

# Philadelphia Opioid Response

## 2021 Action Plan



*The plan to save lives, rejuvenate impacted communities, and recover from the Opioid Crisis*

April 2021



## Mayor Jim Kenney's Statement

This Action Plan demonstrates both how far Philadelphia has come and how far we still must go in the fight against Opioid Use Disorder. Significant progress has been made in saving lives by reducing overdose deaths, empowering impacted communities, and reducing crime in recent years. Yet, since March of last year, COVID-19 has prompted an increase in fatal drug overdoses. The supply chains for help and support have been broken, drug-related violence has soared, and the economic downturn meant that budgets to fight this scourge have had to be redrawn. Equally important, this past year has demonstrated the vital need to center racial and social equity in our response. We must rebuild and rejuvenate, while also reckoning with our past.

I am incredibly proud of the work being done, but these are just the first steps of many. Our efforts will not end until there are clean streets, a healthy population, and thriving communities, untainted by the scourge of opioids.

## Tumar Alexander, Managing Director's Statement

Last year's launch of the Opioid Response Unit is the culmination of five years of efforts to stem the tide of Opioid Use Disorder in Philadelphia. In the past, City Departments and partners responded valiantly, but often separately, to improve conditions in communities impacted by substance abuse. The Kenney Administration recognized that no significant progress would be made unless we worked collectively. That is how the Opioid Response Unit came to be – a coordinated command group looping together City agencies and private partners to aggressively respond to the tragic epidemic impacting our City. Over the last year, departments working in partnership have made substantial achievements like expanded substance

abuse prevention, increased access to life-saving tools and medicine, and a new Police substation.

In March of 2020, COVID-19 added another layer of complexity to our response. The issues that impacted communities became even more difficult to bear. I'd like to thank the efforts of everyone in the Managing Director's Office and other City Departments, as well as our community partners, for their dedication and creativity as we adapted to serve our citizens during a global pandemic. The Opioid Response Unit is just getting started. We are here with you every step of the way.



# Executive Summary

**The Opioid Response Unit (ORU) formed in February 2020 to continue the work of the Resilience Project** in responding to Philadelphia's opioid crisis. A month later, the Covid-19 epidemic hit Philadelphia, bringing a set of new challenges to this work. This report describes the progress that the ORU made in 2020, the adjustments that the ORU made given the new conditions, and the ORU goals for 2021.

**The opioid epidemic affects all of us in Philadelphia.** Drug overdoses, and overdoses involving opioids, are a leading cause of death in our city. Substance use disorder is often a burden to families and relationships. Drug-related litter and violence are creating unsanitary and unsafe neighborhoods.

**2020 has been a challenging year for Philadelphians who are impacted by substance use.** The latest trends highlight the growing impact of drug overdoses since the stay-at-home order in March, and the increased burden of overdoses on Black and Latinx communities. In 2020, Philadelphia witnessed:

- The highest number of fatal overdoses in a year since the City began counting.
- A significant increase in overdoses among Black and Latinx Philadelphians.
- Expanding geographic reach of fatal overdoses, including an increase in North Philadelphia and West Philadelphia.
- A high percentage of overdoses occurring in a personal residence.

**There are no quick fixes to these issues.** But the City of Philadelphia is committed to relieving the burden of opioids and other substances on communities, no matter how long it takes. The ORU consists of four strategy groups that are working to address the health and safety impacts of this crisis: Community Support, Prevention, Public Safety, and Treatment.

The 'War on Drugs' refers to an aggressive policing model of drug possession in Black and Latinx neighborhoods beginning in the 1980s. Its legacy along with systemic racism has set the stage for the racial inequities the ORU is addressing today. The impacts on Black and Latinx communities have been widespread, including increased incarceration, fewer economic opportunities, lesser access to housing, and more. Some of the key ways the ORU is working to prioritize racial equity include:

- Support to community-based organizations serving Black and Latinx neighborhoods.
- Accessible public education about risks of drug use and effective safety precautions.
- Targeted community engagement in impacted neighborhoods.
- Diversion of people arrested for low-level misdemeanors away from the Criminal Justice system.

These changes are just the start of an ongoing effort to ensure an equitable response.

Strategy Group	Key Accomplishments of 2020	Key Goals for 2021
<b>Community Support</b>	<ul style="list-style-type: none"> <li>Developed a service-forward tent and structure policy and an Encampment Resolution team</li> <li>Established a drop-in center to provide showers, meals, referrals, and shelter</li> </ul>	<ul style="list-style-type: none"> <li>Open Beacon House shelter</li> <li>Pilot Program to increase youth employment opportunities</li> <li>Launch the Kensington Community Resilience Fund</li> <li>Expand Community Engagement</li> <li>Target city services at McPherson Square and Kensington and Allegheny</li> </ul>
<b>Prevention</b>	<ul style="list-style-type: none"> <li>Widespread distribution of harm reduction materials such as fentanyl test strips, naloxone, and sterile syringes</li> <li>Increased the number of physicians who can prescribe buprenorphine by 42%</li> <li>Distributed opioid prescribing guidelines to medical staff in high-prescribing specialties</li> </ul>	<ul style="list-style-type: none"> <li>Launch the Fentanyl Awareness Campaign</li> <li>Support community health organizations in Black and Latinx neighborhoods</li> <li>Increase mentorship and education about buprenorphine to medical providers</li> <li>Strengthen Alternative Response Unit with Community Linkage programs and peer specialists</li> </ul>
<b>Public Safety</b>	<ul style="list-style-type: none"> <li>Implemented Narcotics Strike Force strategy</li> <li>Upgraded sanitation services by implementing Project Reach and continuing CLIP</li> <li>Expanded Police Assisted Diversion operations to East Division</li> </ul>	<ul style="list-style-type: none"> <li>Target mid-level narcotics operations</li> <li>Open the Kensington Police District</li> <li>Increase behavioral health crisis response through piloting the CIRT program, expanding Police Assisted Diversion to all parts of East Division, and increasing the number of co-responders.</li> <li>Partner with SEPTA to establish safe corridors at Kensington stations</li> </ul>
<b>Treatment</b>	<ul style="list-style-type: none"> <li>Connected people to services using Linkage and Establishment After Prison program (LEAP)</li> <li>Created a buprenorphine curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Ensure equitable and quality services</li> <li>Increase MAT inductions</li> <li>Evaluate Linkage and Establishment After Prison program (LEAP)</li> </ul>



# Overview

**The Opioid Response Unit (ORU)** is a cross-departmental effort to ensure that City departments are operating under a unified strategy to share resources and expertise.

**Guided by twelve strategic initiatives**, the ORU is focused on preventing and treating opioid use disorders while helping impacted communities recover.

## Opioid Response Unit Vision

To save lives and promote the healing of communities, Philadelphia will lead in preventing and treating opioid-use disorder and breaking the cycle of the opioid burden on communities.

We will achieve this through a data-driven focus on root causes, collaborating with communities, and strategically mobilizing resources.

### **The Opioid Response Unit is a continuation of the Philadelphia Resilience Project, founded by Executive Order in 2018.**

The Philadelphia Resilience Project was the City's comprehensive, inter-agency approach to undertake the opioid crisis. In October of 2018, Mayor Kenney signed an [Executive Order](#) declaring the opioid epidemic in Philadelphia a public health emergency. This prompted 35 City agencies to rapidly modify strategies to address the rising needs of the community and find long-term solutions. The Resilience Project focused on Kensington, the epicenter of the opioid crisis. It identified seven critical mission areas:

- Clearing major encampments
- Reducing criminal activity
- Reducing the number of unsheltered individuals
- Reducing trash and litter
- Reducing overdoses and the spread of infectious diseases
- Increasing treatment options
- Mobilizing community response



Some accomplishments of the Philadelphia Resilience Project include:

- Increased safety measures for children by employing foot and bike patrols and creating Safe Corridor routes for travel to and from schools.
- Installed 1,000 LED streetlights and additional cameras in Kensington.
- Worked more closely with federal and state partners to address narcotic supply and distribution.
- Created a new protocol for police officers to disrupt nuisance behaviors that negatively impact quality-of-life for residents.
- Increased distribution of naloxone (Narcan) and related training.
- Installed handwashing stations and provided 3,500 vaccines to address the spread of Hepatitis A.
- Conducted nearly 2,500 HIV tests in Kensington.
- Distributed opioid prescribing guidelines to 16,000 healthcare providers by mail and another 1,300 by direct, in-person outreach.
- Deployed mobile outreach teams including medical professionals to provide Medication-assisted treatment (MAT).
- Launched a Treatment Availability Database (TAD), which provides real-time information about bed availability.
- Continued working with First Step Staffing to connect individuals in recovery to employment.
- Created an EMS response unit staffed by a paramedic, case manager, and social worker to connect individuals with services after responding to an opioid overdose.
- Became the first prison system in the country to offer MAT to all prison inmates with OUD.

While the Resilience Project Executive Order ended in December 2019, the need for investment did not. The City launched the Opioid Response Unit (ORU) in early 2020 to continue the work and ensure the battle against the opioid crisis remained a City priority. The ORU is focused on citywide opioid response strategies, targeted interventions in opioid overdose hotspots, and the alignment of City resources across departments. Almost a year after its launch, the ORU is urgently responding to new challenges, largely due to the tremendous impact COVID-19 has had on the epidemic.

**Four strategy groups make up the ORU: Community Support, Prevention, Public Safety, and Treatment.** Each strategy group is responsible for working towards several strategic initiatives over five years. The following table provides a breakdown of each strategy group and their initiatives:

Strategy Group	Lead Agency	Supporting Agency	Strategic Initiative
<p><b>Community Support</b> Goal: Increase community engagement &amp; opportunities for residents</p>	<p><b>MDO-Health &amp; Human Services</b></p>	<ul style="list-style-type: none"> <li>• 311</li> <li>• Community Behavioral Health</li> <li>• CLIP</li> <li>• Commerce</li> <li>• DBHIDS</li> <li>• Homeless Services</li> <li>• Housing &amp; Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• Law</li> <li>• L&amp;I</li> <li>• MDO-Community Services</li> <li>• Mayor's Commission on Aging</li> <li>• Parks</li> <li>• Planning</li> <li>• Public Health</li> </ul> <ol style="list-style-type: none"> <li>1. Scale Housing First/Permanent Supportive Housing in opioid hot-spot neighborhoods</li> <li>2. Expand employment programs for at-risk youth in hot-spot neighborhoods</li> <li>3. Develop holistic and trauma informed healing centered engagement program for communities, individuals, and families (parents, children, siblings, etc.) impacted by OUD (<i>coordinate w Public Safety Strategy</i>)</li> </ol> <p><i>Coordinate with Public Safety Strategy #8: Pursue permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods</i></p>
<p><b>Prevention Strategy</b> Goal: Reduce overdoses &amp; save lives</p>	<p><b>Public Health</b></p>	<ul style="list-style-type: none"> <li>• DBHIDS</li> <li>• Fire</li> <li>• MDO-HHS</li> <li>• Police</li> <li>• Prisons</li> </ul>	<ol style="list-style-type: none"> <li>4. Reduce overdoses and increase harm reduction</li> <li>5. Expand prescriber oversight, with targeted interventions at high-volume practices</li> <li>6. Scale Alternative Response Units</li> </ol>
<p><b>Public Safety Strategy</b> Goal: Reduce opioid related criminal activity &amp; increase social service delivery</p>	<p><b>Police &amp; MDO-Criminal Justice</b></p>	<ul style="list-style-type: none"> <li>• Commerce</li> <li>• DBHIDS</li> <li>• District Attorney</li> <li>• Fire</li> <li>• FBI</li> <li>• Law</li> </ul>	<ul style="list-style-type: none"> <li>• PA Attorney General</li> <li>• Prisons</li> <li>• School District</li> <li>• SEPTA PD</li> <li>• Town Watch</li> </ul> <ol style="list-style-type: none"> <li>7. Improve coordinated narcotics strategy between local, state, and federal agencies (<i>coordinate with Roadmap to Safer Communities</i>)</li> <li>8. Pursue permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods (<i>coordinate with Community Support Strategy Group and Roadmap to Safer Communities</i>)</li> <li>9. Scale Police-Assisted Diversion with co-responders</li> </ol>
<p><b>Treatment Strategy</b> Goal: Increase access to treatment &amp; options</p>	<p><b>DBHIDS</b></p>	<ul style="list-style-type: none"> <li>• Community Behavioral Health</li> <li>• Public Health</li> <li>• Law</li> <li>• MDO-HHS</li> <li>• Prisons</li> </ul>	<ol style="list-style-type: none"> <li>10. Expand "warm handoff" program, including following incarceration</li> <li>11. Expand mobile medication assisted treatment (MAT)</li> <li>12. Execute Medication First policies, provider incentives, and expanded access to treatment</li> </ol>



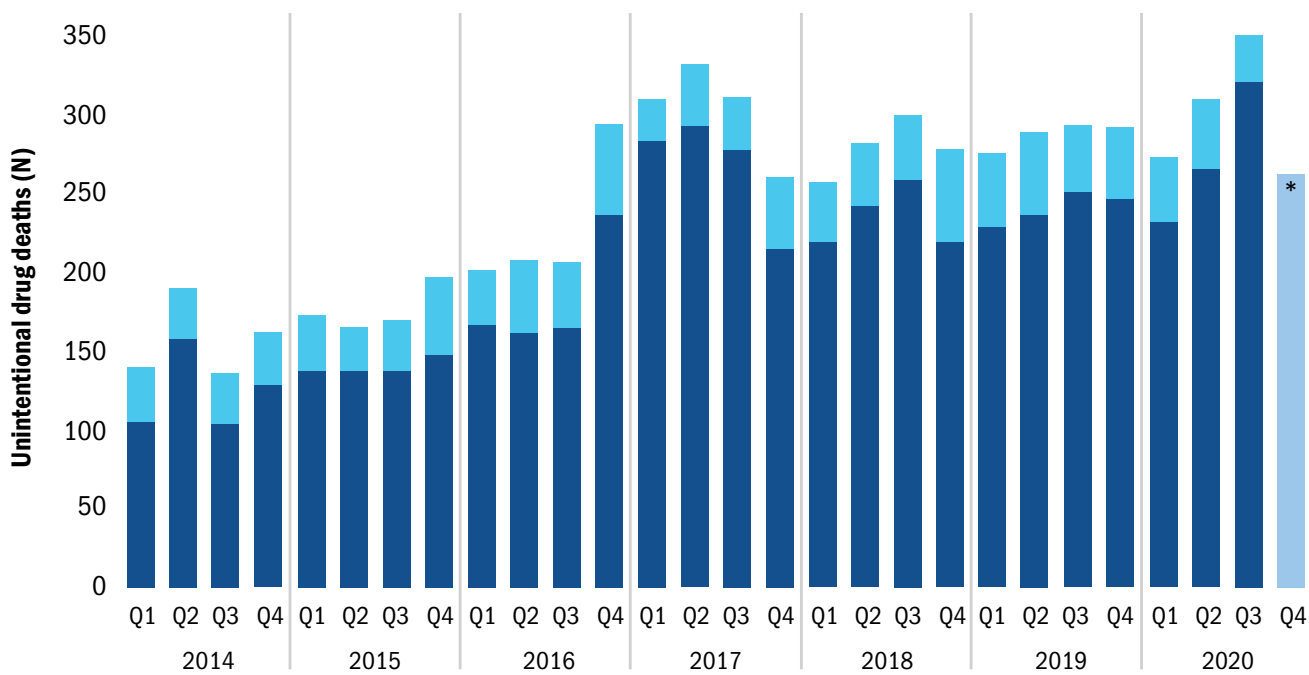
# A Rise in Fatal Overdoses: Self isolation and Barriers to Care in 2020

The data in 2018 and 2019 demonstrated a flattening of the curve in the number of fatal drug overdose deaths in Philadelphia. Unfortunately, data from the Health Department suggests the Covid-19 pandemic interrupted this trend.

Philadelphia saw the number of fatal overdoses increase dramatically since the stay-at-home order in March 2020. Sadly, current data analyses suggest that 2020 is the year with the highest annual number of fatal overdoses ever recorded in Philadelphia. PDPH will release finalized 2020 data by May 2021, after confirming overdoses as cause of death.

## ORU Metric:

Number of fatal overdoses (updated: 3/1/2021)



\*Preliminary data

■ No Opioid Detected ■ Opioid Involved



## ORU Metric:

Percent Change in Overdoses by Demographic  
Q1-Q3 2019 - 2020

Table Of Overdose Deaths By Race, Ethnicity And Year

### Non-Hispanic, White

<b>425</b> 49.53% 2019	<b>394</b> 41.39% 2020	<b>819</b> Total	<b>-7.3%</b> % Change
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### Non-Hispanic, Black

<b>283</b> 32.98% 2019	<b>397</b> 41.70% 2020	<b>680</b> Total	<b>40.3%</b> % Change
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### Hispanic

<b>136</b> 15.85% 2019	<b>144</b> 15.13% 2020	<b>280</b> Total	<b>5.9%</b> % Change
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### Non-Hispanic, Other

<b>14</b> 1.63% 2019	<b>17</b> 1.79% 2020	<b>31</b> Total	<b>21.4%</b> % Change
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### TOTAL

<b>858</b> 2019	<b>952</b> 2020	<b>1810</b> Total	<b>11.0%</b> % Change
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The high number of fatal overdoses observed in Quarter 2 (April – June) and Quarter 3 (July – September) of 2020 is primarily the result of an alarming spike among Black residents of Philadelphia. Quarter 4 (October – December) data was not finalized at the time of publication, but comparing Quarter 1 – Quarter 3 of 2019 to 2020 demonstrates:

- A 40% increase in fatal overdoses among the Non-Latinx Black community.
- A 5.9% increase in fatal overdoses among the Latinx community.
- A decrease in fatal overdoses among Non-Latinx Whites.

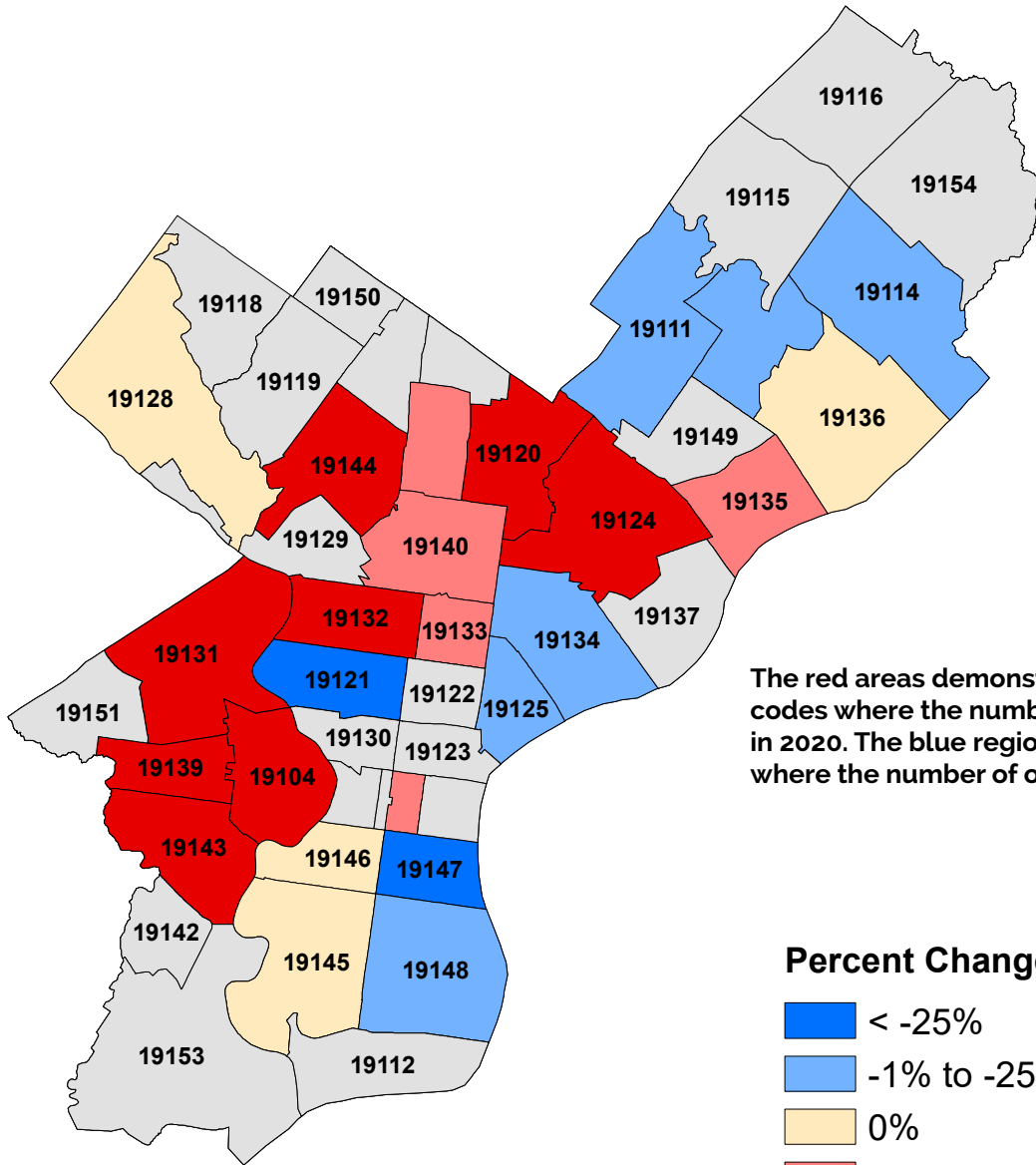


The pandemic has exposed how systemic racism has left Black and Latinx communities with the least access to life-saving treatment, technology, public information, and economic resources in times of crisis. Public health experts believe that the spikes in overdoses among Black and Latinx people following the stay-at-home order likely occurred because of the unique challenges presented by COVID-19, in particular:

- Extreme levels of unemployment and social isolation.
- Reduced access to behavioral health treatment and social services.
- Proliferation of fentanyl, a synthetic opioid that is 50 times stronger than morphine, into non-opioid drug sources, including cocaine and methamphetamine.

**ORU Metric:**

**Percent Change in the Number of Overdose Deaths by Zip Code**



The red areas demonstrate Philadelphia zip codes where the number of overdoses increased in 2020. The blue regions represent zip codes where the number of overdoses decreased.

**Percent Change**

- < -25%
- 1% to -25%
- 0%
- 1% to 25%
- > 25%

While South Philadelphia and Kensington remain hotspots, drug overdoses are increasing in other regions, including areas of West and North Philadelphia.

Almost 75% of people who fatally overdose do so in a personal residence. This trend highlights the importance of educating residents to keep harm reduction tools, such as Narcan and fentanyl test strips, available in their homes.



## Spotlight on Kensington

The Kensington neighborhood is one of Philadelphia's most historic and beautiful neighborhoods. Just 50 years ago, it was also a tri-state area destination for shopping and culture, thanks in large part to the elevated train that connected the neighborhood and its suburbs to the inner city. In the years since, Opioid Use Disorder has taken root and has had a devastating effect on the community. Kensington has been singled out, nationwide, as an example of the heartbreaking effects of underinvestment, crime, and drug use.

At the time of the Emergency Declaration in 2018, City personnel were searching for a name for the initiative. They were inspired by the resilience of the community in Kensington, and dubbed their efforts the Resilience Project. Though Kensington has experienced some of the worst conditions and effects of this disease, this community continues to stand strong and unwavering in their support for their fellow citizens. They have been invaluable partners, helping to guide and lead the City's efforts. This pairing of City resources and strong community involvement should serve as a model for any Municipality struggling with this epidemic.

### **Key milestones and upcoming initiatives are highlighted below:**

- In the past year, MDO-Criminal Justice and the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) launched the Kensington Coordination Strategy, a coalition of 10 providers. They meet weekly to coordinate outreach effort, share resources, and provide services such as case management, counseling, buprenorphine treatment and medical care for individuals suffering from OUD in the area. This is in addition to the daily outreach and engagement schedule each individual provider offers in Kensington.
- Homelessness has been a related and chronic issue in Kensington. In response, MDO Health and Human Services developed a service-forward approach, including a new Tent and Structure Policy. The first two Kensington locations for engagement are Kensington & Allegheny vicinity and McPherson Square. In addition, OHS is launching an Encampment Resolution Team in Spring 2021. Homeless Outreach teams in Kensington made 485 connections to shelter placement, provided individuals with housing assistance services 386 times, and connected individuals to drug and alcohol services 87 times from March 2020 through March 2021.

- The Kensington Community Meals meetings (KCM) are an anti-hunger collaborative project to organize meal providers. KCM activities focus on education, training, resource mobilization, and relationship building. The meetings offer a space for meal providers to share information and work together on productive solutions to food security in Kensington.
- Police Assisted Diversion (PAD) and Co-Responder teams (police officer partnered with a behavioral health specialist) continue to have success addressing community quality of life concerns and connecting individuals to services.
  - » In 2020 (limited availability from March-July), PAD and Co-Response teams in Kensington had 835 contacts that led to 93 shelter or recovery house connections and 231 Drug and Alcohol Treatment service connections.
- Public Safety was prioritized through the Philadelphia and SEPTA Police forces.
  - » With the launch of the Kensington Police District, a total of 38 officers now patrol the area. The officers are developing a specialized strategy to track and eliminate drug sales.
  - » The PPD Narcotics Strike Force seized 42 firearms and recovered narcotics valued at over 1 million dollars, resulting in over two thousand arrests in the last year alone.
  - » Septa Police dedicated two Co-response police teams to Kensington, expanding the "warm hand-off" program to our transit system. This program has helped connect those suffering from OUD to treatment and medical care.
- The Community Life Improvement Program (CLIP) completed 3,070 cleanup projects and cleaned nearly 20,000 properties of graffiti in Kensington since January 2020. CLIP also worked with Licenses & Inspections (L&I) to paint abandoned homes that have been the epicenter of violence and squatting to beautify the area.
- The City's Commerce Department connected 24 Kensington businesses to \$265,000 in business relief, 76 Kensington businesses to \$432,000 in restore and reopen grants and distributed approximately 1,000 Personal Protective Equipment kits. It also expanded funding for corridor cleaning.
- MDO is coordinating a \$500,000 contract with HACE to deliver exterior home repairs to 100 homeowners living in Kensington, Harrowgate, and Fairhill (between the Front Street to Frankford Avenue and Lehigh Avenue to Tioga Street area). The contract will be run through the Office of Homeless Services and is expected to be complete in the summer of 2021.
- MDO's Opioid Response Resource Mobilization Advisory Committee created a pooled fund and is organizing Kensington residents to direct grants through a participatory process to community-based organizations addressing the community impact of opioids by June 2021.

The City is proud to stand side-by-side with the Kensington Community and would like to thank everyone who has been involved in making this area a safer and more beautiful place. The condition of the Kensington community demonstrates why the coordinated approach of the Opioid Response Unit is necessary to combat Opioid Use Disorder. It will take every department, every resource, and every person (private and public) to make a difference and turn the tide.

## Homeless Outreach Kensington

March 1, 2020 to October 31, 2020

November 1, 2020 to March 31, 2021

### Contacts

### Contacts

**6,954**

Total Contacts

**2,114**

People Contacted

**8**

Number of Teams

**3,556**

Total Contacts

**1,420**

People Contacted

**8**

Number of Teams

### Top 5 Hot Spots

### Top 5 Hot Spots

1.

**2900**  
Kensington  
Avenue

2.

**2700**  
Kensington  
Avenue

3.

**2700**  
Tulip Street

4.

**2900**  
Emerald  
Street

5.

**2000**  
East  
Somerset  
Street

1.

**2700**  
Kensington  
Avenue

2.

**2900**  
Kensington  
Avenue

3.

**McPherson**  
Park

4.

**3200**  
Kensington  
Ave

5.

**2700**  
Emerald  
Street



### Placements

### Placements

**56**

OHS Shelter

**48**

Respite

**26**

Detox  
Program

**25**

Safe Haven

**11**

Recovery  
House

**10**

OHS  
Outreach  
Beds

**88**

OHS Shelter

**34**

Respite

**34**

Safe Haven

**31**

Other Social  
Service  
Agency

**25**

Overnight  
Cafes

**22**

Detox  
Program

**9**

Medical  
ER/Hospital

**6**

Overnight  
Cafes

**4**

Private  
Shelter

**1**

COVID  
Related  
Site

**1**

CRC  
Admission

**1**

Journey of  
Hope

**17**

Medical  
ER/Hospital

**16**

Private  
Shelter

**8**

CRC  
Admission

**6**

OHS  
Outreach  
Beds

**5**

Recovery  
House

**1**

Journey of  
Hope

### Accepting Services

### Accepting Services

**1,424**

Connected to  
Basic Needs

**155**

Housing  
Assistance

**109**

Medical  
Service

**46**

Drug/Alcohol  
Service

**5**

Mental Health  
Service

**889**

Connected to  
Basic Needs

**231**

Housing  
Assistance

**74**

Medical  
Service

**41**

Drug/Alcohol  
Service

**9**

Mental Health  
Service



# Opioid Response Unit Strategy Milestones

2020 marked the first year in the Opioid Response Unit's five-year plan. While there is much work to be done and COVID-19 impeded much of the work, the following updates demonstrate the progress made on each of the twelve strategic initiatives:

## Community Support Strategy 2020 Milestones

### **ORU Strategy #1**

Scale Housing First/permanent supportive housing

MDO Health and Human Services developed a new service-forward tent and structure policy.

Office of Homeless Services organized an Encampment Resolution Team. The team of City partners aims to prevent encampments by connecting individuals experiencing homelessness to housing and services and launch in early 2021.

MDO Health and Human Services researched best practices for resolving tangled title issues.

MDO Health and Human Services decreased barriers to housing with a drop-in center with One Day At A Time (ODAAT) that made 11,000 contacts, 139 referrals, 1,400 showers, and 9,500 meals from May through August. The drop-in center reopened temporarily in December 2020 and provided 10,380 meals and made 10,694 contacts through the end of March 2021.

### **ORU Strategy #2**

Expand employment programs for at-risk youth in hot-spot neighborhoods

MDO Health and Human Services is meeting with external stakeholders and researchers to develop best practices for youth employment programs. This collaboration will inform a pilot in 2021 and create a system for disseminating youth employment opportunities and funding opportunities.

### **ORU Strategy #3**

Develop holistic and trauma informed healing centered programs for communities, individuals, and families impacted by Opioid Use Disordered

PDPH launched a peer support group for individuals and families impacted by overdose to process the loss.

## Prevention Strategy 2020 Milestones

### ORU Strategy #4

Reduce overdoses and increase harm reduction

PDPH distributed 3,600 naloxone kits to individuals at high risk of overdose when exiting City jails.

PDPH harm reduction teams distributed 18,707 fentanyl test strips, 57,742 doses of naloxone and 5,896,200 sterile syringes.

PDPH increased the number of buprenorphine waived providers by 42%, allowing expanded access to proven treatment.

PDPH launched "Fentanyl is in Everything" public awareness campaign.

The City established staffed restroom trailers in Kensington and Center City, with staff making over 750 referrals to resources for basic needs.

### ORU Strategy #5

Expand provider oversight

PDPH disseminated opioid prescribing guidelines to medical staff in high-prescribing specialties.

### ORU Strategy #6

Scale Alternative-Response Units

PDPH and Fire Department specialized EMS Alternative Opioid Response Unit engaged 198 individuals with opioid use disorder to connect to resources and distributed 875 Narcan kits.

*\*AR2 was not in service from March 18 through June 23 due to Covid-19.*

PDPH provided resiliency training to 68 individuals from 9 first responder and community-based organizations to support mental health needs of first responders and CBOs.

## Public Safety Strategy 2020 Milestones

### ORU Strategy #7

Improve coordinated narcotics strategy between local, state, and federal agencies

PPD implemented Narcotics Strike Force strategy to seize drugs and arrest dealers to maximize harm reduction, resulting in 2,133 arrests, and recovery of \$1,012,347 in narcotics, and 42 guns in 2020.

PPD increased Police patrol in areas with high rates of drug sales by establishing a new mini district with 38 officers dedicated to the Kensington Police District in addition to officers already serving in the 24th Police District.

### ORU Strategy #8

Pursue permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods

SEPTA Police launched SAVE a Co-Response program, pairing a behavioral health specialist with a SEPTA police officer. SEPTA has two teams dedicated to Kensington, and those teams coordinate closely with Philadelphia Police and City funded Co-Response teams.

In October 2020, there were 30-40 warm hand-offs. In December 2020, 300 warm hand-offs were conducted.

MDO Criminal Justice and Public Safety Instituted Safe Corridor program involving volunteers guiding children to school and performing weekly cleanups along relevant routes to ensure safety of children as they travel to and from school (operating in a limited capacity while school was virtual due to COVID).

# Public Safety Strategy 2020 Milestones

## **ORU Strategy #8 (cont)**

Pursue permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods

MDO and DBHIDS established the Kensington Coordination Strategy, a coalition of 10 providers that meet every Tuesday at 709 E Allegheny at 10 AM to provide services such as, case management, counseling services, and buprenorphine treatment for OUD, addressing acute care concerns, & medical attention for basic wound care to individuals in the Kensington Corridor area.

MDO Criminal Justice and Public Safety established new City Facilities to demonstrate long term investment: PAD East Headquarters (F & Allegheny) and PDPH Community Outreach team (stationed at Impact Services) which will enable them to have an increased presence in Kensington at all times and a more rapid response active crime and disorderly conduct in the area.

L&I implemented targeted inspections and sealed 11,694 vacant properties city-wide, and 951 vacant properties in the 19134-zip code.

Commerce expanded cleaning along commercial corridors.

PDPH established Project Reach, a 7-day per week sanitation and cleaning program that cleans McPherson Square and surrounding community. Includes a Hazmat program that sanitized over 100 blocks.

The Opioid Response Resource Mobilization Advisory Committee (ORRMAC) partnered with private funders to create a pooled fund to provide grants to CBOs addressing the community impact of opioids in Kensington. The grantees will be selected with guidance from residents through a participatory process in 2021.

Community Life Improvement Project (CLIP) completed 3,070 projects and cleaned nearly 20,000 properties of graffiti in Kensington since January 2020.

## **ORU Strategy #9**

Scale Police-Assisted Diversion (PAD) with co-responders

PPD launched pilot to divert behavioral health crisis calls from 911 to co-responders.

MDO Criminal Justice and Public Safety expanded PAD operations to East Police Division while establishing their headquarters/service hub in the heart of Kensington (F & Allegheny Ave.) to offer community-based supports. PAD expanded outreach response teams operating hours, including outreach to people engaged in sex work prior to law enforcement involvement.

PAD expanded to screen all women arrested across the city for diversion, established a partnership with the Narcotics Strikeforce to screen all buyers arrested by the unit, and Salvation Army to work with community partners to identify hotspots for sex work and encampments.



# Treatment Strategy 2020 Milestones

## **ORU Strategy #10**

Expand warm handoff

DBHIDS expanded the Treatment on Demand (TOD), to a telephonic platform. The pilot demonstrated that telephonic assessments could successfully be used in lieu of in person assessments (which includes physical assessments), to refer participants to treatment.

DBHIDS and PDPH connected 80 at-risk individuals exiting jail with immediate access to Medication Assisted Treatment and other supportive services, through the Linkage and Establishment After Prison program (LEAP) launched in late 2019.

Prisons assessed incoming inmates using Clinical Opiate Withdrawal Scale (COWS) protocol to identify inmates for OUD treatment, offers treatment, and conducts buprenorphine inductions.

## **ORU Strategy #11**

Expand mobile medication assisted treatment

Street Outreach expanded mobile RV in 2020 and is successfully providing, primarily buprenorphine inductions, in areas where surges are identified (defined as 3 or more overdoses in one day in a specific geographic area), with most of the responses in Kensington/Fairhill.

## **ORU Strategy #12**

Execute & Expand Medication First Policies

DBHIDS changed to claims-based payments and data collection that will be used to ensure equal service delivery.

DBHIDS provided guidance to the network of providers to prioritize medication management for addictive disorders.

DBHIDS collaborated with SAMSHA, medical schools and MAT providers to create a buprenorphine curriculum for medical students.



# Strategic and Equitable Response to the Opioid Epidemic

**Ensuring racial equity** in the City's overdose response is a top priority of the Opioid Response Unit. The outcomes of 2020 demonstrate the urgency of creating a health system built for all Philadelphians. To advance racial equity, the ORU will:

- Use data-driven responses.
- Rely on trusted messengers and culturally competent community education.
- Expand overdose prevention training.
- Divert people arrested for drug crimes away from the criminal justice system.

## Equitable Prevention Resources

The Philadelphia Department of Public Health's Substance Use Prevention and Harm Reduction (SUPHR) team is working to ensure racial equity across prevention efforts.

SUPHR is supporting local community-based organizations (CBOs) to address the harm caused by the widespread policing of people for possession of drugs that began in the 1980s, known as the 'War on Drugs.' SUPHR is specifically focused on increased incarceration, fewer economic opportunities, inequitable housing access, and family separation through incarceration and Department of Human Services involvement in Black, Indigenous and People of Color populations. The seven eligible organizations selected for funding are listed under the acknowledgments section.

Support to these CBOs include:

- Community education.
- Community organizing.
- System or policy assessments.
- Capacity building.
- Direct service provision.
- Other innovative harm reduction strategies.
- De-stigmatization of people who use drugs.
- Building racial justice and equity in systemic responses to drug use.

In addition, SUPHR launched a 'Fentanyl in Everything' campaign to improve public awareness that fentanyl is being found in all drugs, not only heroin.



### **Targeted Community Engagement**

The Opioid Response Unit is building relationships with Neighborhood Advisory Committees (NACs) in 'hot spot' communities. Data analysis identifies opioid use 'hot spots', regions where overdoses are common. This engagement will help bring city resources to Black and Latinx neighborhoods where fatal overdoses are increasing. Additionally, a language guide has been developed to create scientifically and culturally aware dialogue for internal and external stakeholders.

### **Diversion from Criminal Justice System**

The Police-Assisted Diversion program offers social services, such as treatment and medical care, to people arrested for low-level misdemeanors. The expansion of PAD seeks to promote racial equity by diverting people who use substances away from a racially biased criminal justice system. Between January 2020 and February 2021, there were 186 eligible arrest diversions, 41 of whom identified as Black, African American, and 37 of whom identified as Latinx. Data indicates PAD is decreasing the number of people with repeat contact with law enforcement.

# Progress Summary

## COVID-19: Lessons Learned and Noteworthy Innovations

The Coronavirus epidemic arrived as a third public health crisis for our City, in addition to the opioid and gun violence crises. The epidemic demanded groundbreaking solutions to how we live and work together. *Some of the ways we've adapted and applied public health measures will also aid us in our fight to end the opioid epidemic in Philadelphia.*

### Initiative

#### Vulnerable populations response

**Critical information sharing:** At the start of the pandemic, MDO and the Resilience Project Community Advisory Committee provided information about Covid-19 testing, meal sites, and other basic needs to neighborhoods most impacted by opioids.

**COVID-19 testing access:** MDO supported coordination between two federally qualified health centers – Philadelphia FIGHT and Esperanza Health Center – to bring testing access to Kensington.

**Food access:** Office of Homeless Services (OHS) coordinated outdoor meal site for all community residents. The "Love Lot" at Ruth & Clearfield, in partnership with Step Up to the Plate and Prevention Point, served 200,000 meals in 2020.

**Expand services:** Increased indoor social distancing options in partnership with One Day At A Time (ODAAT) to open a temporary drop-in center in partnership with Visitation BVM. ODAAT had 11,000 contacts during the summer, and another 10,694 contacts in the winter as of March 28.

#### Virtual overdose prevention trainings

Philadelphia Department of Public Health (PDPH) launched virtual trainings on overdose awareness, overdose reversal, and fentanyl test strips. This included home delivery of naloxone for individuals completing training.

#### Virtual support groups

PDPH launched virtual support groups for family members of individuals who have died from a drug-related overdose.

## Initiative (cont)

### **Virtual community engagement**

The City continues to hold monthly “El Barrio es Nuestro” meetings over Zoom. Residents and community leaders in the Kensington region attend to hear directly from City leaders about their efforts to address local issues. A translator ensures that the meeting is accessible to people who speak Spanish.

### **Telehealth innovations**

DBHIDS launched a successful pilot of a telephonic assessment process to connect individuals to treatment. The pilot demonstrated that telephonic assessments could successfully be used in lieu of in person assessments (which includes physical assessments), to refer participants to treatment, and may support quicker referrals for participants to treatment providers, with a physical conducted at a later stage in the intake process.

Additionally, treatment and behavioral health providers used telehealth to maintain treatment plans.

PDPH partnered with Philadelphia’s Poison Control Center to launch the Opioid Assistance Resource (OAR) line. This resource provides 24/7 support from medical professionals with expertise in management of opioid toxicity and withdrawal.

### **COVID small business support**

Commerce connected 24 Kensington businesses to \$265,000 in business relief, 76 Kensington businesses to \$432,000 in restore and reopen grants and distributed approximately 1,000 PPE kits.

### **Same Day Pay cohort model**

The Same Day Pay program hires residents on a temporary basis to do cleaning projects. Participants are paid on the day of their shift. The program model shifted during the COVID response to create cohorts for two weeks. Each cohort is half housed and half people experiencing homelessness. The new model increases financial opportunities for all community members.



# 2021 and Beyond

The dire conditions caused by opioids in Philadelphia continue to demand an ongoing response. Each strategy group has established goals for 2021 that are achievable, aim to reduce overdoses, and improve community quality of life. Many of the goals are now underway.

## Community Support Strategy

### 1. Scale Housing First in hotspot neighborhoods

#### Expand drop-in services

MDO will partner with community members to identify locations for additional daytime drop-in centers. These centers will include social services such as linkage to treatment and shelter, public restrooms, laundry, storage, employment opportunities, and centralized donation drop off location.

#### Targeted engagement at McPherson Square and Kensington and Allegheny vicinity

ORU will work with OHS, DBHIDS and other partners to coordinate implementation of the service-led tent and structure policy at both locations with a focus on connecting individuals to services and treatment, improving quality of life and activating public spaces starting in May 2021.

#### Decrease Employment Barriers

OHS will launch "Help for the Hurdles" to increase employment among people using the supportive housing system. This program helps people overcome two of the most common obstacles to working – transportation and childcare. Funded by the federal CARES Act, "Help for the Hurdles" offers connections to jobs with wages up to \$16 per hour in warehouse stocking, light-industrial, and food processing. It also connects people with various certification programs and financial literacy education.

#### Pilot Encampment Resolution Team

OHS will launch an Encampment Resolution Team to proactively engage individuals and offer services and identify housing resources.

### 1. Scale Housing First in hotspot neighborhoods (cont)

#### Open Beacon House

OHS is transferring emergency shelter capacity to Beacon House, a new shelter site at Temple University Episcopal campus opening in April 2021. Beacon House will host the low barrier shelter beds currently housed with Prevention Point, a nonprofit public health organization that provides harm reduction services to Kensington and other Philadelphia neighborhoods. This transfer will transition homeless shelters away from business corridors and onto a medical campus.

#### Tangled Title Training

Health and Human Services will develop training recommendations for expanding the capacity of housing counselors to preemptively resolve tangled title issues that arise when the homeowner's name is not on the property deed.

#### Provide Exterior Home Repairs

MDO is coordinating a \$500,000 contract with HACE to deliver exterior home repairs to 100 homeowners living in Kensington, Harrowgate, and Fairhill (between the Front Street to Frankford Avenue and Lehigh Avenue to Tioga Street area). The contract will be run through the Office of Homeless Services and is expected to be complete in the summer of 2021.

#### Maintain Existing Housing

OHS will maintain the current OHS will maintain the current temporary and long-term units. Furthermore, concurrent clinical services will be provided to all people receiving shelter.

### 2. Expand Youth Employment

#### Engage Youth in Target Neighborhoods

Health and Human Services is engaging with youth in hot-spot neighborhoods to learn about their barriers to employment. This work will ensure that program development accounts for their needs.

#### Pilot Program

Health and Human Services will launch at least one pilot program to engage youth who may be at risk of getting involved in the drug trade with an independent evaluation by September 2021.

### 3. Develop Trauma-Informed Healing Centered Engagement

#### Integrate a Trauma Framework

Health and Human Services is developing goals for integrating trauma-informed and healing centered principles into existing programs.

## 4. Reduce Overdoses and Increase Harm Reduction

### Fentanyl Awareness Campaign

PDPH launched a 'Fentanyl Is In Everything' campaign to alert the public that fentanyl is being found in all street drugs, including cocaine and methamphetamine. The campaign included a press release in December 2020, the distribution of fentanyl education cards and test strips in February 2021, and a mass media campaign planned for April and May 2021.

### Support Community Organizations

PDPH is supporting community organizations that serve Black and Latinx populations to promote harm reduction. Ten grants ranging from \$10,000 to \$50,000 have been distributed to these organizations in February 2021. PDPH will continue to collaborate with these organizations to determine culturally competent ways of promoting prevention and treatment services.

### Pilot port-o-potties

CLIP installed port-o-potties in McPherson Square as a pilot in January 2021. PDPH will monitor and adjust location and oversight based on real-time information.

## 5. Expand Provider Oversight

### Build Accountability in Physicians

PDPH is identifying patients who received opioid prescriptions and later died of an overdose. PDPH then sends letters to decedents' providers informing them of their patient's death and encouraging them to follow CDC guidelines for judicious prescribing. This ongoing initiative began in February 2021.

### Provide Emergency Buprenorphine Support

PDPH will develop and evaluate a team of buprenorphine x-waivered doctors by December 2021. The team will operate a 24/7 clinical support line for Emergency Department staff seeking clinical support.

### Mentor New Buprenorphine Physicians

PDPH will build and evaluate a mentorship team of buprenorphine x-waivered outpatient clinicians by December 2021. This team will provide support to newly waived doctors building their own MAT programs.

### Expand Buprenorphine Education

PDPH will coordinate structured visits of trained professionals to Philadelphia healthcare providers to promote buprenorphine treatment by April 2021.

## 6. Scale Alternative Response Unit

### Establish community-based linkages

PDPH will expand the use of reportable data for viral hepatitis and neonatal abstinence syndrome. This change will allow Alternative Response Unit staff members to identify and offer linkage to additional social services to people who use drugs.

### Hire Peer Specialist

PDPH will hire two peer recovery specialists to the Alternative Response Unit staff. These specialists will tend to individuals waiting for a treatment spot and take care of basic health needs such as wound care and disease testing.



## 7. Improve Coordinated Narcotics Strategy between Local, State, and Federal Agencies

### Implement Narcotics Enforcement Strategy

The PPD Narcotics Bureau is implementing a revised narcotics enforcement strategy that leverages police officers in narcotics enforcement with patrol experience in East Division to target mid-level operations.

The Narcotics Bureau is coordinating with the Attorney General's interagency Kensington Initiative to promote deconfliction between agency operations and promote collaboration to maximize the impact in Kensington.

The Narcotics Bureau will improve investigation resources and capabilities to strengthen narcotics cases for prosecution, by advocating for expanded technical intelligence (e.g. street cameras, wire taps).

### Launch Kensington Police District

PPD launched Kensington Police District in January 2021. The dedicated foot beat and bike patrol officers (38 total) have a focus on community policing. Through this new district, PPD engages with community members, local businesses, and schools to strengthen communication and troubleshoot quality of life and public safety concerns.

Furthermore, PPD will improve their response time to active crime and disorderly conduct in Kensington because they will have a unit that is always based in the area. All officers in the new district are issued smart phones for communicating with community members, gathering real time crime information such as free drug sample corners, and reporting quality of life concerns.

## 8. Pursue Permanent Closure of Drug Corners and Activation of Community Spaces in Hot-Spot Neighborhoods

### Launch Kensington Community Resilience Fund

The Opioid Response Resource Mobilization Advisory Committee is organizing Kensington residents to direct grants to community-based organizations addressing the community impact of opioids by June 2021.

### Support Community After Narcotics Enforcement Action

MDO Health and Human Services is coordinating with the Philadelphia Police Department and additional social services organizations, such as the Community Wellness Engagement Unit, Community Life Improvement Program (CLIP) and Town Watch, to provide support for communities after narcotics strikes.

### Project Reach

PDPH is managing Project Reach, a trash, human waste, and drug-related clean-up effort launched by the City in 2020. Between 5-7 (currently temporary) sanitation workers will be hired as permanent Project Reach staff by April 2021

### Expand Community Engagement

The Office of Community Services is leveraging existing relationships with civic groups, neighborhood advisory committees, and community development corporations to expand community engagement efforts in emerging hotspot neighborhoods by April.

**8. Pursue Permanent Closure of Drug Corners and Activation of Community Spaces in Hot-Spot Neighborhoods (cont)**

**Coordinated Diversion Model**

PPD and MDO are implementing a Coordinated Diversion Model (CDM) and plan to expand to include SEPTA Police Co-Response Teams in Spring 2021. Coordinated Diversion seeks to disrupt outdoor drug use and connect people who are using substances to social services.

**Expand PAD to all Police Districts in East Division**

In March 2021, PAD increased operations in East Division by dedicating 4 officers, available Monday-Friday for both day and night shifts. PAD also expanded outreach efforts to include Salvation Army team to provide additional support for individuals involved in sex work and human trafficking in the community.

PAD is expanding the number of Co-Responders to PAD and SEPTA Police, by collaborating with providers and advocating for additional vehicles to transport individuals eligible for PAD services.

PAD is collaborating with Town Watch to assist in holding locations after a narcotics enforcement strike by offering social services and resources for those living in the targeted area.

**Pilot Crisis Intervention Response Team (CIRT) program**

CIRT is a crisis response team, comprised of Police officers and behavioral health professionals, that is dispatched by 911 for behavioral health calls. The purpose of this program is to address behavioral health concerns with social intervention before the use of law enforcement.

**9. Scale Police-Assisted Diversion with co-responders**

## **10. Execute & Expand Medication First Policies, Provider Incentives, and Expanded Access to Treatment**

### **Ensure equitable and quality services**

In February 2021, Community Behavioral Health (CBH) moved from alternative payment arrangements and fee-based payments to value-based payments to incentivize quality. DBHIDS will use data collected from value-based payment to ensure equal service delivery.

### **Increase MAT inductions**

DBHIDS is collaborating with University of Pennsylvania and Temple University to advocate for a waiver that allows qualified practitioners to prescribe MAT to patients during hospitalization. This aims to increase MAT inductions.

## **11. Expand mobile medication assisted treatment.**

The DBHIDS mobile outreach RV will expand its service area to other highest need/risk geographic areas in addition to Kensington.

### **Case Management**

DBHIDS will identify a case management provider to support warm handoffs (WHOs) and ramp up services in the prisons while still abiding by COVID restrictions. Once a service provider is established, DBHIDS will collect and evaluate output and outcome data from those services.

## **12. Expand Warm Handoff Program, Including Following Incarceration**

### **Recovery Overdose Survivor Engagement (ROSE) Project**

DBHIDS is working to include 1 additional hospital/CRC in the ROSE project, for a total of 15 sites conducting Warm Hand-Offs (WHOs) and collecting additional data for evaluation with Vital Strategies.

### **Evaluate Linkage and Establishment After Prison program (LEAP)**

DBHIDS will track the number of people who are engaged through LEAP and the time period that people are engaged (i.e. typically 3-6 months after release) through Action Wellness monthly reporting.

## Overview of ORU Strategy Accomplishments and Goals

<b>Community Support</b>	<b>Scale Housing First</b>	<b>Expand employment for at-risk youth</b>	<b>Develop holistic &amp; trauma informed health program</b>
<b>2020 Accomplishments</b>	<ul style="list-style-type: none"> <li>Tent &amp; Structure Policy</li> <li>Encampment resolution Team</li> <li>Low-Barrier Housing</li> </ul>	N/A	Peer Support
<b>2021 Goals</b>	<ul style="list-style-type: none"> <li>Maintain existing housing</li> <li>Decrease employment barriers</li> <li>Encampment resolution</li> <li>Open Beacon House</li> <li>Provide home repairs</li> <li>Tangled Title Training</li> </ul>	<ul style="list-style-type: none"> <li>Meet with stakeholders and explore funding</li> <li>Engage youth in target neighborhoods</li> <li>Pilot Program</li> </ul>	Integrate a trauma-informed framework
<b>Prevention</b>	<b>Reduce overdose and increase harm reduction</b>	<b>Expand prescriber oversight</b>	<b>Scale Alternative Response Unit</b>
<b>2020 Accomplishments</b>	<ul style="list-style-type: none"> <li>Distributed harm reduction kits and Naloxone post-incarceration</li> <li>Increased Buprenorphine waivers</li> <li>Installed a staffed bathroom</li> </ul>	Disseminated opioid prescribing guidelines to medical staff	<ul style="list-style-type: none"> <li>Distributed Narcan and connect people to resources through EMS</li> <li>Provided Resiliency training to first responders</li> </ul>
<b>2021 Goals</b>	<ul style="list-style-type: none"> <li>Fentanyl Awareness Campaign</li> <li>Support community organizations</li> <li>Pilot port-o-potties</li> </ul>	<ul style="list-style-type: none"> <li>Build accountability in physicians</li> <li>Emergency Buprenorphine support</li> <li>Mentor new Buprenorphine physicians</li> <li>Buprenorphine Education</li> </ul>	<ul style="list-style-type: none"> <li>Community-based linkages</li> <li>Hire Peer Specialists</li> </ul>

## Overview of ORU Strategy Accomplishments and Goals (cont)

Public Safety	Improve coordinated narcotics strategy	Pursue permanent closure of drug corners and activate community space	Scale Police-Assisted Diversion (PAD)
<b>2020 Accomplishments</b>	Implemented Narcotics Strike Force strategy	Kensington Coordination Strategy Targeted cleaning Kensington Resilience Fund	Launch Co-Responders Expand PAD operations
<b>2021 Goals</b>	Target mid-level narcotics operations and leverage Kensington Police District resources to maintain area	Kensington Police District Expand social services and increase safety at SEPTA stations Expand Project Reach Support Community After Narcotics Enforcement Action Launch Kensington Community Resilience Fund Expand Community Engagement	Pilot CIRT Expand # of Co-Responders Expand to East Division

Treatment	Expand “Warm Handoff”	Expand mobile medicated assisted treatment (MAT)	Execute medication first policies
<b>2020 Accomplishments</b>	Expanded Treatment on Demand (TOD) to telephonic platform Connected people using Linkage and Establishment After Prison program (LEAP) Assessed inmates using Clinical Opiate Withdrawal Scale (COWS)	Expanded Street Outreach mobile RV	Changed to claims-based payment & data collection Prioritized medication management for addictive disorders Created a buprenorphine curriculum Assessed inmates for OUD using Clinical Opiate Withdrawal Scale (COWS)
<b>2021 Goals</b>	Ensure equitable and quality services Increase MAT inductions	Provide services to highest need/risk area in Philadelphia	Identify case management providers Expand Recovery Overdose Survivor Engagement (ROSE) Project Evaluate Linkage and Establishment After Prison program (LEAP)

# Acknowledgments

## Community Based Organizations

- Bethel Temple Church
- Caring Helping Hands\*
- Elkin Elementary School
- Isaac A. Sheppard Elementary School
- Phillip H. Sheridan Elementary School
- Lewis Elkin Elementary School
- Henry A. Brown Elementary School
- Frances E. Willard Elementary School
- John B. Webster Elementary School
- Kensington CAPA
- Kensington Health Science Academy
- Kensington High School
- Jules E. Mastbaum High School
- Conwell Middle School
- Esperanza Health Center
- Equality
- Golden Health Services
- HACE
- Harrowgate Civics Association
- K & A Boxing Club
- KNA Civic Association
- Kensington Hospital
- Kensington Soccer Club
- La Iglesia Del Barrio
- McPherson Friends Group
- Mother of Mercy House
- Morris Home\*
- New Kensington Community Development Corporation (NKCDC)
- One Day At A Time (ODAAT)
- Sheridan Public School
- Sisters of St Joseph
- Prevention Point
- Project Home
- Salvation Army New Day Drop In
- SELF, Inc\*
- SOL Collective\*
- Somerset Neighbors for Better Living
- Southeast Asian Mutual Assistance Associations Coalition, Inc. (SEAMAAC)\*
- Taking Risks and Progressing\*
- The Rock Ministries

- The Simple Way
- Urban Creators\*
- Veteran's Health Administration (VA)
- Visitation Community Center
- 24th & 25th and 26th Police District Police District Advisory Committees

\*Vital Strategies grantees

## City Government Partners

- 311
- Behavioral Health & Intellectual disAbilities
- Commerce
- Community Behavioral Health
- Community Life Improvement Project (CLIP)
- Finance
- Fire Department
- Homeless Services
- Housing & Community Development
- Innovation & Technology
- Law
- Library
- Licenses & Inspections (L&I)
- Managing Director's Office – Community Services
- Managing Director's Office – Criminal Justice & Public Safety
- Managing Director's Office - Health & Human Services
- Mayor's Commission on Aging
- Office of the District Attorney
- Parks and Recreation
- Planning & Development
- Police Department
- Prisons
- Public Health
- School District
- SEPTA
- Streets
- Town Watch Integrated Services
- Water Department

## State Partners

- Attorney General

## Federal partners

- Drug Enforcement Agency (DEA)
- Federal Bureau of Investigation (FBI)
- Veteran's Health Administration

Thank you to all local, state, and federal elected officials that have partnered with the administration on these issues.