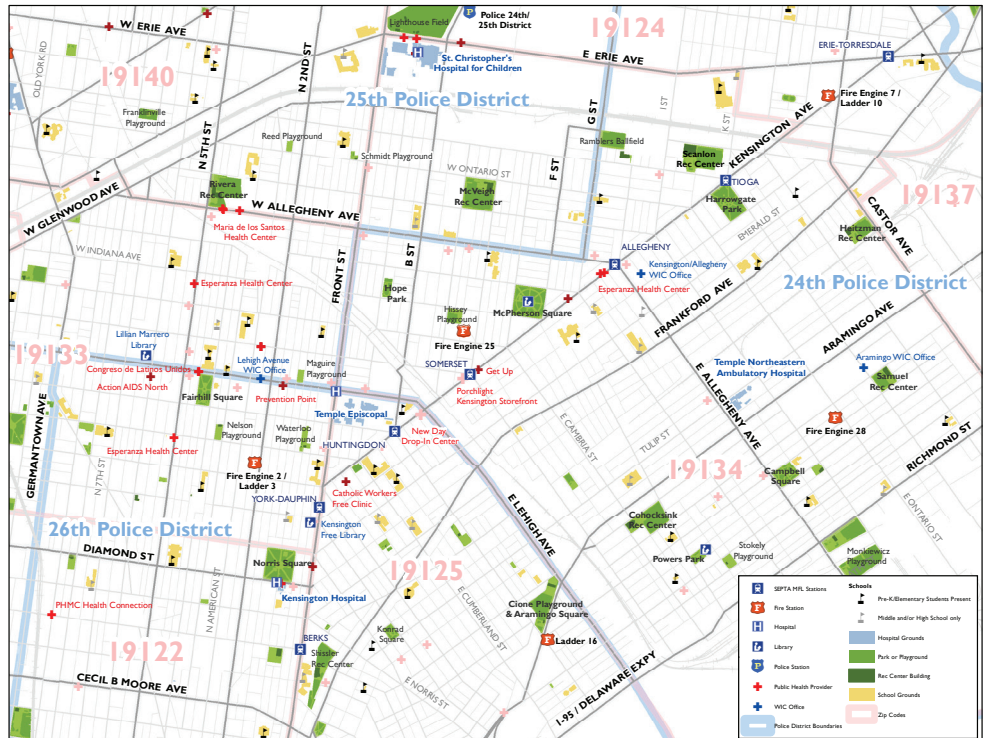
ABOUT THE PHILADELPHIA RESILIENCE PROJECT

In fall 2018, the City of Philadelphia recognized that despite heroic efforts by homeless outreach teams, the closing of two large encampments and significant resources and efforts by scores of City departments, agencies, community partners, and residents, Kensington and surrounding neighborhoods were facing extreme challenges stemming from the opioid crisis.

Fatal and nonfatal drug overdoses, street homelessness, drug sales, crime, blight, and HIV transmission were on the rise. Therefore, on October 3, 2018, Mayor Jim Kenney signed an executive order to launch an emergency response to combat the opioid crisis.

This executive order leveraged the emergency management model to activate 35 City departments, agencies, and offices to collaborate on an effort dubbed the Philadelphia Resilience Project. It focused on the neighborhoods most acutely impacted by the epidemic. The Resilience Project called for departments to break down silos, try new things, and accelerate the speed of current initiatives already proven to be successful.

Map: Resilience Project Target Area



Within weeks, more than 100 immediate-, short-, and long-term goals were established to address the following seven "Mission Areas":

1. Clear major encampments.
2. Reduce criminal activity.
3. Reduce the number of unsheltered individuals.
4. Reduce trash and litter.
5. Reduce overdoses and the spread of infectious diseases.
6. Increase treatment options.
7. Mobilize community resources.

Cross-departmental teams met daily, charged with balancing the need to help people suffering from substance use disorder (SUD) and/or experiencing homelessness as well as residents also suffering from quality of life issues related to the epidemic.

MISSION AREAS

Mission Area	Key Accomplishments	What's Next
Clear major encampments	<ul style="list-style-type: none"> Cleared all large encampments 	<ul style="list-style-type: none"> Transition this Mission Area to create and implement a community and economic development strategy Finalize policy to prevent and address future encampments
Reduce criminal activity	<ul style="list-style-type: none"> Expanded Police Assisted Diversion program to the East Division Launched Safe Corridors program in six schools Installed 1000 LED street lights and additional cameras Launched a warrant initiative resulting in 180 arrests and getting \$262,000 worth of narcotics and 20 guns off the street 	<ul style="list-style-type: none"> Recruit volunteers and expand Safe Corridors program to more schools Continue interagency work focused on identifying and taking down violent mid- to high-level drug trafficking organizations Coordinate with the implementation of the Philadelphia Roadmap for Safer Communities, a citywide violence prevention strategy Develop new strategies to disrupt the public sale and use of narcotics
Reduce the number of unsheltered individuals	<ul style="list-style-type: none"> Expanded emergency and temporary housing to 220 beds Added 210 long-term housing opportunities for those most in need Provided 45,000 bed nights for over 500 people 	<ul style="list-style-type: none"> Grow the number of low-barrier, permanent supportive housing units in Philadelphia with a target goal of 250 per year citywide
Reduce trash and litter	<ul style="list-style-type: none"> Hosted seven large-scale volunteer cleanups Removed more than 600 abandoned vehicles Launched new programs to remove discarded needles Started weekly street sweeping program 	<ul style="list-style-type: none"> Continue widespread cleanups Install 10 more large needle drop boxes this summer Expand "Doors and Windows" painting citywide Launch a volunteer ambassador program
Reduce overdoses and the spread of infectious diseases	<ul style="list-style-type: none"> Conducted nearly 2,500 HIV tests in Kensington Distributed opioid prescribing guidelines to more than 16,000 healthcare providers by mail, and 1,300 by direct in-person outreach Provided all Fire Department ambulances with "leave behind" naloxone to distribute after responding to overdose calls 	<ul style="list-style-type: none"> Expand needle exchange programs Continue distribution and training of naloxone Support the establishment of Overdose Prevention Sites
Increase treatment options	<ul style="list-style-type: none"> Launched Treatment Availability Database (TAD) which provides real time information about availability of beds Made policy changes to increase MAT accessibility across the system Expanded "warm handoffs" at Temple Main and Episcopal campuses Contracted with First Step Staffing to connect individuals in recovery to entry level employment Created an EMS Alternative Response Unit (AR-2) staffed by paramedics and case managers to offer "warm hand-offs" after responding to an overdose 	<ul style="list-style-type: none"> Expand our 24/7 capacity Increase the number of hospitals making "warm handoffs" into treatment Adopt additional provider payment strategies that incentivize high quality care Continue to identify and rapidly address barriers to care
Mobilize community resources	<ul style="list-style-type: none"> Formed and convened Community Advisory Committee Recruited hundreds of volunteers Hosted 25 community and civic meetings Launched dedicated bilingual "311 pod" to resolve quality of life service requests faster 	<ul style="list-style-type: none"> Work with the community on plans to sustain the Resilience Project beyond 2019 Raise public and private funding to leverage local investment and support community organizations

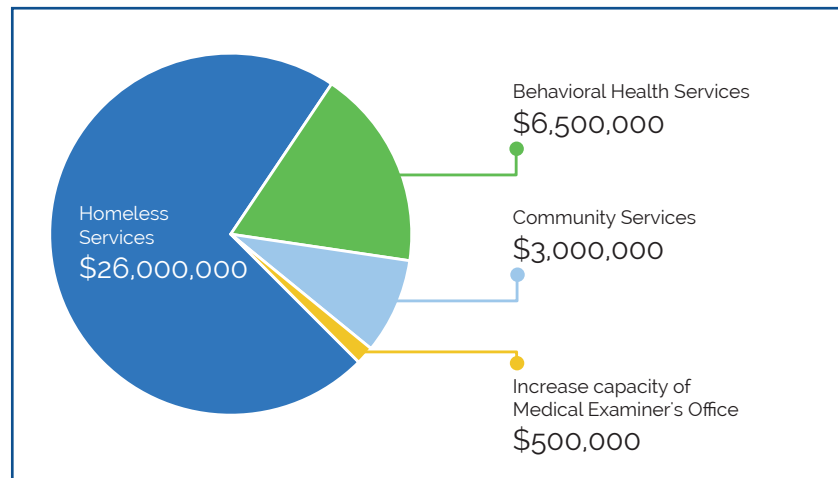
LOOKING AHEAD

Kensington's challenges did not appear overnight and cannot be solved overnight. When the Resilience Project began, the City invested nearly \$8 million in new funding throughout Fiscal Year 2019 on behavioral health, homeless, and community services. Mayor Kenney also called for \$36 million in new funding dedicated to the Resilience Project in his Five Year Plan (FY20-24).

Mayor Kenney extended the Philadelphia Resilience Project's executive order through December 31, 2019. Over the next six months, the City will continue working toward the goals of the seven mission areas, with an emphasis on:

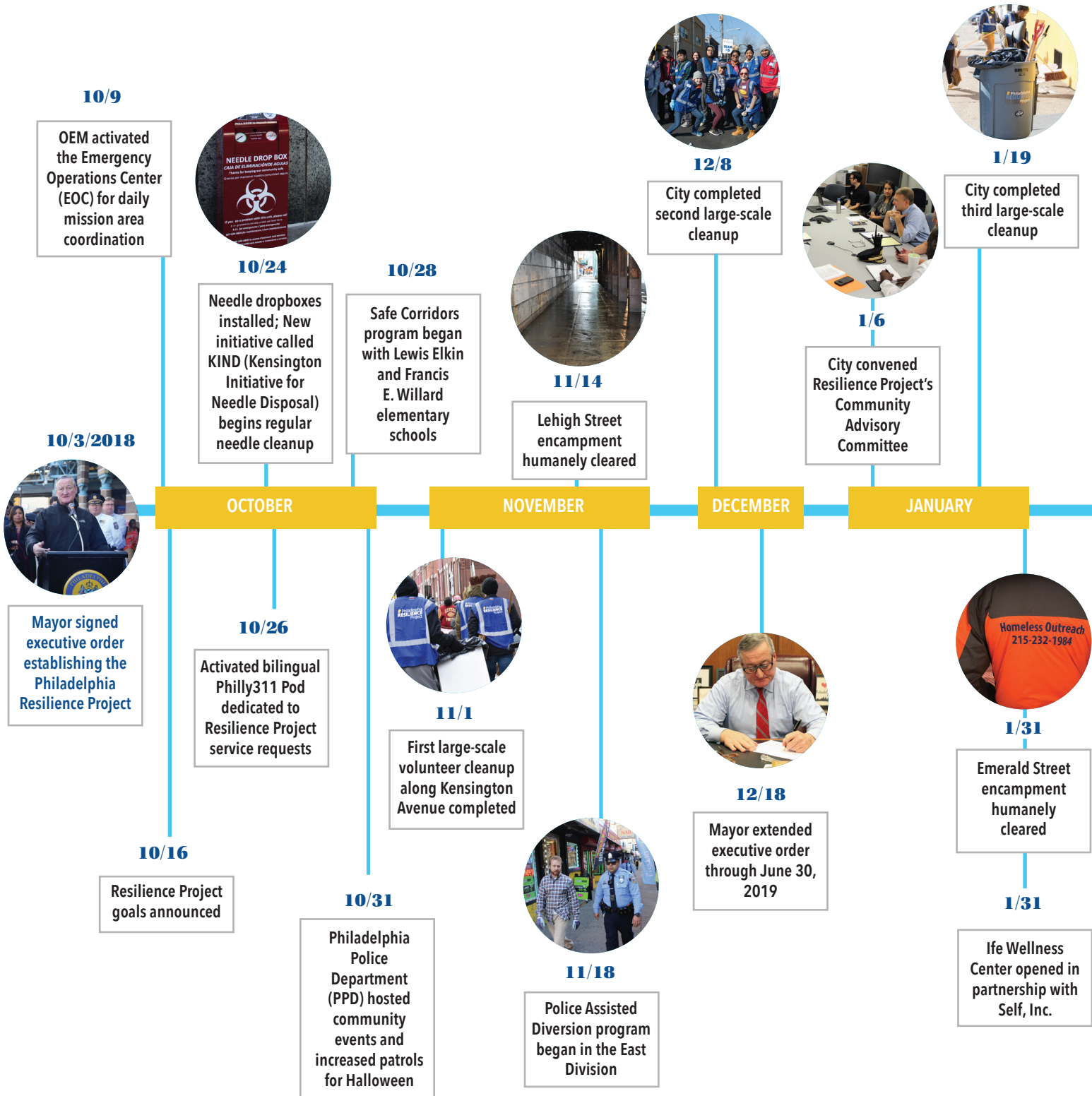
- Working with the community and establishing cross-sector partnerships to sustain the Resilience Project beyond 2019.
- Raising public and private funding to leverage the City's investment.
- Developing and implementing a three year community and economic development plan for the Kensington/Fairhill area.
- Expanding successful aspects of the work into other neighborhoods with similar needs. (For example, CLIP's Doors and Windows program will expand citywide.)
- Coordinating with the implementation of the Philadelphia Roadmap for Safer Communities, a citywide violence prevention strategy.
- Combining the efforts of the City's Opioid Action Team.
- Developing new strategies to disrupt the public sale and use of narcotics.

FY20-FY24 Resilience Project budget \$36 million in New Funding

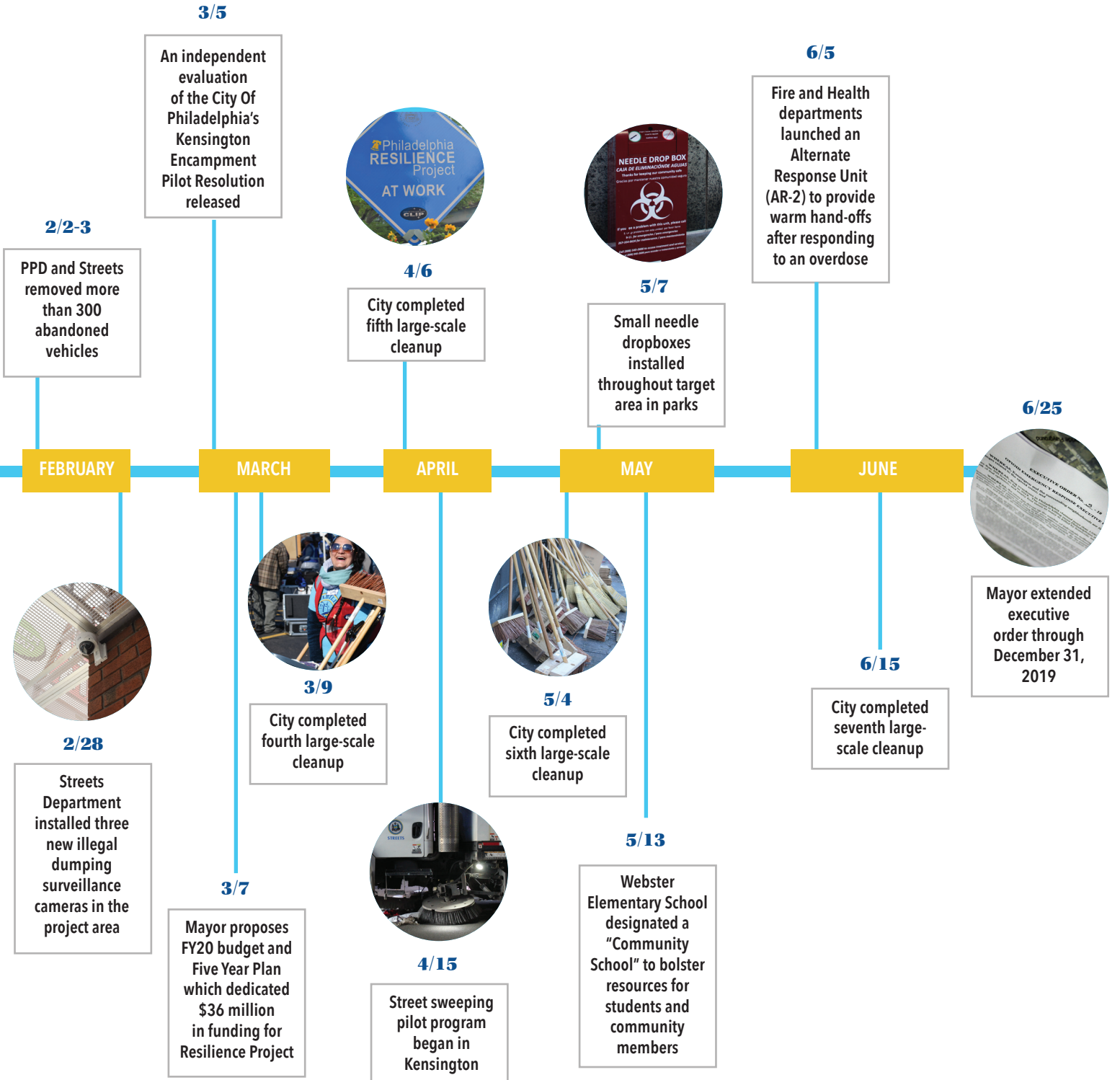


Represents new funding for this initiative. Does not represent investments related to Police, Fire/EMS, L&I, Office of Emergency Management or other services that City departments provide from existing budgets.

TIMELINE



TIMELINE



IMPACT BY THE NUMBERS



\$36 Million

Funding dedicated in Mayor Kenney's Five Year Plan

35
City agencies and departments working together

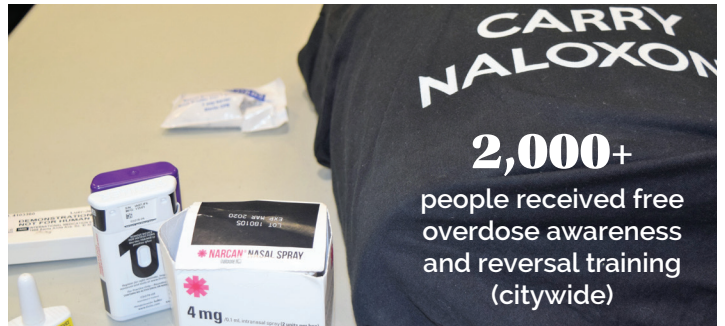
400+
meeting hours of weekly coordination by the executive leadership team



100
Shelter beds added

45,115

shelter bed nights serving 548 individuals at five sites.



2,000+

people received free overdose awareness and reversal training (citywide)



2 large homeless encampments humanely and effectively closed since October 2018

114

Businesses receiving SafeCam cameras

6

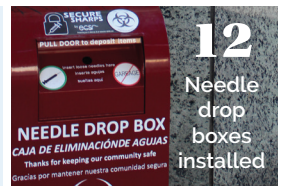
Schools participating in Safe Corridors program

750+

Individuals diverted through Police Assisted Diversion

1,000

LED lights installed along Kensington Avenue



12

Needle drop boxes installed

1,142

Vacant lots cleaned

606

Abandoned vehicles removed

24,443

Graffiti abatements completed



7

Large-scale City-led volunteer cleanups

1,339

Community service projects completed

72

Doors and windows painted on vacant properties



376

Tons of trash cleaned



154

Tickets issued for illegal dumping

120

"Clean and Seals" completed of vacant properties



24,000+

Needles removed from streets



370

Individuals immunized

1

Alternative Response Unit created

3

Illegal dumping surveillance cameras installed

84

Illegal dumps cleaned

1,467

Inlets cleaned

25

Community, civic, and advisory committee meetings held

183

Community groups loaned cleanup supplies

150

Blocks cleaned weekly by new street sweeping program

931

Total volunteers at the cleanups

