



Honor, Integrity & Service the PHL Way!

Philadelphia Police Department 2018 Annual Report

James F. Kenney
Mayor
City of Philadelphia

Richard J. Ross, Jr.
Police Commissioner
City of Philadelphia





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Message from Mayor Kenney

The release of the Police Department's 2018 Annual Report provides an excellent opportunity to commend the fine men and women of the Philadelphia Police Department. Throughout 2018, the sworn and non-sworn members of the Police Department continued to demonstrate a commitment to security and safety for our residents and visitors, a dedication to the Department's core values of "Honor, Integrity, and Service," and a devotion to community engagement and transparency.

The year 2018 afforded our great city many opportunities for celebration. From the Eagles Super Bowl victory, to the Welcome America festivities, Philadelphia demonstrated its vibrancy, fortitude, and resolve. However, we also faced our share of challenges, including the public health crisis of gun violence in our neighborhoods. As Mayor, I am committed to prioritizing safety and quality-of-life in every neighborhood and community in Philadelphia, which is why I ordered the creation and implementation of the comprehensive "Philadelphia Roadmap to Safer Communities," which will unfold throughout 2019 and thereafter.

Commissioner Ross and his Executive Team share my commitment, and effectively communicate our common vision to members of all ranks and assignments within the Department. Police leadership also embraces and upholds the City's mission to treat all persons with respect and dignity.

I am exceedingly proud of this city, its residents, and the men and women entrusted to keep all of us safe. I look forward to continued progress in 2019 and beyond.

Thank you

James F. Kenney
Mayor
City of Philadelphia



Message from Commissioner Ross

We are excited to release the 2018 Philadelphia Police Department Annual Report. What follows is an overview of the department and our organizational structure, a statement of our mission and core values, and a reflection on the successes we experienced and the challenges we faced during the year.

Among the challenges were the rise in the homicide rate and the continued struggle in our efforts to combat gun violence. The many successes included the continued reduction in crime for most Part One categories, and the continued strengthening of our engagement with the community we proudly serve. The highlights also include the successful management of large-scale events such as the Eagles and Wildcats victory celebrations, the annual Welcome America festivities, and the Made In America concert series.

In describing the many successful programs and innovations within the department, this report will highlight the outstanding work of the men and women, both sworn and non-sworn, who carry out our mission with professionalism and commitment on a daily basis.

We recognize that success would not be possible without the personal and physical sacrifices of our members. Sacrifice is an inherent part of our profession, and it is our duty to honor those who routinely offer such sacrifices. Accordingly, we are privileged to present this report in honor of the fine men and women who protect and serve this great city.

Thank you for your dedicated service.

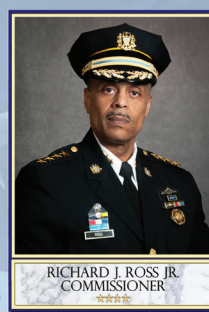
Richard J. Ross, Jr.
Police Commissioner
City of Philadelphia

Mission Statement



“The mission of the Philadelphia Police Department is to demonstrate excellence in policing by working in partnership with the community and others to fight and prevent crime, the fear of crime, and terrorism; enforce laws while safeguarding the constitutional rights of all people; provide quality service to all of our residents and visitors; and create a work environment in which we recruit, train, and develop an exceptional team of sworn and unsworn members.”

Who We Are



RICHARD J. ROSS JR.
COMMISSIONER



FIRST DEPUTY COMMISSIONER
MYRON PATTERSON



DEPUTY COMMISSIONER
CHRISTINE COULTER



DEPUTY COMMISSIONER
JOSEPH SULLIVAN



DEPUTY COMMISSIONER
DENNIS WILSON



DEPUTY COMMISSIONER
ROBIN WIMBERLY



Since January 2016, **the Philadelphia Police Department** has served under the leadership of Police Commissioner Richard J. Ross, Jr.

The department consists of 6,629 sworn and 815 civilian personnel, working out of 55 different facilities. We work to provide service with integrity and honor to more than 1.5 million residents, and hundreds of thousands of daily visitors. Forty-nine percent of PPD's 7,444 members are minority, and 27 percent are female.



Field Operations, which is primarily comprised of Patrol Operations, Special Operations, and Forensic Science, is commanded by

First Deputy Commissioner Myron Patterson. Field Operations further includes Command Inspections Bureau and the Mayor's Security Detail.



Organizational Services, which is commanded by Deputy Commissioner Christine Coulter, consists of the

Training & Educational Services, Support Services, Administrative Services, Communications & Innovations, and Intelligence Bureaus. Organizational Services also includes Police Personnel, Labor Relations, and the Police Board of Inquiry.



Patrol Operations, which is the largest and most visible operational component of the Police Department, is commanded by

Deputy Commissioner Joseph Sullivan. There are 3,941 sworn and civilian members working in 21 numbered patrol districts. Patrol Operations also includes the Community Relations Division and the Police Athletic League.



Special Operations, which includes the Investigations, Homeland Security, and Narcotics Bureaus, is under the command of

Deputy Commissioner Dennis Wilson. External Services, which includes inter-agency task forces, is also under Deputy Commissioner Wilson's command.

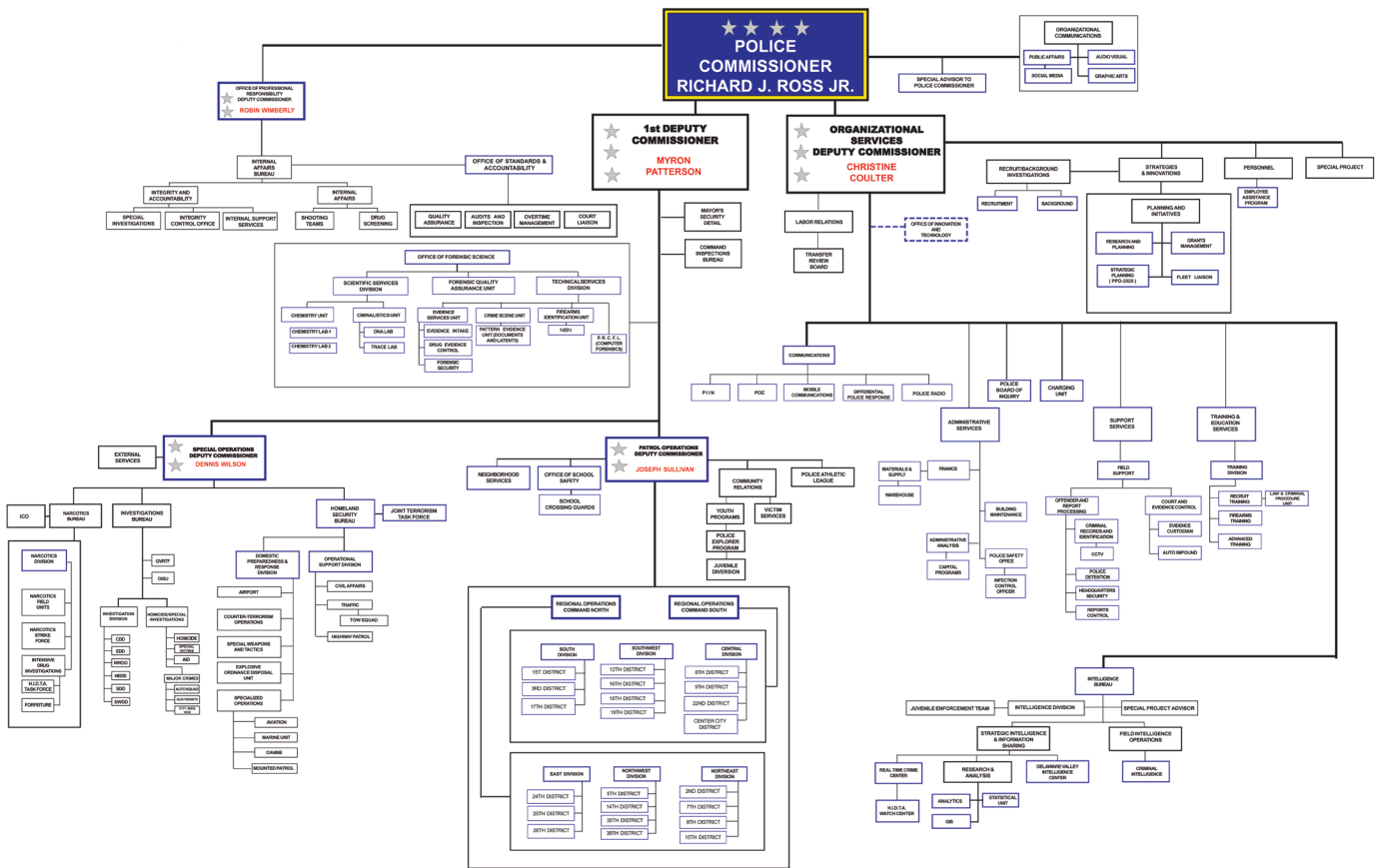


The Office of Professional Responsibility is commanded by Deputy Commissioner Robin Wimberly, and is

comprised of the Internal Affairs Bureau, as well as the Standards & Accountability Division.

PPD Organizational Chart

This relatively streamlined organizational structure allows for direct accountability, improved coordination, and accessibility by internal and external stakeholders.



The PHL Way

HONOR | INTEGRITY | SERVICE

Partnership | Humanity | Leadership



The Philadelphia Police Department provides service to our residents and visitors “The PHL Way.” PHL represents Partnership, Humanity and Leadership, a concept which supports the department’s values and public safety mission.

The PHL Way is a philosophy built on the key principles of Partnerships, Humanity and Leadership. The men and women of this department strive each day to fulfill their duties with dignity and respect for others, with the sanctity for life held in the highest regard. The PHL Way provides a foundation for the vision of a safer Philadelphia and a strategic pathway to get there. The PHL Way builds upon PPD’s strategic plan for providing quality service to Philadelphia’s residents and visitors. This strategic plan relies on partnerships that are deep-seated in respect and guided by the department’s leadership and the interest of community stakeholders.

The Philadelphia Police Department’s mission is to be a model of excellence in policing, by working strategically, in partnership with communities and all public safety stakeholders, to accomplish the foundational tenets of our mission:

- Fight and prevent crime and the fear of crime and terrorism
- Enforce laws while safeguarding humanity and the constitutional rights of all people
- Provide quality, respectful service to all Philadelphia residents and visitors

Through the leadership of this department, we create a work environment, in which we recruit, train and develop an exceptional team of sworn and non-sworn members.



2018 Highlights from Commissioner Ross

Throughout 2018, several innovative and multi-tiered programs and strategies were implemented. These initiatives have served to further our public safety goals, as well as to strengthen our level of community engagement and transparency.



PLEAC Accreditation

In 2018, the Philadelphia Police Department proudly announced the renewal of our “Law Enforcement Agency” accreditation by the Pennsylvania Law Enforcement Accreditation Coalition (PLEAC). For background, in October 2015, PLEAC accreditation was initially granted to PPD, after extensive internal evaluation and improvements by the Department. In August 2018, accreditation was renewed, extending our credentials for an additional three years. With this renewal, the Philadelphia Police Department remains the largest law enforcement agency in Pennsylvania to hold state accreditation.

Currently, there are one-hundred and thirty-five PLEAC accreditation standards. These thresholds reflect best practices in law enforcement, and address life, health, safety, and legal liability issues. Each standard is intended to improve the level of services provided to the community, the professionalism within the department, efficiency in departmental operations, and the safety of the members of the department. Accreditation ensures that the department continually uses best practices in policing. It also ensures departmental accountability to the community we serve, and to the line officers who do the job every day.

Throughout his tenure, Commissioner Ross has continued to lead the department in our commitment to achieving and maintaining law enforcement accreditation. In addition, the dedicated work of our sworn and unsworn members has been invaluable in realizing this benchmark.



Operation *PINPOINT*

Throughout 2018, the Philadelphia Police Department continued enhancing our methods and strategies for preventing, responding to, and investigating violent crimes involving the use of firearms. We recognize that there is no singular remedy for the prevalence of gun violence on our streets. Accordingly, the Department employs a comprehensive strategic plan to combat gun violence and improve the quality of life for Philadelphia’s residents and visitors.

The over-arching strategic plan is known as the “Violent Crime Response Strategy” (#PPDVCR). Included within the framework of #PPDVCR, is “Operation *PINPOINT*,” which combines the most effective elements of the Community-Oriented and Intelligence-Led policing models. Operation *PINPOINT* is also a key component of the City of Philadelphia’s “Roadmap to Safer Communities,” which will continue to unfold throughout 2019 and thereafter.

Operation *PINPOINT* is a multifaceted crime fighting and information sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas. It integrates all we know about policing our neighborhoods in a planned, targeted, and measurable way.

Combining “hot-spot” policing, offender focus, problem-solving, and community policing, along with using data, technology, and on-the-ground



experience, this strategy “PINPOINTS” our worst offenders and neighborhood attractors for crime; and operates in conjunction with the community, within our most volatile targeted areas. Through focusing our efforts, we can ensure that we employ our resources in the most effective way possible to keep our neighborhoods safe from violence.

The information that drives Operation *PINPOINT* is data-driven and evidence-based, but also includes crucial input from the experience of officers and investigators on the street. The information is evaluated in real time, and actionable intelligence is provided to officers and commanders daily. Officers will use this information to guide them in focusing on the worst offenders and crime problems, and gives them the ability to provide additional information back to their command for identifying new objectives and planning future operations.

Officers will receive *PINPOINT* intelligence from crime analysts before and during their tours. They will patrol in these targeted areas, and collect information from observation, witnesses, community members, and offenders in these areas. After being relayed through the chain-of-command, the information can then be analyzed and utilized to provide direction for field operations, on a near real-time basis. Additionally, the information can be employed to develop day-to-day and long-term deployment.

In collaboration with our partners, we are confident that Operation *PINPOINT* will augment our existing crime prevention and response strategies and initiatives, and have an appreciable impact on gun violence in Philadelphia.



Ballistic Shields in Patrol Vehicles

In October 2017, the Philadelphia Police Department introduced the first of 150 patrol vehicles equipped with new ballistic shields.

The vehicles are 2018 Ford Interceptors, which are purpose-built law enforcement vehicles that are pursuit-rated and manufactured in the United States. The Interceptors are fitted with ballistic shields manufactured by Hardwire LLC, a manufacturer of ballistic protective products for vehicles used by law enforcement, civilian and military.

These particular ballistic shields are relatively new to the market, and Philadelphia is one of the first major municipalities to use them. The shields differ from other models in that they shield not just the front doors, but the door windows as well. Prior ballistic shields on the market did not offer bullet-proof glass and only provided protection on the door.

In October 2017, the Philadelphia Police Department introduced the first of 150 patrol vehicles equipped with new ballistic shields.



The first of these vehicles were assigned to the 18th Police District (55th & Pine Streets). The assignment is appropriate, as in the past two years, police officers patrolling the 18th District (Officer Jesse Hartnett and Sgt. Sylvia Young) were targeted by armed assailants while sitting in their patrol vehicles. Thankfully, both officers survived the attacks.

The incoming vehicles also have traffic signal preemption devices. These allow the officer to trip a traffic signal to change to green when the patrol car's emergency lights are activated. The Streets department is installing these devices on new traffic signals on main streets in the city.

Throughout 2018 and beyond, the Department will receive 100 of the Interceptor sedan models and 50 SUV models fitted with the Hardwire Ballistic shields. PPD will also receive 10 Patrol wagons fitted with shields.

After a six-month period, in June 2018, the Police Assisted Diversion program was implemented in the 22nd and 39th Police Districts.

What is PAD?

Police-Assisted Diversion (PAD) is a pilot program launching in the 24th Police District. PAD is for people stopped by police for low-level drug-related offenses. PAD provides them with behavioral, social, and recovery support services at the point of arrest.

Am I under arrest?

- Yes, however, the PAD Officer will offer you PAD and tell you if you are eligible.
- If you are not eligible or refuse the PAD offer, you will go through the normal arrest process.
- If you are eligible and accept the PAD offer, you are no longer under arrest. You will be under the care of the service provider.
- Since you are no longer under arrest, you will not need an attorney to represent you. You will not have to go to court or report to a Probation Officer for this case.
- Statements made inside the PAD Office are confidential. They will not be used against you in any future legal matters, except if you present as a threat to yourself or others.



For more information please contact:
 Kurtis August, Program Manager
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 E-mail: kurtis.august@phila.gov

PAD
 POLICE-ASSISTED DIVERSION
 OF PHILADELPHIA

Pilot Zone: 24th Police District

24th/25th District Headquarters:
 3901 Whittaker Avenue
 Philadelphia, PA 19124

Service Location: Prevention Point Philadelphia
 3525 Kensington Avenue

Operating Hours:
 Monday-Friday, 8am-4pm

PAD offers targeted social services as an alternative to arrest for eligible offenses in the 24th Police District.

Police Assisted Diversion

The Police Assisted Diversion (PAD) program is a pre-arrest diversion model, which takes a health-centered approach to law enforcement. It involves a unique, active collaboration between police officers, social service providers, and local government. PAD connects people who come into contact with law enforcement for low-level, non-violent offenses to targeted social services in lieu of arrest.

PAD is part of a comprehensive reform initiative to both safely reduce the City's jail population as well as the rate of racial, ethnic, and economic disparities across the criminal justice system under the MacArthur Foundation's Safety and Justice Challenge. PAD is a collaborative partnership between the Managing Director's Office of Criminal Justice (MDO), the Philadelphia Police Department (PPD), the Council of Southeastern PA (PRO-ACT), and various criminal justice partners.

After a six-month pilot period, in June 2018, the PAD program was implemented in the 22nd and 39th Police Districts. In November 2018, the program was expanded to include a concentrated area within the 24th Police District. As of year-end 2018, eighty-two (82) diverted persons were actively participating in the PAD program.



Human Trafficking Task Force

Human trafficking is the fastest growing criminal enterprise in the world today, and occurs when a person is recruited, harbored, obtained or exported through force, fraud or coercion for the purposes of sexual exploitation, forced labor, involuntary servitude, debt bondage and other methods of slavery.

In January 2017, the Human Trafficking Task Force (HTTF) was created to disrupt and defeat criminal enterprises which engage in the trafficking of persons. The HTTF is a multi-agency anti-trafficking coalition, designed to bring together the expertise, training, experience, and law enforcement authorities of the partnered agencies to help identify human traffickers, and prosecute them, while also protecting and aiding survivors. The HTTF is comprised of the following agencies:

- HSI Philadelphia
- FBI Philadelphia
- Philadelphia District Attorney's Office
- Philadelphia Police Department
- United States Attorney's Office Eastern District Pennsylvania
- The Salvation Army

2018 Human Trafficking Statistics

Throughout 2018, the HTTF and its member agencies continued operating in furtherance of their core mission. The following tables illustrate several HTTF accomplishments:

Investigations

Total number of Human Trafficking Investigations	104
Sex Trafficking	103
Labor Trafficking	1

Arrests

Total number of people arrested for Human Trafficking (Sex)	6
Total number of people arrested for Non-human Trafficking offenses (Rape, Stat Rape, Narcs, CMOM, Threats and Indecent assault)	20
Recovered Juveniles	13

In 2018 there were
104 investigations
 into Human Trafficking

Southwest Police Division Community Engagement Initiatives

The Police Department's community engagement efforts are continuous and exist at all levels of the organization. However, in 2018, several unique and innovative community engagement initiatives were introduced in Southwest Police Division:

Blades, Fade & Engage



Commanders and officers in the Southwest Police Division facilitate monthly conversations with community members at "Philly Cuts" barbershop in West Philadelphia. These robust conversations cover topics ranging from gun violence to social justice and police-community partnerships. This initiative is designed to enhance understanding by all involved.

Moving forward, these programs and initiatives will be extended to other areas of the city.

Turning a New Corner

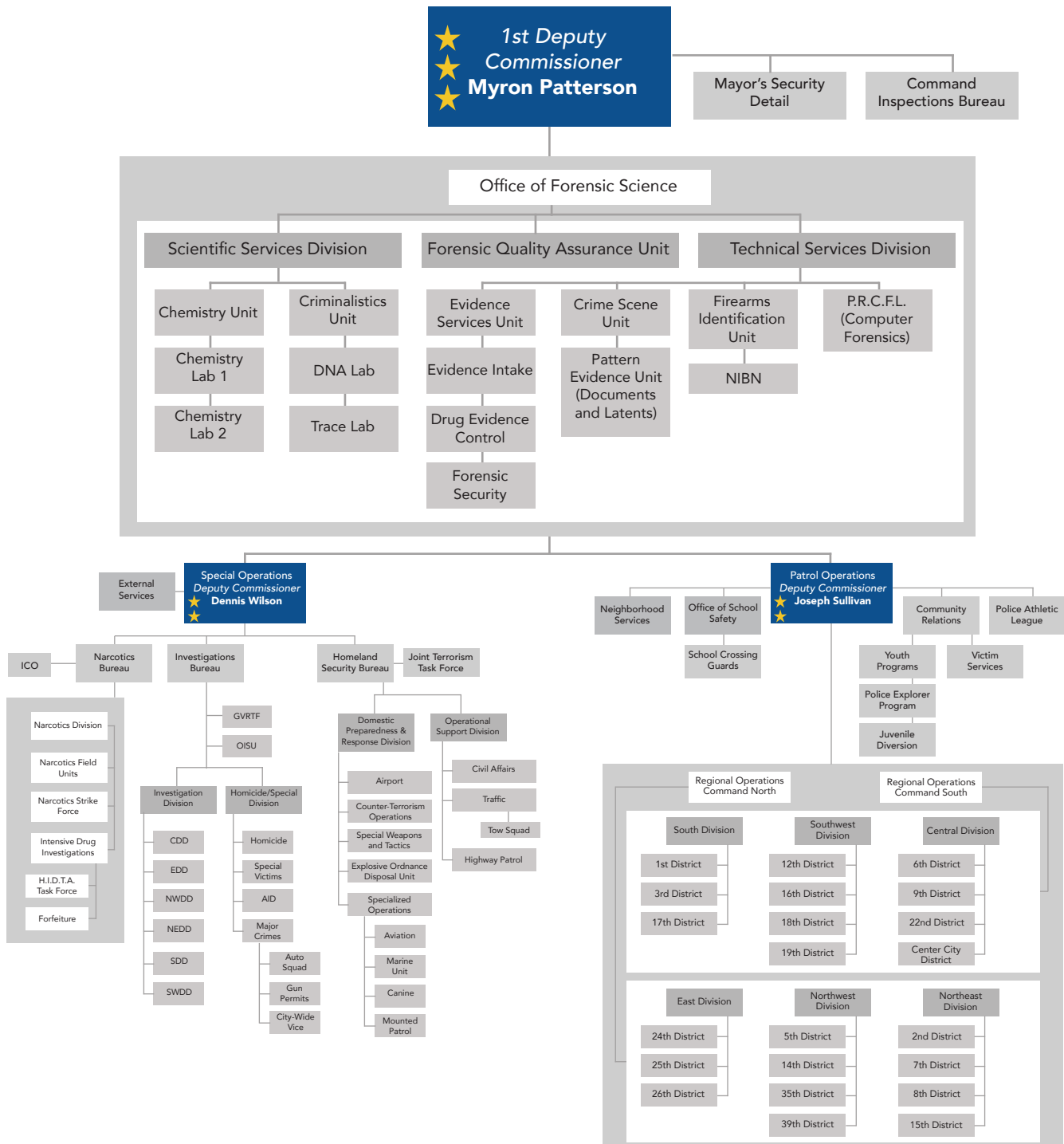


The PPD is among several public and private sector stakeholders who participate in the "Turning a New Corner" initiative. Turning a New Corner is a monthly program that transforms heavily populated street corners into job interview sites. The Department facilitates these street corner visits by transporting local employers and work force developers to the interview sites. The goal is to match companies seeking employees with people in underserved communities who are seeking jobs. Currently, Southwest Police Division leads this effort to build bridges and underscore our concern for the lives and wellbeing of the people we serve. During the inaugural two months of the program, approximately forty community members have secured and maintained employment.

Moving forward, these programs and initiatives will be extended to other areas of the city.

Field Operations

As depicted in the graphic, Field Operations primarily consists of Patrol Operations, Special Operations, and the Office of Forensic Science. Field Operations is chiefly responsible for developing, implementing, and ensuring compliance with, our crime prevention and response strategies.



Crime Prevention & Response

By the Numbers

The year 2018 certainly presented challenges, as we continued our effort to combat crime and improve quality of life for all Philadelphians. However, many of the strategies and innovations, that were implemented or augmented during the year, generated success in reducing incidences of crime in most Part One crime categories. For example, as illustrated in the accompanying tables and graphics, overall Part One violent crimes declined by 5.3%, as compared to 2017. In addition, both residential and commercial burglaries continued trending in a downward direction.

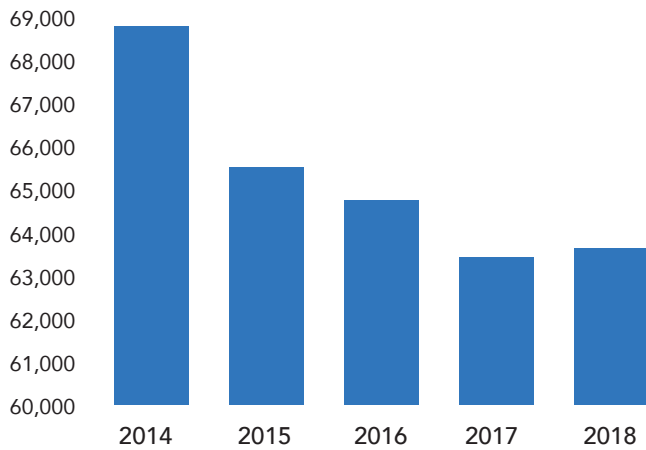
Part One Crime Statistics

5 Year Overview

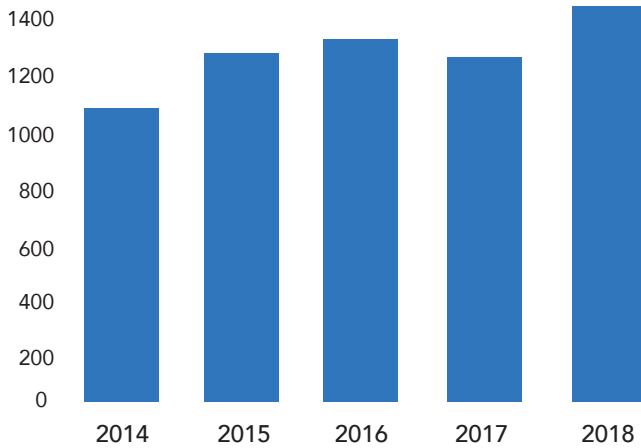
Crime Category	2014	2015	% change 2014 vs. 2015	2016	% change 2015 vs. 2016	2017	% change 2016 vs. 2017	2018	% change 2017 vs. 2018
Murder	248	280	12.9%	273	-2.5%	316	15.8%	351	11.1%
Rape	1,207	1,322	9.5%	1,259	-4.8%	1,182	-6.1%	1,046	-11.5%
Robbery	6,970	6,765	-2.9%	6,199	-8.4%	6,026	-2.8%	5,249	-12.9%
With Firearm	3,047	2,904	-4.7%	2,263	-22.1%	2,210	-2.3%	1,969	-10.9%
Without Firearm	3,923	3,861	-1.6%	3,936	1.9%	3,816	-3.0%	3,280	-14.0%
Aggravated Assault	7,500	7,766	3.5%	7,654	-1.4%	7,596	-0.8%	7,677	1.1%
Violent Crime Totals	15,925	16,133	-1.3%	15,385	-4.6%	15,120	-1.7%	14,323	-5.3%
Burglary	9,694	8,083	-16.6%	6,985	-13.6%	6,590	-5.7%	6,478	-1.7%
Commercial	1,871	1,467	-21.6%	1,382	-5.8%	1,405	1.7%	1,340	-4.6%
Residential	7,823	6,616	-15.4%	5,603	-15.3%	5,185	-7.5%	5,138	-0.9%
Theft	37,394	36,228	-3.1%	36,856	1.7%	36,195	-1.8%	36,984	2.2%
Vehicle Theft	5,728	5,065	-11.6%	5,493	8.5%	5,483	-0.2%	5,898	7.6%
Property Crime Totals	52,816	49,376	-6.5%	49,334	-0.1%	48,268	-2.2%	49,360	2.3%
Part One Totals	68,741	65,509	-4.7%	64,719	-1.2%	63,388	-2.1%	63,683	0.5%
Shooting Victims	1,047	1,235	18.0%	1,278	3.5%	1,223	-4.3%	1,403	14.7%

Part One Crimes- 5 Year Snapshot

Total Part 1 Crime



Shooting Victims

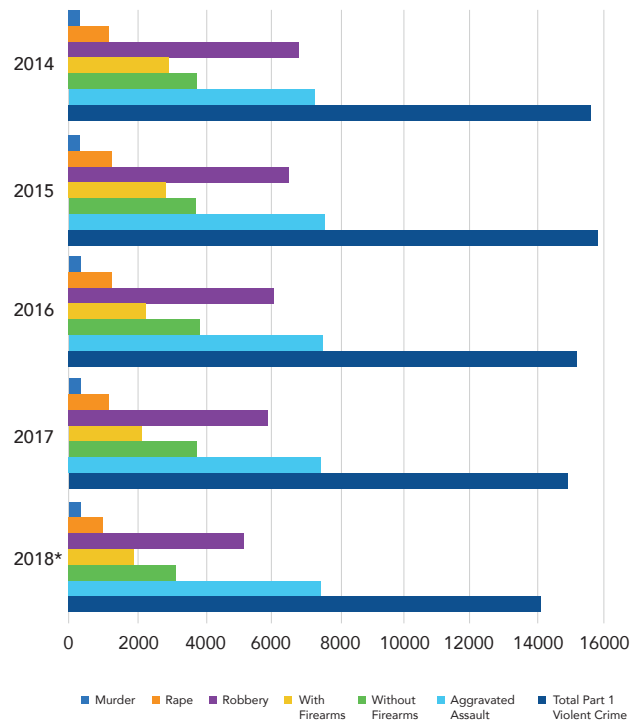


Although in 2018, we experienced numerous successes with regard to crime reduction. However, we continued to struggle with gun violence. As indicated by the above charts and table, in 2018, overall Part One violent crime decreased by 5.3%. However, the homicide rate increased by 11.1% and shooting victims increased by 14.7%.

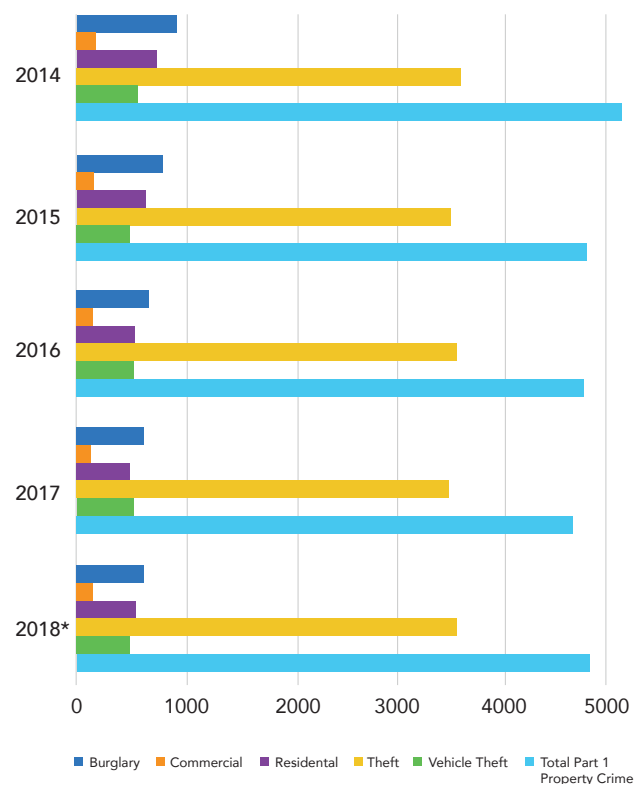
To address the rising homicide rate, the Department undertook several measures during the year, including, increasing staffing levels for the Homicide Unit, and increasing the degree of specialized training homicide investigators receive. These trainings included:

- MAGLOCLLEN Regional Homicide Investigator's Course
- International Association of Homicide Investigator's Annual Symposium
- Advanced Interviews & Interrogations Techniques
- Forensic Scientist Training
- Advanced Crime Scene Processing
- Level-Two Video Recovery Techniques
- Cell Phone Analysis

Violent Crime



Property Crime





2018 Major Events

Throughout 2018, Field Operations was an integral component in successfully managing several large-scale events. During the year, hundreds of thousands of revelers descended on Philadelphia to participate in these grand celebrations:

Philadelphia Eagles Super Bowl Victory and Celebration February 4 and 8 2018





Villanova Basketball Championship Celebration

April 5, 2018



Independence Day Welcome America Celebration

July 4, 2018



Made in America Concert Series

September 1 - 2, 2018



Forensic Sciences



In addition to Patrol and Special Operations, Field Operations includes Forensic Sciences. In 2018, several Forensic Sciences initiatives were created or enhanced, including:

Philly Fast Brass

Philly Fast Brass is a comprehensive program that collects, analyzes, and investigates all evidence from gun-related crimes, in a manner that avails timely and actionable intelligence for investigators. The Philadelphia Police Department, in collaboration with the Philadelphia Field Division, Bureau of Alcohol Tobacco, Firearms, and Explosives (ATFE), shares resources collaboratively to support the success of this program. This comprehensive approach includes a robust evidence collection policy, efficient forensic science, effective use of ATFE's forensic and digital tracking systems (NIBIN and eTrace), establishment of a crime gun intelligence center to develop leads, and full involvement of assigned investigative staff. Through the dedication of officers, analysts, special agents, forensic scientists, and detectives, the Philly Fast Brass program has become a powerful tool in investigating and preventing gun-related crime.

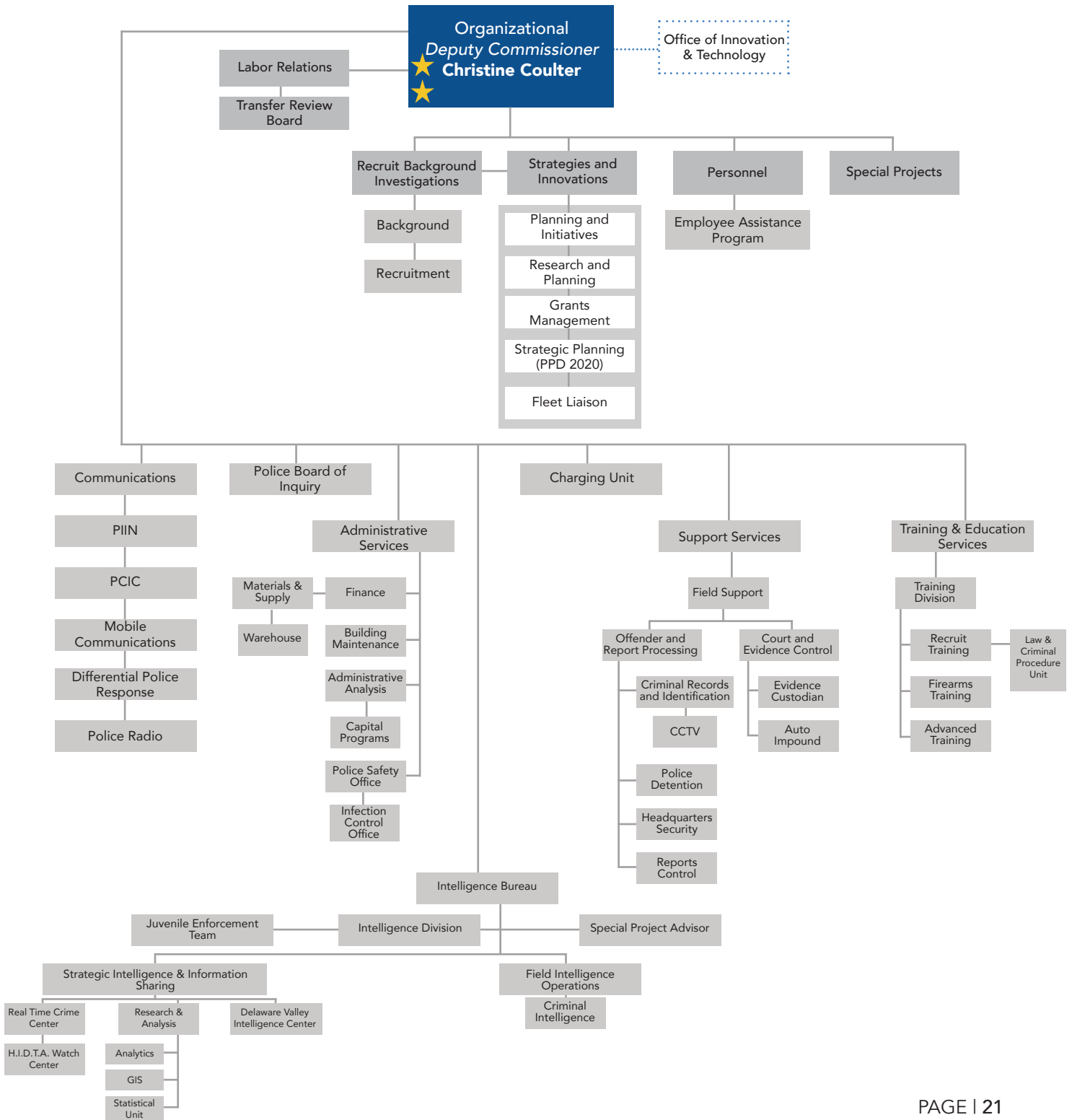
National Integrated Ballistic Identification Network

The Philadelphia National Integrated Ballistic Identification Network (NIBIN) program is an interagency collaboration focused on the timely collection, management and analysis of ballistic evidence, to identify shooters, disrupt criminal activity and prevent further violence. The primary purpose of the NIBIN Program is to assist in identifying armed violent offenders for investigation and prosecution. Additional outcomes include the identification of firearms sources, effective resource allocations, providing accurate crime data relating to firearms violence, increasing case closure rates, promoting public safety, and prevention of violent crime.



Organizational Services

While Field Operations involves all of the operational components of the Department, Organizational Services consists of the vast array of support elements operating within the Department. The following module summarizes many of these entities, along with several 2018 highlights.





The Training Bureau is one of several bureaus, which operate under the purview of Organizational Services.

Training



In addition to the perpetual administration of recruit and in-service training, in 2018, the Training Bureau continued to facilitate two specialized trainings, which have greatly enhanced officer safety, as well as our service as first responders:

The number of officers trained since the program's inception is listed below:

Year	# of Officers Trained
2016	1,738
2017	2,414
2018	1,881
Total	6,033

Reality Based Training



In 2016, the PPD implemented Reality-Based Training (RBT), whereby patrol personnel participate in various "street" scenarios encountered by officers on a daily basis. The scenarios, gleaned from actual deadly-force incidents, are designed to evoke the same stressors that an officer would likely encounter, and present the participants with force-related options in each scenario. In addition to serving as a "stress-inoculation," the training is designed to enhance officer safety, increase situational awareness, and encourage better decision-making.



Naloxone Training and Deployment

The Training Bureau has also been indispensable in our overall response to the current opioid addiction and overdose epidemic. As depicted in the chart below, in 2015, police officers began receiving training in the deployment of Naloxone. As of year-end 2018, 3063 officers have received Naloxone deployment training; and in 2018, there were 147 Naloxone deployments by PPD officers.



Recruitment and Background Investigations

In 2018, PPD continued to increase our staffing levels. For context, consider that in January 2016, the department was short of our optimal staffing level by approximately 380 sworn members. As a result of innovative strategies employed by the Recruitment Unit, as well as an administrative realignment of the Recruitment and Background Investigations Units, since 2016, 1,085 sworn officers have been hired.

In 2018 specifically, a total of 423 recruits graduated the Police Academy, and are currently serving the public in various areas of the city.

Trained Narcan Personnel and Deployments by Division

TRAINED PERSONNEL		NARCAN DEPLOYMENTS			
Division	Total Trained	YTD 2018	YTD 2017	2015/16	TOTAL
East Police Division	576	76	314	160	550
Northeast Police Division	553	15	22	29	66
Northwest Police Division	334	6	11	0	17
Central Police Division	337	6	7	0	13
Southwest Police Division	504	23	15	0	38
South Police Division	291	18	13	0	31
Other	468	3	6	0	9
Citywide Total	3063	147	388	189	724

Technology

In both direct and indirect manners, the use of technology has been essential in anticipating, responding to, and investigating crime and criminal activity. Throughout 2018, the Police Department employed a myriad of technology-based strategies, including the following:

Intelligence Bureau



In March 2017, the Police Department instituted the Intelligence Bureau, which is now the repository and distribution point for information gathering, vetting, and analysis. Among other entities, the Intelligence Bureau includes the Real Time Crime Center, the Delaware Valley Intelligence Center, along with the Research & Analysis and Criminal Intelligence Units.

Below is a description of several of the components of the Intelligence Bureau:

Delaware Valley Intelligence Center (DVIC)

The DVIC is a Fusion Center linking local, state & federal resources through information and intelligence sharing, and designed to strengthen public safety against threats, crimes and hazards. The DVIC is also an information analysis and dissemination center, wherein the PPD Real Time Crime Center (RTCC) is able to monitor activity in real time. The RTCC also monitors

a gunshot detection system, and triggers the dispatch of officers to investigate suspected gunshots seconds after they are detected. Additionally, the DVIC operates with a clear commitment to the respect and protection of citizen privacy rights, civil rights and civil liberties.

SMART Policing

The SMART Policing (Strategic Mapping & Analysis, Resource deployment and Tactics) initiative involves the use of evidence based, data driven, collaborative minded strategies to combat crime and increase safety.

SMART Policing includes innovative approaches to professional development for department members, and is fueled by expanding community and business partnerships.

SafeCam



The SafeCam program is one of PPD's contemporary crime prevention and investigative tools. The program demonstrates the effectiveness of the partnerships between the Department and the community. Participation in the program not only helps deter crime, but assists the Department in our overarching crime prevention and response strategy.

The SafeCam program encourages private citizens and businesses to register their existing video surveillance systems with the Police Department. While no live monitoring is used, the SafeCam program is an invaluable asset to investigative personnel, in that it alerts investigators to the locations of privately-owned surveillance cameras, which may have captured criminal activity, crimes in-progress, or post-commission flight.

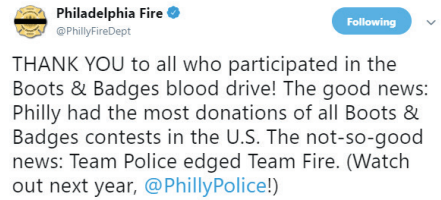


Body-Worn Camera Program

In December 2014, the body-worn camera program was piloted in the 22nd District, with 41 volunteers equipped with the cameras. By July 2016, full deployment of body-worn cameras was established in the 22nd District. Additionally, 35 Civil Affairs Officers were outfitted with cameras. By year-end 2017, all 22nd District and Civil Affairs officers were equipped with body-worn cameras. Throughout the planning, piloting, and implementation process, PPD received invaluable assistance from Dr. Elizabeth Groff and her team at Temple University's Department of Criminal Justice.

As of year-end 2018, the body-worn camera program has been expanded to include the 22nd, 24th, and 25th Districts, as well as the Civil Affairs Unit and the Training Bureau, with 880 officers equipped with cameras. Throughout 2019, we will continue to expand the program to include the 26th District, as well as the entire Southwest Division, with an additional 900 officers expected to become equipped with body-worn cameras.

As of year-end 2018, the body-worn camera program has been expanded to include the 22nd, 24th, and 25th Districts, as well as the Civil Affairs Unit and the Training Bureau, with 880 officers equipped with cameras

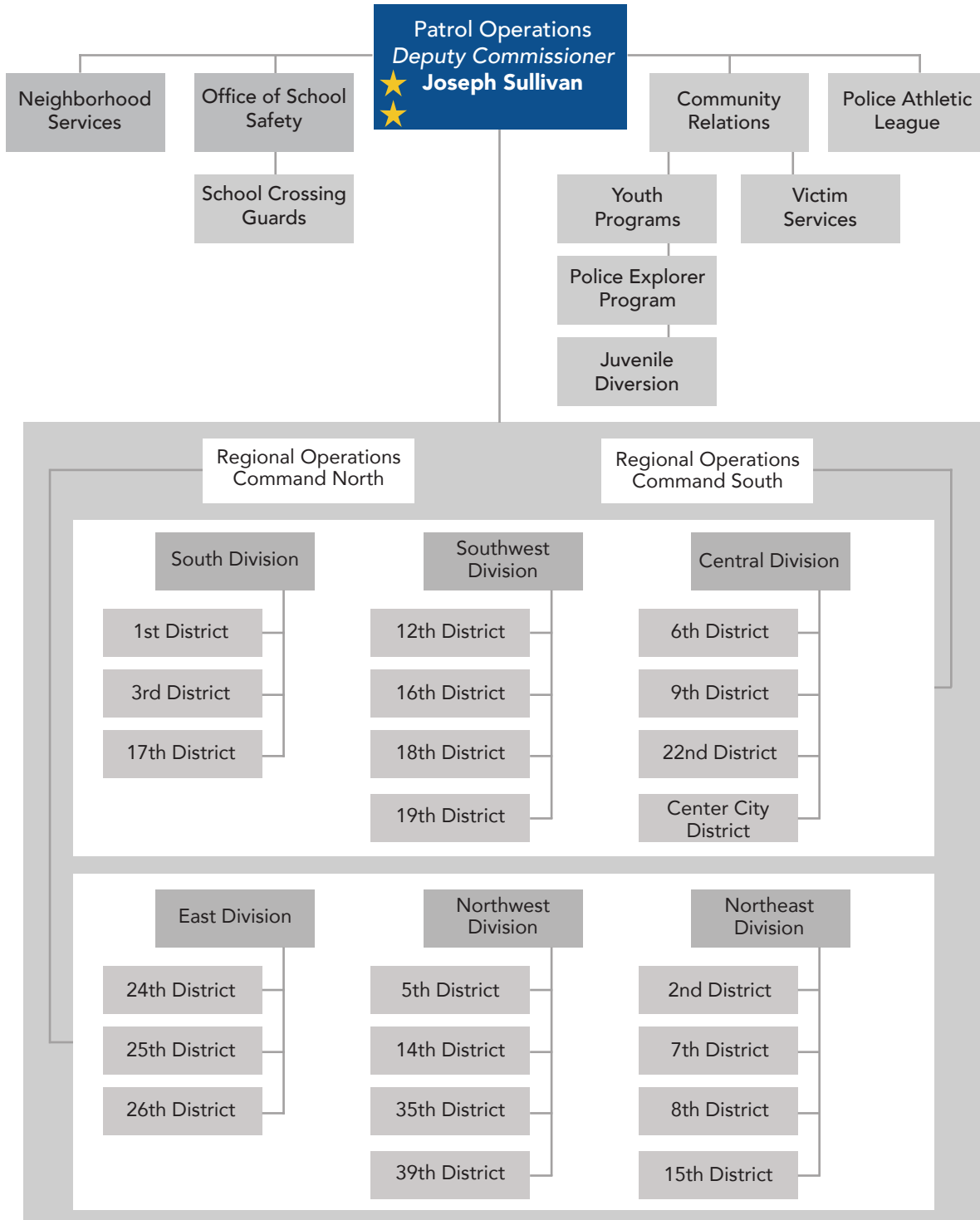


Boots and Badges Blood Drive

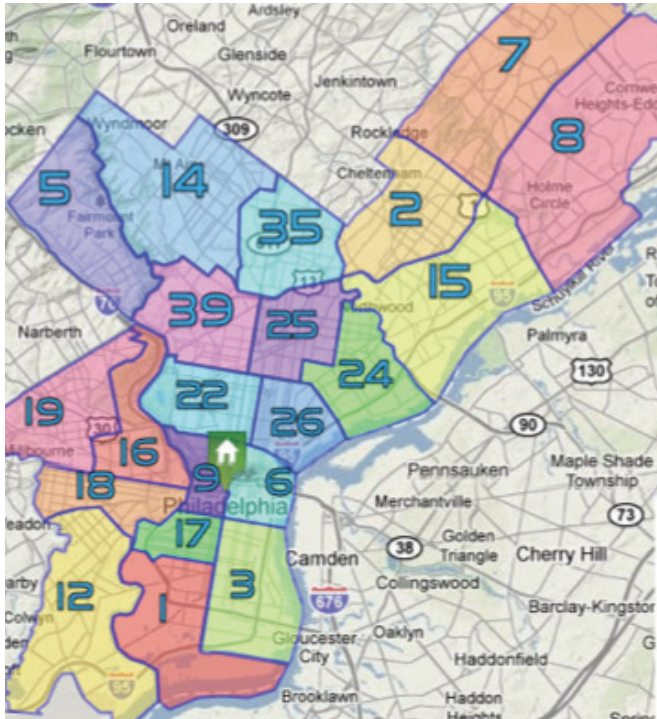
In June 2018, Organizational Services facilitated the Police Department's participation in the American Red Cross' "Boots and Badges" blood drive, during which the Police and Fire Departments engaged in friendly competition in order to raise blood donations from their respective employees, as well as families and friends. The event was a success for the Red Cross and the city, as Philadelphia obtained the most donations of all "Boots and Badges" competitions in the entire United States. The Police Department won the 2018 competition. However, as indicated in the above tweet, the Fire Department is preparing for a different outcome in 2019.

Patrol Operations

Patrol Operations serves as the “front line” of policing. Officers, supervisors, and commanders assigned to Patrol Operations are charged with carrying out one of the foundational duties of the Police Department, which is providing timely, professional, and skillful response to calls and other requests for police service.

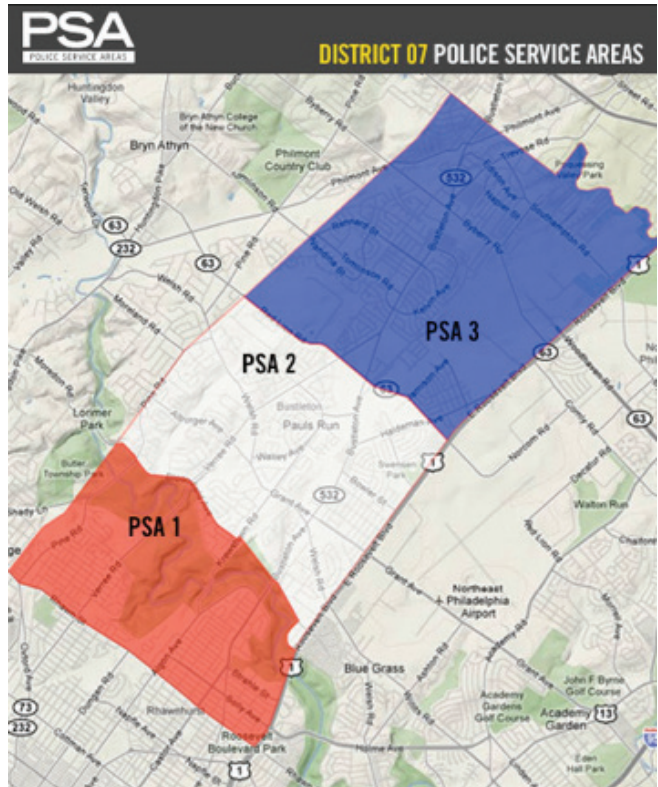


As depicted in the accompanying chart, PPD Patrol Operations is predominantly composed of two Regional Operations Commands (ROC-North and ROC-South). These “ROCs” are divided into divisions (6), which are further divided into patrol districts (21). Regional Operations Commands are led by Chief Inspectors, divisions are commanded by Inspectors, and districts are commanded by Captains.



PSA Program

As described earlier, the Department is geographically divided into 21 police districts, each commanded by a Captain. In recent years, within each district, the Department created two to four smaller geographical subdivisions called Police Services Areas (PSA), for a total of 64 throughout the city. Each PSA is commanded by a Lieutenant. A complement of Sergeants and Officers are also assigned to each PSA. They are responsible for patrolling the PSA, day in and day out, bringing greater community contact, familiarity and engagement. The Sergeants and Officers report conditions to the PSA Lieutenants. The PSA Lieutenants ultimately report conditions and concerns to their respective Captains.



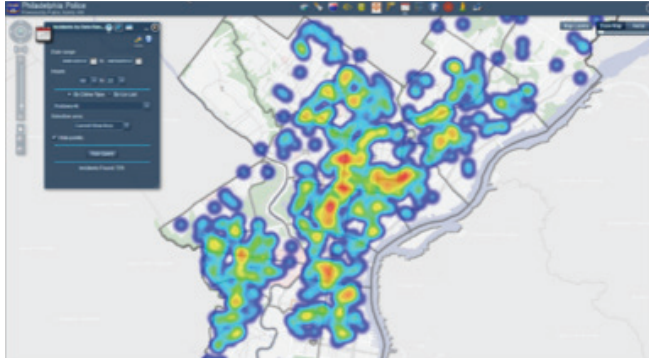
The Philadelphia Police Department’s neighborhood-based policing model requires that District Captains and PSA Lieutenants understand the specific crime problems in their assigned areas, and develop the appropriate actions to address them, in partnership with the community. To that end, each month, PSA Lieutenants convene monthly meetings at various facilities with the PSA (e.g., churches, recreation centers, etc.).

PSA meeting schedules and locations are listed on the Police Department website (www.phillypolice.com).

Patrol Strategies

In providing service to the community, Patrol Operations employs a variety of strategies. Though not exhaustive, the following is a listing and description of strategies and innovations utilized daily:

Operation *PINPOINT*



As outlined earlier in this report, Operation *PINPOINT* is a multifaceted crime fighting and information sharing strategy designed to identify, collect, analyze, and disseminate information. Operation *PINPOINT* combines the most effective elements of the Community-Oriented and Intelligence-Led policing models. Officers and Commanders use this information to target the most violent offenders, and the areas most affected by violent crime. Operation *PINPOINT* is also a key component of the City of Philadelphia's "Roadmap to Safer Communities," which will continue to unfold throughout 2019 and thereafter.

Foot Patrol

Upon graduating from the Police Academy, officers are immediately assigned to foot patrol in crime-dense areas within the city. The officers' presence serves more than one purpose. Officers on foot help deter criminal activity while providing a level of accessibility and positive community engagement that is difficult to achieve when patrolling by vehicle. Ultimately, foot patrol help residents feel more comfortable approaching officers and providing information regarding criminal activity and quality-of-life matters.

Bicycle Patrol



Philadelphia's success with bicycle deployment in recent years demonstrates the value of this method of patrolling. Officers assigned to bicycle patrol perform the dual function of providing neighborhood-based community policing, while also contributing to tactical strategies for preventing and responding to violent crime.

Bicycle patrol is particularly impactful, in that it maintains the level of officer presence and accessibility afforded by foot patrol, while providing enhanced navigability and span of coverage.

Youth Violence Reduction Program



The Youth Violence Reduction Program (YVRP) is a collaborative effort involving the Police Department, Juvenile Probation, and other partners, created to reduce violent crime committed by juveniles, by monitoring and enforcing terms of probation. The YVRP also initiates warrant service for juveniles who fail to comply with terms of probation or fail to appear at court hearings.

School Diversion Program

The School Diversion Program (SDP) has helped create a paradigm shift in the “zero tolerance” policy that often served as an entry point to a “school to prison pipeline.” School Diversion has created a pathway to identify and treat underlying problems that cause young people to commit acts of delinquency in school. As part of the program, Department of Human Services (DHS) social workers routinely visit students’ families to discuss supportive options. DHS is part of a multi-system collaborative partnership that includes representatives from Behavioral Health, the District Attorney, Public Defenders, Family Court, the School District and other stakeholders that work with the child and the child’s family. The partners work to create pathways to success, rather than expulsion and incarceration. With the introduction of the SDP, we have witnessed a consistent reduction in student arrests, and an increase in services provided to them.



Patrol Operations and Community Engagement

Community engagement initiatives will be discussed in greater detail later in this report. However, Patrol Operations plays an integral role in the Department’s overarching community engagement efforts. Two essential community-oriented entities are assigned to Patrol Operations:

Police Athletic League



The Philadelphia Police Athletic League (PAL) epitomizes community policing. PAL programs help reduce crime in our neighborhoods, promote positive character development, and improve educational outcomes for Philadelphia’s children. Each of our centers provides a safe place and a positive environment for “kids to be kids,” while also introducing young people to a multitude of free activities and experiences to which they might not otherwise have access. While learning how to play chess or table tennis, preparing for an exam, or competing in academic or athletic competitions, the relationships forged between Philadelphia children and the Philadelphia Police are not only special, but are essential to the future success of our city. Philly PAL currently has 21 centers in operation, three of which were added in 2017. Certain targeted centers have extended hours during summer months on Fridays and open on Saturdays. The number of young people who are steered toward peaceful approaches to conflict, rather than violent solutions, because of lifelong mentoring relationships that are created and nurtured in PAL, is virtually immeasurable.

Philly PAL currently has 21 centers in operation, three of which were added in 2017.

Community Relations Division



In 2018, the Community Relations Unit (CRU) was expanded to become the Community Relations Division (CRD). Commanded by Insp. Altovise Love-Craighead, the CRD is the Department's centralized community engagement entity, tasked with organizing, promoting, and facilitating various community engagement and youth-oriented programs.

The CRD is comprised of (among other components) the Community Relations, Police Explorers, and Victims Services units. The CRD also coordinates with, and assists, the Community Relations Officers assigned to each Patrol District, and oversees such initiatives as "DARE," "CHEERS," "GREAT," and "HEADS-UP."

In addition, because the CRD directly reports to the Office of the Deputy Commissioner, Patrol Operations, it serves as a liaison to the Anti-Defamation League and the LGBTQ community.

Drug Abuse Resistance Education



The Drug Abuse Resistance Education (DARE) program is a ten-week curriculum taught to 5th and 6th graders. The program also provides educational sessions to parents and school faculty.

Gang Resistance Education and Training Program

The Gang Resistance Education and Training Program (GREAT) is a thirteen-week program administered to 6th, 7th and 8th graders. GREAT provides life skills, which discourage delinquent behavior and violence, while encouraging conflict-resolution and problem-solving alternatives. GREAT was expanded into the Police Districts in 2015. This has allowed a broader outreach effort. Police Officers are trained for eight days, and are provided a lesson plan for additional guidance. Community Relations Unit Officers teach this course during summer months at recreational camps.

Community Health Enrichment Empowerment Resource Services



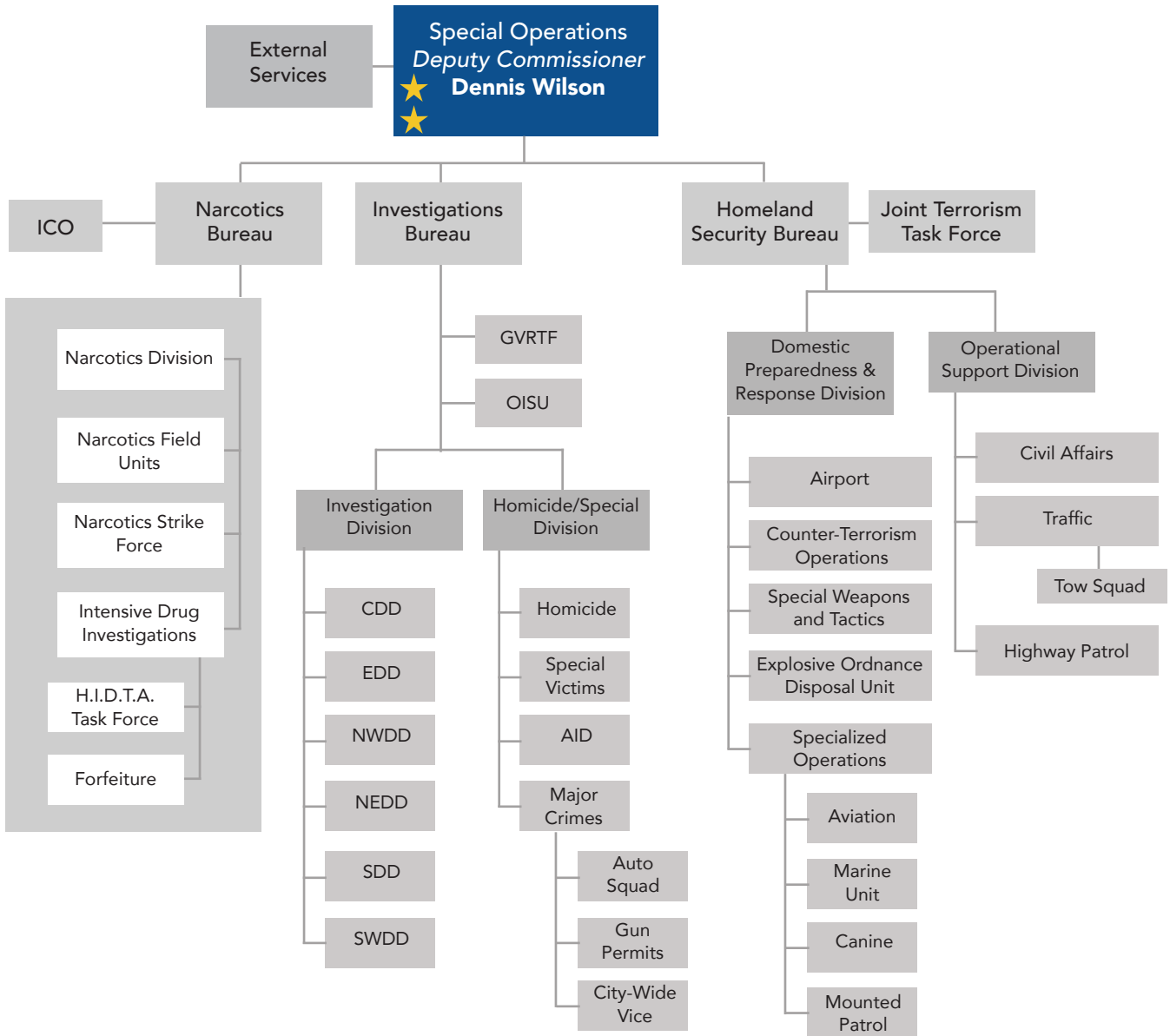
The Community Health Enrichment Empowerment Resource Services (CHEERS) program uses information, games, testimonials and role-playing to give 8 to 17-year-olds a variety of tools needed to make well-informed, potentially life-saving decisions, when faced with situations that could negatively impact their lives. CHEERS is held simultaneously at eight locations during four Saturdays each Spring.

Heroin Education and Dangerous Substance Understanding Program

The "HEADS-UP" program addresses substance abuse issues from a preventive standpoint. HEADS-UP utilizes PPD, the family members of addicted persons, and volunteers from the recovery community.

Special Operations

As indicated in the above graphic, Special Operations is primarily comprised of the Investigations, Narcotics, and Homeland Security Bureaus, along with the External Services Unit. The following is an overview of these four entities, and several 2017 accomplishments.



Investigations Bureau

The Investigations Bureau includes the six geographic detective divisions, along with the Homicide, Special Victims, and Major Crimes Units, and the Accident Investigation Division.

Also included in the Investigations Bureau, are the Gun Violence Reduction Task Force and the Officer involved Shooting Investigations Unit:

Gun Violence Reduction Task Force

In January 2018, the Gun Violence Reduction Task Force (GVRTF) was created. The GVRTF is an investigative entity, charged with investigating, tracking, arresting, and assisting in the prosecution of the most prolific firearms offenders. The below illustrates the 2018 GVRTF accomplishments in statistical form:

Investigations

1512

Physical Arrest by Detective

161

Admissions or Confessions

223

Arrest Warrants

122

Search Warrants

499

Debriefings

878

Recovered Firearms

281

Officer Involved Shooting Investigations Unit

In 2017, in accordance with recommendations made by the Office of Community Oriented Policing Services / U.S. Department of Justice (COPS/DOJ), the Philadelphia Police Department implemented new policies and procedures relating to use-of-force by police personnel, and the investigative process attached to each incident.

The Officer-Involved Shooting Investigations (OISI) Unit was established to conduct the criminal investigation of all police firearm discharge incidents, which entails overseeing the processing of the scene, identifying and interviewing witnesses, collecting all items of evidentiary value, and submission of evidence to the respective laboratories for examination and analysis.

Staffed with investigators trained in the dynamics of an OIS incident, the responsibilities of the OISI Unit were expanded to include the investigation of police firearm discharge incidents by any outside agency law enforcement personnel within the city and county of Philadelphia.

Officer-involved shooting investigations are now bifurcated, in that the Internal Affairs Division (IAD) remains tasked with conducting the administrative investigation of the OIS incident. This involves interviewing the discharging officer seventy-two hours after the incident, and ensuring that all personnel involved in the incident comply with departmental policy.

The PPD has experienced a steady reduction in officer-involved shooting incidents over the past several years. From 1989-2013, the PPD investigated an average of ninety-two (92) OIS incidents per year. Beginning in 2014, when forty-eight (48) OIS incidents occurred; and in successive years, firearm discharge incidents by Philadelphia Police personnel have steadily declined. In 2018, the PPD experienced the lowest number of officer-involved shooting incidents (31) in the history of the department during record-keeping years.

2018 Officer Involved Shooting Statistics

*from OISI 2018 Annual Report

Total Number of Police Firearm Discharge Incidents

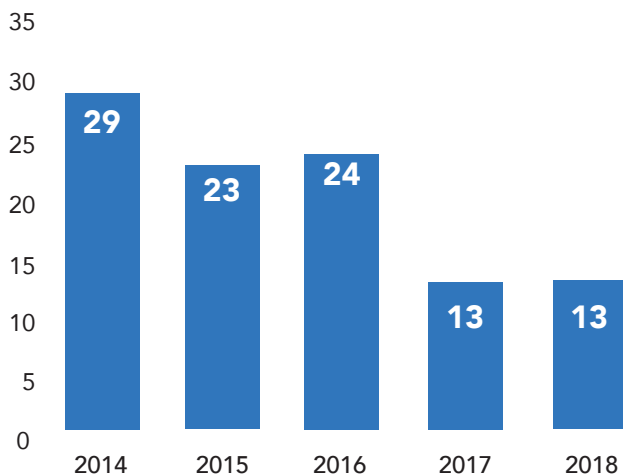
31

Incidents Involving Discharge at Individuals

13

*Officer Involved Shooting incidents are defined as those occasions when a police officer discharges a firearm on or off-duty, intentionally or unintentionally. Animal incidents are include (excluding deer dispatch).

Officer Involved Shooting Incidents at Individual 2014 - 2018



The reduction in Officer-Involved Shooting incidents can be attributed to several factors, including the following:

- Enhancement of recruit and in-service trainings:
 - Firearms Training

- Conducted during Recruit Training, Mandatory Annual In-Service Training and Post-Discharge Trainings
- Reality Based Training
- Critical Incident Training (a prerequisite for Electronic Control Weapon issuance)
- Use of daily Police Radio "Quips"
- Increase in issuance of Electronic Control Weapons



Homeland Security Bureau

Among other entities, the Homeland Security Bureau (HSB) includes Civil Affairs, Counter-Terrorism, SWAT, Aviation, and K-9 Units.

In 2018, HSB managed 1,499 protests, marches, and other demonstrations, with few significant incidents and minimal arrests.

In addition, in 2018, HSB, through the Highway Patrol Unit, conducted 108 motorcycle details, including funeral escorts, the Mummer's, St. Patrick's, and Thanksgiving parades, the Welcome America Celebration, and a host of patrol district "Community Day" events.



Narcotics Bureau

The Narcotics Bureau predominantly consists of the Narcotics Field Unit and the Narcotics Strike Force. The bureau is essential to our effort to combat narcotics trafficking, as well as the attendant violent crime.

In addition to discharging its daily duties, during 2018, the Narcotics Bureau (in conjunction with various other internal and external entities) executed a series of multi-day anti-violence initiatives. These initiatives included investigations, bench and arrest warrant service, debriefings, and saturation patrol. The results of the initiatives are listed below:

Number of Initiatives	4
Total	566
Firearms Confiscated	32
Street Value of Confiscated Narcotics	\$316,399
USC Confiscated	\$80,874

Heroin Logo Tracking Program

The Narcotics Bureau is an integral component of the life-saving “Heroin Logo Tracking Program,” which tracks “bad batches” of heroin (heroin laced with fentanyl or its derivatives). Throughout 2018, the program continued to expand. With the program, the Police Department monitors opioid overdoses hourly in districts across the city. A cluster of overdoses in an area triggers a narcotics protocol response to identify the name identifier (or “stamp”) on the heroin associated with the overdose cluster. Narcotics teams and patrol officers determine where the batch is being sold, and utilize saturation patrol and other investigative methods to interrupt sales, identify distributors, and effectuate arrests. The program helps save lives by removing bad batches of fentanyl-laced heroin from street circulation, thereby preventing additional overdose deaths.

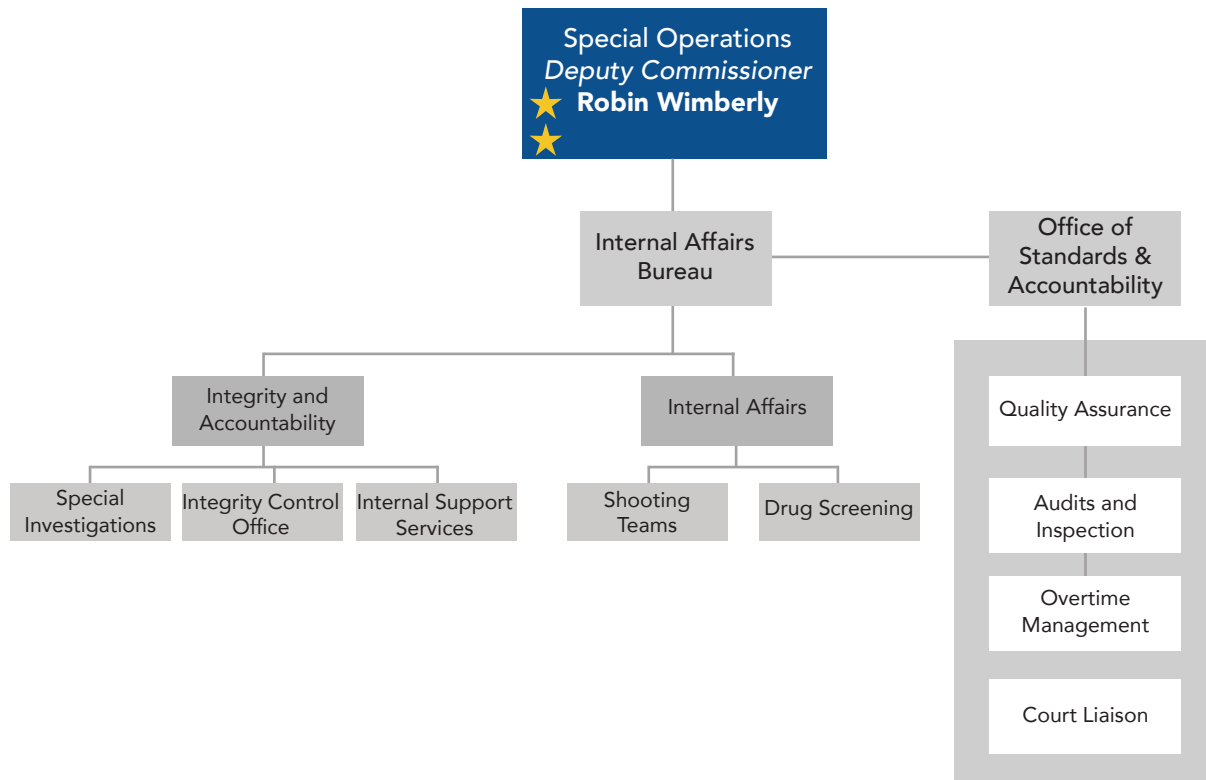


External Services - PPD/ Federal Agency Task Forces

We are privileged to operate collaboratively with a variety of law enforcement partners. In fact, complements of Philadelphia Police Officers are detailed to various federal law enforcement agencies, including the FBI, DEA, ATFE, and US Marshal Service. These partnerships are invaluable to our effort to combat crime, as many investigations result in cases which are ultimately adopted and prosecuted federally.

Office of Professional Responsibility

The Office of Professional Responsibility (OPR) consists of the Internal Affairs Bureau and the Office of Standards and Accountability. OPR is responsible for the intake and investigation of civilian complaints against police, as well as internal allegations of misconduct (including violations of equal employment opportunity policy and laws).



Citizen Encounter Reform

In addition to investigating complaints and allegations of misconduct, throughout 2018, OPR was instrumental in furthering the Department’s mission of ensuring that all pedestrian investigations are conducted in a lawful, professional, and constitutionally sound manner.

In accomplishing this task, the Department employed a variety of methods, including:

- Inspection, audit and review of the “Vehicle or Pedestrian Investigation Report” (Form 75-48A)
- Integration of citizen encounters and attendant reporting into the CompStat process (which enhances command-level accountability)
- Drafting and administration of directed trainings for members of all ranks

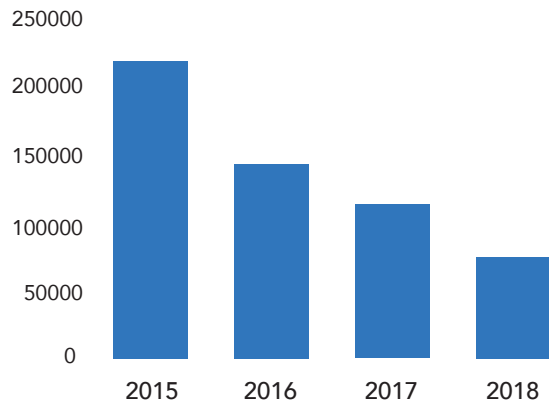
In addition, OPR has collaborated with Police Radio in crafting “Radio Quips.” These quips serve to inform officers of the reliability of information provided to the 911 call-taker (i.e., “verified” or “unverified”). This information assists officers in assessing the legal sufficiency for a potential pedestrian investigation.

These reform initiatives have resulted in consistent reduction in 75-48A error rates. In addition, as the accompanying graphic illustrates, in 2017 and 2018, the number of pedestrian investigations decreased by 32.3% and 19.6% respectively.

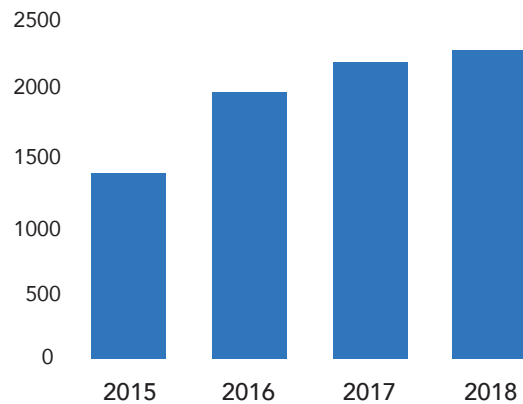
Also notable is that for the same years, the number of arrests for firearms violations increased by 11.5% and 3.6% respectively, which indicates that, as a department, we are becoming more laser-like in our focus on the persons responsible for committing gun-related offenses.

OPR has also led the Department’s compliance with Mayor’s Executive Order #5-17 (08-02-17), which, among other mandates, requires the posting of citizen complaints against police on the PPD website for the current year and previous four years. PPD readily embraced this order, as it is consistent with our existing effort to promote transparency to the community we serve.

Pedestrian Stops



VUFA



Pedestrian Investigations & VUFA Arrests

	2015	2016	% Change	2017	% Change	2018	% Change
*Pedestrian Invs.	213,780	139,441	-34.7%	110,209	-20.9%	72,152	-34.5%
VUFA Arrests	1,336	1,919	43.6%	2,139	11.5%	2,217	3.6%

*Pedestrian stop counts reported in this report are from the 48A database, the department’s official data source for pedestrian and vehicle stop information, including aggregate counts as well as demographic characteristics and circumstances of stops. The department has implemented a data quality check and compliance mechanism to minimize the data entry errors in the database. Prior to the implementation of the 48A system, the pedestrian and vehicle stop was captured in the department’s INCT system with minimal information. Any reports of the numbers of the pedestrian and vehicle stops based on INCT should not be compared with the ones from 48A, given that there are two different systems, and the latter is the official source of such information with appropriate quality control mechanism in place.



Community Engagement

The Philadelphia Police Department's community engagement initiatives coalesce with our overarching mission and core values.

To that end, we have undertaken numerous initiatives designed to enhance and strengthen our level of engagement with the community we serve.

These programs and initiatives include the following:

Community Relations/Victim Services Officers in Patrol Districts

In each Patrol District, a complement of officers is specifically dedicated to community relations activities and initiatives:

- Community Relations Officer
- Crime Prevention Officer
- Victim Assistance Officer

While the officers assigned to these positions have dedicated responsibilities, they often work in tandem in the furtherance of our overarching goals. Their collective responsibilities include, but are not limited to:

Planning and coordinating police-community recreational and educational programs and events (e.g., "Movie Nights," "Coffee with a Cop," "Hoops Against Bullying," "Cops Helping Kids," "Book-Bag Giveaways," etc.);

Participation in various safety-oriented initiatives (e.g., "Senior Safety Week," "Gun Buy-Backs," "Community Fun Days," etc.);

Establishing and maintaining contact with crime victims for the purposes of obtaining additional information which may assist in the investigation, and helping ensure that the victims will continue to cooperate through the prosecution phase;

Distribution of crime prevention fliers; and posting of safety recommendations via social media platforms;

Attendance at Town Hall, Town Watch, PSA, and other neighborhood/community group meetings;

Serving as liaisons to external public and private sector agencies and entities.



Police Chaplains and Police District Advisory Councils

The Police District Advisory Council and Police Chaplains are auxiliary organizations that work alongside the Police Department through their association with each numbered patrol district. These groups assist in nearly all of the community engagement programs (and many of the crime prevention initiatives) implemented by the twenty-one patrol captains, including, gun buy-backs, prayer walks, community days, and movie nights. They also often provide a calming presence during protests and demonstrations.

In addition to their service to the individual patrol districts, these partners assist in department-wide community service programs such as "Operation Thanksgiving."

TWIS, PAAN, & PCHR

PPD also partners with Town Watch Integrated Services (TWIS), Philadelphia Anti-Drug / Anti-Violence Network (PAAN), and the Philadelphia Commission on Human Relations (PCHR) in addressing neighborhood conflicts which may escalate to violence.

Gun Buy-Back Programs

The PPD receives and disposes of weapons submitted by citizens through various gun buy-back programs. These initiatives help reduce the number of guns that may be illegally or accidentally used to wound or kill people across the city. The programs are often organized by community organizations and elected officials, and fueled by cash and gift cards (contributed by local businesses), to be exchanged for guns that are submitted.



Bigs in Blue

Commissioner Ross is the National Police Spokesperson for "Bigs in Blue," a Big Brothers-Big Sisters mentoring program. Students are matched with officers for ongoing mentoring during bi-weekly lunch-period meetings at the student's school. This relationship has the potential to strengthen the student's circle of support from a variety of positive adults. It also offers police officers an opportunity to extend their commitment to do help people and bolster public safety on a very personal level. Bigs in Blue breaks down barriers by creating bridges between officers and young people in various communities; and making personal connections between police and community we serve.



Police Explorer Program

The Police Explorer program is available to teenagers and young adults, ages 14 to 20. The program is designed to introduce those who are interested in law enforcement careers to aspects law enforcement via classroom sessions, field trips and hands-on training.

Currently, there are nearly 250 cadets participating in the program. Approximately, 150 cadets receive training in Northeast Philadelphia at Tactical Headquarters, while the remaining cadets train at divisional satellite locations throughout the city



Cristo Rey Students Internships

Since 2014, select students from Cristo Rey Philadelphia High School have interned with the Police Department. While gaining valuable work experience, these students develop healthy relationships with members of the department, which can impact their sense of public safety responsibility, as well as their view of police.



Collaboration with Special Populations

Throughout 2018, PPD maintained strong partnerships with agencies and organizations which assist, and advocate on behalf of, special populations. These include Widener Memorial School, Special Olympics Pennsylvania, and Ronald McDonald House Charities.



Currently, there are nearly 250 cadets from the ages of 14 to 20 participating in the program.



Digital and Social Media Platforms



The Police Department utilizes a variety of social media platforms to disseminate and elicit information regarding crime, criminal offenders, and general safety precepts.

In addition, our social media platforms serve as excellent community engagement vehicles.



Our social media platforms include Facebook, Twitter, YouTube, and Instagram.

Intra-Governmental Collaborations



Throughout 2018, the Police Department continued collaborating with other city agencies in creating and implementing various programs and initiatives, including:



Vision Zero

In 2017, the Vision Zero project was embraced by the City of Philadelphia. Vision Zero aims to eliminate traffic-related fatalities in our city by 2030. In 2018, Vision Zero furthered that objective with a variety of noteworthy accomplishments, including:

- Implementation of the “Market/JFK Vision Zero Pilot Project,” which improved conditions on these two Center City corridors for people driving, walking, and biking;
- Installation of “Boulevard Direct” bus plazas, providing safe bus stations for SEPTA passengers; and
- Announcement of 16 grants, totaling over \$17 million to expand city-wide commitment to Vision Zero.



Bloomberg Mayor's Challenge Hub for Juvenile Justice Services

In October 2018, Bloomberg Philanthropies announced Philadelphia as a winner of the “U.S. Mayors Challenge,” a yearlong competition that challenged city leaders to uncover and test bold, inventive ideas to confront the toughest problems faced by cities today. With that announcement, Philadelphia became one of nine cities that will receive \$1 million to begin implementation of potentially breakthrough solutions to homelessness, the opioid crisis, mobility, climate change, justice reform, and economic opportunity.

Philadelphia was selected as a winner for its proposal to create a “Hub for Juvenile Justice Services,” a 24/7 integrated service center for children at point of entry to the justice system. Staff at the Hub will receive training to respond to the needs of youth and families and make referrals to prevention services, community supports, and pretrial diversion programs when appropriate.

Additionally, the Hub will provide children with immediate and long-term access to social services and supports through a centralized, trauma-informed facility.



Looking Ahead

While in 2018, we experienced a variety of successes, we recognize that much work lies ahead, and pledge to never “rest on our laurels.” To that end, we enter 2019 with energy and enthusiasm, as we continue to implement and augment various strategies and innovations.

As we progress through 2019, the Police Department will remain diligent in our effort to combat crime and improve the quality of life for Philadelphia residents and visitors. Areas of emphasis will include:

- Continued application of **#PPDVCR** Operation *PINPOINT*
- Augmentation of existing community trust and collaboration
- Increased leveraging of technological capabilities
- Improvements to traffic safety and reduction of traffic congestion
- Investment in employee wellness and safety

As was the case for 2018, throughout 2019, we will provide service with honor and integrity... The PHL Way!