

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON PUBLIC SAFETY

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, February 10, 2014
1:10 p.m.

PRESENT:

COUNCILMAN CURTIS JONES, JR., CHAIR
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN DENNIS O'BRIEN
COUNCILMAN MARK SQUILLA

RESOLUTION 130337 - Resolution authorizing Council's Committee on Public Safety to hold public hearings regarding the implementation of a Focused Deterrence program citywide in Philadelphia to reduce gun violence, the creation of an Office of Violence Reduction and the appointment of an executive director and appropriate staff to such an office.

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COUNCILMAN JONES: Good

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afternoon, everyone. We will now call to

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order the hearing of the Public Safety

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Committee of City Council to deal with

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Resolution 130337.

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Will the Clerk please read the

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title of the resolution.

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THE CLERK: Resolution 130337,

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a resolution authorizing Council's

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Committee on Public Safety to hold public

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hearings regarding the implementation of

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a Focused Deterrence program citywide in

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Philadelphia to reduce gun violence, the

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creation of an Office of Violence

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Reduction and the appointment of an

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executive director and the appropriate

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staff to such an office.

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Thank you.

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COUNCILMAN JONES: I want to

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just say before I read an opening

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statement that joining me on the

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Committee is Councilman O'Brien and

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Councilman Johnson, and I understand

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Councilwoman Blackwell is on her way down

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2 the hall. I couldn't have a better panel
3 to talk about this issue. Mr. O'Brien,
4 the author of the resolution, and
5 Councilman Johnson, and I have a distinct
6 sharing of the issue of gun violence in
7 the City of Philadelphia, so much so that
8 we talked about it and we watch the news
9 different, because after we pray for the
10 soul that has been shot, the next thing
11 that at least I think about is where they
12 were shot at, and all too often it is in
13 the 4th Councilmanic District and on
14 occasion Councilman Johnson's district.

15 As Chair of Public Safety, I've
16 learned that there are many methods of
17 law enforcement, and one in particular in
18 urban areas and significant in this
19 plethora of weapons to fight this is a
20 focused deterrent. My philosophy in
21 dealing with people all my life is that
22 you first offer folk the right hand of
23 fellowship and hope that they accept that
24 in good spirit, but at the end of the day,
25 as Chair of Public Safety, our job is to

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2 keep people safe. If they do not accept
3 the right of fellowship, then they must
4 understand the left hand of punishment is
5 waiting there for them.

6 Today, we will discuss focused
7 deterrent methods and its history and
8 origin, and particularly working in the
9 City of Philadelphia and in particular
10 Councilman Johnson's district where there
11 is a pilot project. This form of
12 engagement brings in multiple agencies
13 that work together with law enforcement
14 to target key potential actors of crime
15 and give them swift and immediate
16 consequences for criminal actions that go
17 far beyond jail. It also talks about how
18 restorative justice can help them pull
19 their lives back together utilizing
20 Family Court, utilizing everything from
21 traffic tickets, everything legal within
22 our arsenal to create that deterrence.
23 But it particularly addresses gun
24 violence and making sure that gangs and
25 members of affiliated membership of these

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2 kinds of activities understand that we're
3 taking it seriously.

4 Some of the successes in this
5 form of law enforcement: In
6 Indianapolis, they experienced a 34
7 percent reduction in homicides by using
8 this technique. In Boston,
9 Massachusetts, 63 percent reduction in
10 youth homicide. In the City of Chicago,
11 which was once dubbed the murder capital
12 of the United States, 37 percent
13 reduction in homicides. And here in
14 Philadelphia we hope to implement this
15 program concentrating in South Philly at
16 first, because I have district envy when
17 it comes to that, and hopefully when we
18 measure it to find out its effects,
19 implementing in strategic areas around
20 the City of Philadelphia.

21 At this point I want to turn it
22 over to the author of this resolution.

23 And also joining us is
24 Councilwoman Blackwell, who also has the
25 distinction in the 3rd District of having

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2 high instances of crime.

3 I see also joining us in the
4 Chambers today is Senator Anthony Hardy
5 Williams, who simultaneously represents
6 some of the district that Councilman
7 Johnson shares and borders also
8 Councilwoman Blackwell's district and --

9 COUNCILMAN JOHNSON: He
10 represents the district.

11 COUNCILMAN JONES: He
12 represents the district and also goes
13 through these teddy bear
14 memorial/candlelight vigils all too
15 often.

16 So with that, will the Clerk
17 please read the first panel to testify.

18 THE CLERK: Thank you,
19 Mr. Chairman. Panel 1 is David Kennedy,
20 Ph.D., Director of the Center for Crime
21 Prevention and Control, John Jay College
22 of Criminal Justice.

23 COUNCILMAN JONES: Before we
24 hear from you, we're going to turn it
25 over to the author of the resolution,

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2 Councilman O'Brien.

3 COUNCILMAN O'BRIEN: Thank you,
4 Mr. Chairman, members of the Committee.
5 Senator Williams, glad you're here.

6 Thank you, Mr. Chairman and
7 members of the Public Safety Committee.
8 In my previous life before joining City
9 Council, I did some work on the state
10 level in the House of Representatives.
11 In that life I served as Chair of the
12 Pennsylvania House Judiciary Committee.
13 I sponsored nearly every major piece of
14 criminal justice legislation passed in
15 the state in the last 20 years, and I've
16 worked on meaningful prison reform
17 packages and comprehensive DNA
18 legislation. Additionally, helped create
19 the Criminal Justice Advisory Board, or
20 CJAB, a model for the entire
21 Commonwealth.

22 I've been involved in the
23 criminal justice conversation for a very
24 long time and I've seen a lot of
25 different ideas come to the table, and

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2 some actually, as I said, became a
3 reality, but none of the good and
4 thoughtful ideas that I've seen have the
5 appeal of the Focused Deterrence strategy
6 to reduce gun violence and homicides.

7 In 2013, Philadelphia's murder
8 rate realized a significant drop. I
9 applaud law enforcement and our community
10 leaders for working so tirelessly to make
11 that historic drop a reality. Sadly, 246
12 families still lost a loved one in the
13 year 2013. I believe we need to continue
14 to utilize smarter ways to stop the
15 senseless end of so many lives and the
16 destruction of families across our city.
17 I believe that Focused Deterrence
18 strategy is helping us drive those
19 numbers down and could help us go even
20 lower.

21 The proven and inclusive
22 strategy was designed by Mr. David
23 Kennedy. This is a copy of his book. I
24 invite all of you who haven't read it to
25 get a copy. And he's of the John Jay

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2 College of Criminal Justice. But
3 Mr. Kennedy's roadmap to thoughtfully
4 reduce gun violence is only successful if
5 it's fully implemented with complete
6 buy-in from all of our stakeholders,
7 because public safety is a shared
8 responsibility.

9 Mr. Kennedy's approach is
10 inclusive - police, district attorney,
11 judges, U.S. attorney, probation and
12 parole, and the community. But, again,
13 this strategy can only be successful if
14 fully implemented with complete buy-in
15 from all the stakeholders.

16 The strategy has repeatedly
17 demonstrated that serious violence can be
18 dramatically reduced when law
19 enforcement, community members, and
20 social service providers join together to
21 directly engage with violent street
22 groups to clearly communicate three
23 things. One, a law enforcement message
24 that future violence will be met with
25 clear and predictable consequences. Two,

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2 a community moral message that violence
3 will no longer be tolerated. And, three,
4 a real and genuine offer to help those
5 who want it.

6 I believe we need to invest in
7 the sustainability of Focused Deterrence
8 and create a roadmap for sensible
9 expansion to other parts of the City.
10 I've been looking forward to this hearing
11 for some time, and I'm so pleased to have
12 such a great lineup of witnesses with us
13 today.

14 Thank you, Mr. Chairman.

15 COUNCILMAN JONES: Thank you,
16 Councilman, for your introduction of this
17 resolution.

18 Would any other members like to
19 give an opening statement?

20 Councilwoman Blackwell.

21 COUNCILWOMAN BLACKWELL: Thank
22 you.

23 Good evening -- good afternoon.
24 Days are too long I'm saying it's evening
25 already. But let me thank the Chairman

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2 and let me thank the author of this
3 legislation, because no issue is more
4 important in our time. I was telling the
5 Senator I'm sorry I missed him on
6 Saturday. There are always too many
7 things to do. And from top to bottom, I
8 met with some other gentlemen just two
9 weeks ago, not even in my district, about
10 war and gangs from other turf areas and
11 things we used to see movies about. It's
12 all back, but it's in so many other
13 areas, not just turf areas. It's for all
14 different kinds of reasons.

15 So no hearing could be more
16 important than this, and I thank you all,
17 thank the author of the bill, Councilman
18 O'Brien, and certainly the Chairman and
19 this committee for considering this
20 issue.

21 Thank you.

22 COUNCILMAN JONES: Thank you,
23 Councilwoman.

24 So, again, welcome,
25 Dr. Kennedy. Please begin your

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2 testimony.

3 PROFESSOR KENNEDY: So I'll
4 begin by setting the record straight. I
5 wish I were a doctor, but I'm not.

6 COUNCILMAN JONES: That's
7 Freudian. Putting that out there in the
8 universe.

9 PROFESSOR KENNEDY: So I am
10 just delighted to be here. So I thank
11 the Committee and especially the
12 Committee Chair for having me here today.

13 Thank you, Senator.

14 And it's particularly nice to
15 be here with some good news. So it's
16 been a long time coming that there has
17 been very, very little good news on the
18 front that we are here to talk about, and
19 that is changing. It's changing
20 nationally and it's changing in
21 Philadelphia. So it's just particularly
22 good to be here under those auspices.

23 So the issues you raise are the
24 issues I care about. I am a Professor of
25 Criminal Justice at John Jay, as you say.

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2 I'm the Co-Chair with my college
3 President at John Jay, Jeremy Travis, of
4 a national community of practice focused
5 on these issues called the National
6 Network for Safe Communities. And I care
7 about communities.

8 Thirty years ago as essentially
9 a journalist, I started walking crack
10 markets all over the country. This was
11 the mid '80s. It was the beginning of
12 the crack epidemic. And I spent about
13 the next ten years walking crack markets.
14 I always have to remember to say I did so
15 in a professional capacity, unlike most
16 of the white folks I saw there. But what
17 I saw horrified me, and that hasn't
18 changed much since.

19 I work in communities that
20 suffer from three very closely connected
21 problems. So the first of them is the
22 one that originally got my attention, and
23 it is that they are fantastically
24 dangerous. So we all know that the
25 country has been in a long crime decline,

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2 and that's real, especially if you track
3 homicide. One thing we're very, very,
4 very good at at criminal justice is
5 counting bodies.

6 Concealed within that long
7 crime decline, most people still don't
8 know, is that there has actually been
9 over much of that period an increase in
10 the homicide rate for young black men.
11 It has been getting worse. It has not
12 been getting better. And most people
13 even in the business don't have any idea
14 of just how bad this is. So nearly every
15 city has at least some neighborhoods that
16 we think of as dangerous. They are
17 invariably minority neighborhoods.
18 Nationally they are overwhelmingly
19 historically troubled black
20 neighborhoods.

21 I'm blunt about this. People
22 don't like facing this, but this is the
23 way it is.

24 White neighborhoods do not live
25 like this. The neighborhoods I work in

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2 have street shrines to the dead on the
3 corners, and white neighborhoods don't
4 have that.

5 The national homicide rate now
6 after the long decline is somewhere
7 between four and five per hundred
8 thousand in the population. So this is
9 the way the FBI tracks this. Four or
10 five homicide victims per hundred
11 thousand people.

12 If you are a young black man in
13 a lot of these neighborhoods, your
14 homicide rate every single year will be
15 upwards of 500 per hundred thousand every
16 year. And because we're looking at five
17 to ten non-fatal woundings for every
18 actual homicide victim, we're having over
19 time statistically huge numbers of young
20 black men getting shot and killed. It
21 touches them. It touches their families.
22 It touches their friends. The community
23 is traumatized. And this is, in my view,
24 not just a crime problem. It is a
25 national shame. This is wrong. So

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2 that's the first problem.

3 The second problem is that in
4 the name of protecting these communities,
5 law enforcement has, without intending
6 it, over time created situations in which
7 again in these hotspot neighborhoods,
8 essentially nearly all of the men end up
9 with criminal records. And, again,
10 without doing the special math on this,
11 people have no idea how bad it is. It is
12 a normal part of growing up, a normal
13 part of becoming an adult for a lot of
14 men in these neighborhoods that they get
15 arrested and go to jail and go to prison.

16 If you do the math in the
17 special way that is necessary to really
18 understand this, you find that in cities
19 like Baltimore, as we speak, half of the
20 20- to 30-year-old black men are under
21 court supervision. Not that they have
22 criminal records; they are in prison, in
23 jail, on parole or on probation. Half of
24 everybody. The stats in our nation's
25 capital now say that the life course

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2 likelihood that a black male in the
3 District will at least be arrested and go
4 to jail is approaching 100 percent. And
5 we now have very solid evidence. We
6 shouldn't need the scholarship to know
7 this.

8 One of my black preacher
9 friends said to me once, If you want to
10 destroy a civilization, lock it up. And
11 that's correct. No community can survive
12 this. But we now know as a matter of
13 social science fact that this does deep
14 damage to these neighborhoods. The men
15 so affected, most of them will never get
16 a good job. They can't get bonded. They
17 can't in many places get the ticket they
18 need to cut hair. And as you can tell, I
19 am in solidarity with this until we
20 change it. They have no reason to finish
21 school. They are less likely to marry
22 and support their families. There are
23 intergenerational impacts. Their kids
24 are more likely to fail school and go to
25 prison and on and on and on and on.

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2 And I was raised as a root
3 causer looking at the community damage
4 caused by racism and lack of economic
5 equality and bad schools and bad
6 healthcare and all that, and what we now
7 understand is that we need to add to the
8 list of root cause insults to these
9 communities the unintended effect of the
10 kind of aggressive law enforcement and
11 mass incarceration that these communities
12 have been experiencing, which brings us
13 to the third issue, which is a badly,
14 badly broken relationship between these
15 communities and law enforcement,
16 especially the police.

17 I spend a lot of time fielding
18 phone calls in which reporters call up
19 and say, I'm doing a story about stop
20 snitching and I want to talk about
21 witness intimidation. And what I say to
22 them is, Witness intimidation is not what
23 you want to talk about. There is some
24 fear out there, that's right, but what's
25 driving stop snitching is not fear.

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2 What's driving stop snitching is an
3 alienation from the community toward the
4 police that is so extreme that it has
5 become the norm in these neighborhoods
6 that good people don't work with the
7 police. And they're not afraid. They
8 are angry and disengaged and they no
9 longer, if they ever did, expect help
10 from the police, and so they don't want
11 to work with them. And if you look at
12 the police on the other side, they will
13 frequently think the communities are
14 behaving like this because they like it,
15 they don't care about the violence,
16 everybody is living off drug money,
17 there's no moral center left in the
18 community, and that is just as wrong. If
19 you get to know people in these
20 neighborhoods, they hate the violence.
21 They're scared for their kids. Nobody
22 wants to live like this, but they are not
23 expecting help and so they don't speak
24 up.

25 These communities need these

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2 issues fixed if they are going to
3 progress. It is, I've become convinced,
4 meaningless to talk about economic
5 development in a place where people are
6 afraid to go outside. You can't get
7 people to invest. You can't get people
8 to locate businesses. You have to
9 establish -- and here's a phrase --
10 "domestic tranquility" before we can get
11 anywhere on anything else. And we are
12 failing these neighborhoods.

13 So that's the bad news. The
14 good news is that over about the last 20
15 years, there has evolved an approach that
16 deals with all of these issues, and it
17 works. It is not perfect. It is
18 imperfect. We are trying to make it
19 better all the time. But when I came
20 into this area in the '80s, everybody
21 knew that there was nothing you could do
22 about the killing, and that's not true
23 anymore, and you can deal with it any way
24 that keeps people out of jail.

25 So it was mentioned the signal

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2 success last year in Chicago. Chicago
3 was using this approach in most of its
4 hot districts across the city. It has
5 brought homicide down 18 percent, that's
6 correct. It did so while making 7,000
7 fewer arrests this year than the year
8 before -- last year than the year before,
9 and they are systematically working to
10 reset relationships between the police
11 and the communities. This is now work we
12 know how to do. And it goes like this:
13 So there is a fact on the ground that
14 drives everything else, and that fact on
15 the ground is that in any city with a
16 serious violence problem, it is a very
17 small number of extremely active criminal
18 groups that drives the violence. Nearly
19 everybody in what we see as the most
20 dangerous neighborhood is not dangerous.
21 There are a very small number of people
22 who are at any meaningful risk of hurting
23 anybody else even in the most dangerous
24 neighborhoods.

25 They operate overwhelmingly in

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2 groups. And we don't use the word "gang"
3 because most of them aren't what we think
4 of as gangs. They're not very organized.
5 They're not very structured. They don't
6 have leadership. They don't have
7 entrance and exit rituals. They are 17
8 guys who came up together and they're
9 rolling on the block. But they know who
10 they are. Their enemies know who they
11 are, and they and their enemies drive
12 what's going on.

13 So there's almost a
14 mathematical rule that has emerged on
15 this, which is that you take a city with
16 a high level of violence and do the
17 analysis, and it will turn out that
18 groups collectively representing -- so
19 everybody in the groups together -- less
20 than half a percent of the city's
21 population, and they will be connected
22 with typically 60 to 75 percent of all
23 homicide in the entire city.

24 Most of the individuals in the
25 groups are not genuinely dangerous. It's

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2 really 10 to 20 percent of the half of a
3 percent that are what we call impact
4 players. They are the ones who are
5 shooters, instigators, they drive things.
6 And it means that in the most dangerous
7 place, if you pick the hottest spots, it
8 will literally come down to a dozen
9 people whose names we know who really
10 make things happen, and their homicide
11 rate will go as high as 3,000 per hundred
12 thousand every single year. We've done
13 the math. They would be better serving
14 military on the ground in Afghanistan
15 than doing what they're doing in the
16 neighborhoods right now. And a lot of
17 what they do is driven because they are
18 so scared, and they're right to be
19 scared.

20 So it is the groups that drive
21 things, and these effective approaches
22 are effective because in a very immediate
23 and surgical way, they hone in on the
24 groups. The intervention and outline is
25 actually very simple. Cities put

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2 together a partnership of law
3 enforcement, social service providers,
4 and community folks. You identify the
5 groups. You identify the people in them.
6 And that means that you can enter into a
7 face-to-face conversation with these
8 groups.

9 For example, the groups have
10 people on probation and parole. That
11 means you can order them into a meeting.
12 You look at them and you say, This is
13 business, this is not personal, go back
14 and tell the guys you run with what
15 you're about to hear. It's just talking.
16 There's nothing magic about this. But
17 what the partnership says to them is both
18 very innovative and different, and it's
19 very commonsense. My mother tells me I
20 learned all of this from her, and I'm not
21 entirely sure she's not right.

22 So the message from the
23 partnership to the groups is, Your
24 community needs you to stop this, and if
25 in our anger at the outside we have not

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2 been clear about that, we're going to fix
3 this today. The violence is wrong. It
4 is tearing the heart out of your
5 community. It is hurting people that you
6 care about, and we need you to stop it.
7 We want you alive. We want you out of
8 prison, but there is no excuse for the
9 violence and you have to stop it. And,
10 again, one of my preacher friends says to
11 me, Where people don't respect the law,
12 saying something is wrong is more
13 powerful than saying it's illegal. And
14 so this very, very crisp this-is-not-okay
15 message from the community is very
16 powerful.

17 They hear the partnership
18 saying, We would like to help you. We
19 want you alive. We want you out of
20 prison. We want you thriving in your
21 community. Here is the phone number you
22 call, and if you call it, we will turn
23 ourselves inside out to help you. We
24 will provide emergency assistance and
25 remedial education and job training and

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2 job placement and a safe haven. We will
3 do anything we can for you.

4 And the third thing they hear
5 is, This is not a negotiation. We're not
6 asking. This is -- the violence is group
7 stuff. You know it. We know it. And
8 from now on, we are behaving differently.
9 The way in which we are behaving
10 differently is that. The next body that
11 falls, we will follow the shooter back to
12 the group he comes from. We will look at
13 everybody in that group. We will not
14 stop with clearing the shooting. You are
15 all committing crimes every day. You are
16 selling drugs. You were using drugs.
17 You've got unregistered cars. You're
18 failing your probation and parole
19 conditions. You've got outstanding
20 warrants, and on and on and on and on.
21 And if everybody here in law enforcement
22 goes through your life with a fine-tooth
23 comb, we will find a way to reach out and
24 touch you. And what I'm going to say in
25 a minute is the South Philly Street Gang

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2 Unit has raised this to such a high art
3 that I'm actually flying them around the
4 country to teach other people how to do
5 it. They are setting the national
6 standard on this.

7 But if you want that kind of
8 attention, when you see one of your
9 fellows going off to do a shooting, let
10 him do it. If you don't want that kind
11 of attention, tell him to stop, because
12 what this collective accountability is
13 designed to produce, and it does, is
14 self-policing within the group. They
15 will control each other when they know
16 that everybody is going to pay a price.

17 This turns out to be easier
18 done than we think it is, because most of
19 the violence is not about making money.
20 We think it's about the drugs, it's about
21 lack of work. No, it's not. It's
22 overwhelmingly respect and disrespect and
23 boy/girl and back and forth vendetta.
24 The people shooting at their enemies
25 today got it from their grandfathers and

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2 they don't even know why they're doing it
3 now. It's Hatfield and McCoy. But
4 they're not actually giving up very much
5 by giving up the violence. It's not
6 costing them anything. In fact, violence
7 is typically bad for business.

8 So that basic approach has been
9 in development since the mid 1990s when
10 it was first applied in Boston. It has a
11 consistent record of success. There are
12 a dozen or so formal academic evaluations
13 now. Systematic review of them finds
14 impact in nearly all of them. The lowest
15 level of effect we've seen nationally is
16 about a one-third reduction in this kind
17 of group-involved violence. It goes up
18 to as high as 50 percent reductions in
19 homicides citywide. And because it's
20 concentrated in these hotspot areas --
21 you mentioned earlier the roughly
22 one-third reduction in homicide in
23 Indianapolis, which was one of the early
24 replications. That's correct. If you
25 look at the local impact, Indianapolis

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2 saw a 70 percent reduction in black male
3 homicide victimization in its hottest
4 neighborhoods. That's what drives the
5 citywide numbers.

6 COUNCILMAN JONES: Please
7 repeat that. It's so significant.

8 PROFESSOR KENNEDY: Seventy
9 percent reduction in black male homicide
10 victimization in, I think it was, five of
11 Indianapolis's hottest neighborhoods.

12 So this is not perfect. It
13 doesn't cure anything, but it is
14 consistently the most effective thing
15 that we have right now.

16 And I'll wind up with this,
17 which is I've had contact with the City
18 of Philadelphia going back about 15
19 years. There have been repeated moments
20 of interest in doing this work. None of
21 them ever led to any action. And then
22 about a year and a half ago, we got an
23 inquiry from folks in South Philly
24 saying, We'd like to talk to your office
25 some about this approach, and we

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2 discovered that they were nearly to
3 implementation. They had done their own
4 due diligence. They made up their own
5 minds. They had worked it out
6 themselves, and by the time we heard
7 about it, they had a few I's to dot and
8 T's to cross and they were ready to go,
9 and we've been mostly watching ever since
10 and lending a hand where we can.

11 What's going on there is
12 fantastically impressive. It's well
13 thought out. It's systematic. It is
14 beautifully focused. The interagency
15 work is exemplary. As I say, the work of
16 the Street Gang Unit, we're so impressed
17 with it that we're trying to model it for
18 other cities. And there is at this point
19 every reason to think that the
20 substantial reductions coming out of
21 South Philadelphia are being, in
22 principle part, driven by this approach.
23 So it usually takes several years to
24 acquire the series of data necessary to
25 undertake a formal social science

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2 evaluation, which is entrain here and
3 will play out over time.

4 What we're accustomed to seeing
5 at this stage where the approach is
6 really taking root on the streets are two
7 things. One is, you get these reductions
8 in the core numbers that are consistent
9 with impact, and that's absolutely being
10 seen in South Philadelphia. And the
11 other is -- and I actually in some ways
12 weigh this more heavily at this stage --
13 you start hearing chatter from the
14 streets, from the core guys saying -- and
15 you hear this one phrase over and over
16 and over again -- They're not playing
17 anymore. And these folks are getting
18 that. The gang units are picking it up.
19 The outreach workers are picking it up.
20 You get chatter on the jail calls. All
21 the jail phones say, Calls will be
22 monitored and recorded. It doesn't seem
23 to slow anybody down, and they talk to
24 each other and the message is things are
25 different, calm down, and that is, of

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2 course, exactly what we want.

3 So let me pause there.

4 COUNCILMAN JONES: Wow.

5 Stunning and riveting information.

6 Questions from my colleagues?

7 COUNCILMAN O'BRIEN: Thank you,
8 Mr. Chairman.

9 Mr. Kennedy, what I hear you
10 saying is this is about dangerous people,
11 not about dangerous neighborhoods. And
12 given that premise, do you need solid
13 structure of gangs or groups for this to
14 work?

15 PROFESSOR KENNEDY: Happily
16 not. And I say "happily" because South
17 Philadelphia is at one extreme of what we
18 see nationally, in that it has relatively
19 solid gang structures. Nearly everywhere
20 around the country you don't see that.
21 The norm is groups because it's always
22 the groups, but most everywhere the
23 groups are disorganized, without much
24 hierarchy, without anything in the way of
25 formal leadership, members switch from

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2 group to group in relatively short order.
3 So you don't have that even momentary
4 solidity, much less the kind of
5 intergenerational solidity that you find
6 in some places.

7 And we don't have hard science
8 on this yet. There is some reason to
9 believe that when you get up to the
10 really highly structured groups, mostly
11 Hispanic gang sets, that this stuff works
12 even better.

13 One of the big successes out of
14 last year was Salinas on the California
15 coast, which is a Mexican Norteno-Sureno
16 gang battleground. They saw a 55 percent
17 reduction in homicide in one year last
18 year in Salinas. That's as much as
19 anybody has ever gotten, and we think
20 that may be because there is real
21 hierarchy there.

22 Short of that, it doesn't seem
23 to make much difference. Where the
24 groups are, you can parse them out. You
25 can communicate with them. You can bring

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2 the three planks to bear. It's law
3 enforcement, it's the community, it's the
4 social service stuff. And it works.

5 COUNCILMAN O'BRIEN: In
6 traditional law enforcement, some people
7 will say that a Focused Deterrence
8 strategy will just reduce this
9 temporarily and those individuals will
10 just move to another area. Why is that
11 not true?

12 PROFESSOR KENNEDY: We were
13 really worried about that too at the
14 beginning, and neither the field
15 experience nor the research shows any
16 sign of it. And a lot of this has
17 developed because strange things have
18 happened on the ground and then we've had
19 to figure it out, and this was one of
20 them. And it became very clear -- and
21 this is exactly the opposite of the way
22 we usually think about this, but this
23 actually makes things better for the
24 groups.

25 So think about this. You've

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2 got this situation at the moment in most
3 places. So they're selling drugs,
4 they're using drugs, they're sleeping
5 late, they're not going to school, and
6 every time they go outside, they're
7 worried about getting shot. If we fast
8 forward and put this in place, they're
9 selling drugs, they're using drugs,
10 they're sleeping late, they're not going
11 to school, and they're no longer afraid
12 about getting shot every time they go out
13 the front door because we fixed that. We
14 have made things better for them. And
15 this is not to say that selling drugs and
16 stuff is okay. This is not a deal. It's
17 not you can sell drugs if you don't shoot
18 people. It's if you shoot people,
19 there's a new and different world, and if
20 you sell drugs, you run the same risks
21 you always did. And if you want to talk
22 about this, there are ways to go to the
23 next stage and shut the drug markets down
24 and do some other things.

25 But at the moment that the

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2 violence goes down, they are
3 fundamentally in a better place than
4 before, and if they go some place else,
5 the people there will shoot them. That's
6 the way the streets work. So it turns
7 out in practice you don't get
8 displacement. They stay where they are
9 and everybody is better off.

10 COUNCILMAN O'BRIEN: That is
11 one of the glaring misconceptions of your
12 concept, that if we focus on the
13 shootings, everything else is on the
14 house, and I'm glad that you said there
15 are no deals. Traditional law
16 enforcement will go after the other types
17 of crime while Focused Deterrence focuses
18 on the shooting, and the derivative
19 benefit is that some of that other crime
20 will be mediated.

21 PROFESSOR KENNEDY: Look, just
22 to be really clear about this, people
23 imagine you can't talk to the guys
24 without negotiating. There is no
25 negotiating. When you tell your son, I

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2 really expect you to do well in school
3 and don't hit your sister, but if you
4 take the car and drive drunk, God help
5 you. That's what this is about, that
6 we've got some priorities here.

7 COUNCILMAN O'BRIEN: A number
8 of police departments have been
9 experimenting with all types of
10 problem-oriented police strategies. All
11 those strategies are directed at public
12 safety. The criticism of some of those
13 strategies is that it saddles young
14 African Americans with criminal records,
15 and as you've testified, it establishes
16 the perception of the police department
17 that they treat everyone like a felon.

18 Having said that, how is this
19 approach different from other
20 crime-fighting strategies like stop and
21 frisk, pinpoint enforcement, federal gun
22 prosecution or Project Exile, and can you
23 explain problem-oriented police
24 strategies and how they creatively blend
25 the traditional and non-traditional law

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2 enforcement tools? In other words, is
3 this just about driving down the crime
4 numbers?

5 PROFESSOR KENNEDY: So I think
6 that last question is to me the most
7 important one. So I will just confess,
8 and the book says this, when I think
9 about my time in this work, I look back
10 and I am frequently deeply, deeply
11 ashamed of myself. And the first stretch
12 that I put in working on this, it
13 absolutely was all about the crime
14 numbers. I didn't understand how badly
15 we on the outside were disrespecting and
16 damaging these neighborhoods. It wasn't
17 even true at the time that we were
18 locking everybody up the way we are now.
19 When I started doing this in the 1980s,
20 we had about 400,000 people maybe in
21 prison in the U.S. We've got 2.3 million
22 people now. We have just escalated and
23 escalated and escalated.

24 So this is not just about the
25 crime numbers. It is about keeping

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2 people out of lockup, and it is most
3 fundamentally in the long term, I
4 believe, about creating the belief in the
5 neighborhoods that the police are there
6 for their protection, which is just not
7 what they feel right now a lot of the
8 time. And this is -- so this is what
9 both scholars and the police profession
10 is now framing as police legitimacy. It
11 is the perception in the neighborhoods
12 that the police are fair, equitable,
13 respectful, and they're in your best
14 interest. And this isn't about community
15 relations anymore. This is about crime
16 control, crime prevention, because if a
17 kid in this neighborhood knows who killed
18 his friend, he has two perfectly
19 substitutable choices. He can call the
20 police and work with prosecutors and lock
21 that guy up or he can get a gun and his
22 friends and go take care of it himself.
23 And we want him to choose door number one
24 and not door number two, and one way to
25 do that is to drive home through behavior

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2 that the police know the difference
3 between the impact players and everybody
4 else who lives in the neighborhood, and
5 this approach does that.

6 My home city now of New York
7 City has become really the national
8 bumper sticker on this. So citywide and
9 national debate about stop and frisk,
10 federal lawsuit, mayoral election that
11 just turned on this issue, and in the
12 midst of that, the New York City Police
13 Department of its own impetus started
14 something they call Operation Crew Cut.
15 A Crew Cut is NYPD's version of the
16 surgical focus on the loose sets across
17 New York City.

18 Last year from a previous
19 record low NYPD drove homicide citywide
20 in New York down another 25 percent;
21 homicide among, I think it's, 13- to
22 30-year-olds down 50 percent. All of
23 Crew Cut last year was 400 arrests, just
24 the right people in the right places at
25 the right time. And in the midst of all

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2 that, they reduced street stops 80
3 percent.

4 So you can have the best of all
5 of these worlds, but it begins with this
6 absolutely meticulous discrimination
7 between those who are driving things and
8 those who aren't.

9 COUNCILMAN O'BRIEN: You had
10 said in your testimony that under
11 one-half of one percent of those that are
12 in the groups commit 65 to 75 percent of
13 all the killings in the city. So I
14 assume that the premise is if you reduce
15 the shootings -- or you do reduce the
16 shootings because they are committing so
17 many other crimes. They have a
18 significant history of violence and/or
19 felonies. For example, they have
20 outstanding warrants. If you do drug
21 testing, you're going to have dirty
22 urines. If you search their house,
23 you'll find guns, drugs, stolen property
24 in their rooms. They have unregistered
25 cars. They're stealing utilities.

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2 So literally the reason this
3 works is that in a group, if someone in
4 that group pulls the trigger, you can lay
5 your hands on virtually anybody in that
6 group.

7 PROFESSOR KENNEDY: Yeah. And
8 I may be stealing some of the thunder
9 from my friends who are going to be
10 coming after me, but I'm here first, so
11 I'm going to do it. One of the things
12 the Street Gang Unit has figured out --
13 and this is the sort of thing that we're
14 now hoping they will help us teach law
15 enforcement elsewhere -- when we think
16 about punishing people, especially these
17 chronic hard core guys, we have convinced
18 ourselves -- and a lot of people in law
19 enforcement have come to believe this --
20 they don't care about the everyday stuff,
21 they don't care about jail, they go with
22 their friends, jail is a cost of doing
23 business, all that kind of thing. So
24 it's only the feds that matter. It's
25 only the RICO cases and the career

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2 criminal, 15 years and they'll send you
3 to Oklahoma kind of stuff, and we know
4 that's not right. If they know for sure
5 that something relatively small is going
6 to happen, but it's going to happen every
7 time and it's going to happen right away,
8 they care about this.

9 I spent a lot of time with my
10 street cop friends. Look, they see you
11 coming, they stop dealing. They cross
12 the street, they look both ways to see if
13 cars are coming. You catch them, they
14 run. They flip on their friends. They
15 cry in the back of the unit for their
16 mother when they've been shot. They
17 don't like this stuff, and what these
18 folks have figured out, for example, is
19 that if somebody shoots and you look at
20 their crew and then you look at their
21 homes, a substantial number of them,
22 because this is the way they are, are
23 going to be pirating their electricity
24 and their cable, and they're working with
25 the utilities so that when that happens,

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2 they are systematically going out and
3 disconnecting the power and cable. And
4 the word on the street is, you shoot
5 today, you're going to be sitting in the
6 dark listening to AM radio tomorrow. And
7 they don't like it, right?

8 So that kind of low level but
9 absolutely relentless, predictable,
10 transparent response is actually enough
11 to shut this stuff down.

12 COUNCILMAN O'BRIEN: Focused
13 Deterrence is about killings and
14 shootings. Did you envision that this
15 focus as part of your strategy would have
16 an effect on robberies, intensive drug
17 markets, domestic violence as next steps,
18 and when it became statistically a
19 realization, did you feel stupid that you
20 didn't see it coming?

21 PROFESSOR KENNEDY: I spent a
22 lot of time feeling stupid, and that's
23 not pulley test. Everybody involved in
24 this is kind of looking back at their
25 record and thinking how did we miss this.

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2 But, yeah, it's turned out
3 that -- so that the communities I work in
4 from the beginning, there have been two
5 things that really make it impossible for
6 them to function as communities in terms
7 of public safety. So one is the violence
8 and the other is what we call over drug
9 markets. It's any drug-dealing situation
10 where somebody from outside the
11 neighborhood can come in and connect and
12 drive back out. So it can be a street
13 corner, can be a drug house. But when
14 Temple students and plumbers from Media
15 can come in and connect and go back out,
16 that's an over drug market.

17 So once we figured out that you
18 actually could make this kind of headway
19 on the killing, the second thing we did
20 was craft a similar strategy that would
21 identify those drug markets. It would
22 touch every single person in the drug
23 market. It would have similar kind of
24 call-in, put them on notice, work with
25 their mothers and grandmothers and, yeah,

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2 it has turned out that you can shut those
3 drug markets down. It doesn't get rid of
4 the dope. It gets rid of the way dope is
5 being sold. And anybody who doesn't
6 think that's good enough -- I know for a
7 fact that there's no dope being sold out
8 in Media and Bala Cynwyd because, of
9 course, there isn't, is there?

10 Drugs are a public health
11 problem. Public drug dealing is a crime
12 problem. So when the violence, the drug
13 markets and, yes, it has now extended
14 their approaches following the same logic
15 that we know work on robbery and it now
16 looks like they work on the most serious
17 domestic violence offenders.

18 COUNCILMAN O'BRIEN: When you
19 talked about this South Philadelphia
20 strategy, you represented that they're
21 doing extraordinary things, you're going
22 to fly them around the country. Can you
23 tell us specifically what we're doing in
24 Philly that's unique and should be
25 sustained? And the second thing is, I

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2 know the Administration has put over
3 \$150,000 in the social service component
4 of this. How does that compare with
5 other cities?

6 PROFESSOR KENNEDY: So here's
7 what it takes to make this not only work
8 but stick, and every place that is doing
9 it with any hope of our not being back a
10 year or two from now and saying what went
11 wrong, why did it all fall apart, there
12 has been serious commitment from the
13 public city. So people talk about this
14 as carrot and stick. It's not. It's law
15 enforcement, it's social service, and it
16 is community action, what we call the
17 community moral voice. And the community
18 standard saying "we're not going to put
19 up with this" over time we think is at
20 least as maybe more powerful than either
21 law enforcement or the social service
22 piece.

23 But the community will always
24 step up. If you go to the affected
25 community and say, Are there some of you

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2 who will come to these meetings and tell
3 these guys you don't want them killing
4 each other, yes, every community will do
5 that. The social service piece is there.

6 Additional funding can be very
7 helpful. So that's one way in which this
8 stands out. Not all cities put extra
9 money into the social service piece. So
10 that's a big deal here. But what keeps
11 it going is that the City and law
12 enforcement and in particular the Police
13 Department make it a priority. There is
14 a very clear historical pattern now that
15 we've got a couple of decades behind us.
16 Law enforcement is first among equals on
17 the law enforcement side -- or rather
18 police are first among equals. If the
19 police stay focused, then the other law
20 enforcement teams will follow along. And
21 if police lose their focus, the law
22 enforcement team will lose its focus.

23 So in South Philadelphia, the
24 local team gets this explicitly and
25 implicitly. As I said at the beginning,

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2 they have done their homework. They
3 totally get it. They have mapped out how
4 they want to do it themselves. There is
5 a strong relationship -- so take this for
6 what you think it's worth, because I'm
7 not doing this. I'm observing it. But
8 there is a very strong partnership
9 between the area command and the District
10 Attorney's Office, which is operating
11 very effectively in realtime. There is a
12 very strong relationship between that
13 team and the small but really creative
14 local outreach team, which is also
15 serving as a national model because of
16 the multiplier effect they're getting
17 from having one or two paid folks who are
18 running a network of ex-offender
19 community volunteers to do crucially
20 important outreach work.

21 So having that kind of
22 commitment and ownership is essential.
23 We've seen this work over and over again,
24 and then without that focus, it goes away
25 and things creep back. And then within

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2 that, I'll just say it again, the
3 innovation and being able to keep the
4 "stop it" promises within the capacity of
5 local line officers and what they can
6 mobilize really is a breakthrough.

7 COUNCILMAN O'BRIEN: I'm
8 just -- this is my last question,
9 Mr. Chairman, and I appreciate your
10 patience.

11 In your written testimony, it
12 says, The famous "Boston Miracle" cut
13 youth homicide by two-thirds and homicide
14 citywide by half. It was not a miracle.
15 It was work, and time would reveal that
16 when the work stopped, the miracle did
17 also.

18 The question is, what is the
19 secret to sustainability and
20 replicability? And the resolution that
21 we're having the hearing about here today
22 calls for an Office of Violence
23 Reduction. Is that an important issue,
24 or something like that?

25 PROFESSOR KENNEDY: So let me

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2 answer in a general affirmative, because
3 I don't know exactly what the proposal
4 for this office is. So rather than
5 endorsing something when I don't actually
6 know what I'm talking about, let me talk
7 about --

8 COUNCILMAN O'BRIEN: Well,
9 we're looking for further definition.

10 PROFESSOR KENNEDY: So here's a
11 sort of one-step-back answer, which is we
12 now say to every city that we work
13 with -- and just to be really clear, the
14 Philadelphia team has done this on its
15 own, not because we have been provoking
16 them. But if we're invited into a new
17 city, this is what we do. We work with
18 cities to loft this work. We say to
19 them, We can pretty much guarantee that
20 we can help you get up and running and
21 that it will produce results for you. We
22 can't keep it going for you. You have to
23 do that. And under the very best of
24 circumstances when you have this sort of
25 partnership that we've been talking

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2 about, you've got the interagency stuff,
3 you've got the outreach and support,
4 you've got the community moral voice,
5 it's working on the ground, there is
6 going to come a moment when something
7 goes wrong and the people running that
8 can't fix it. It's happened over and
9 over and over and over again. So agency
10 head A leaves and is replaced by agency
11 head B, and agency head B looks around
12 and says, This isn't mine, I'm going to
13 do something new, this thing is going to
14 stop. You can persuade all you want, and
15 when that doesn't work, you need to go to
16 some place that has the heft to say this
17 is not optional. This is what we're
18 doing, and we need you to play your part,
19 and then all the other obvious stuff like
20 personnel transitions and managing those
21 and resources.

22 So what we say to people is,
23 You need some sort of governance and
24 support structure above the strategy to
25 manage those absolutely predictable

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2 issues. And so, yes.

3 COUNCILMAN O'BRIEN: Thank you,
4 Mr. Chairman.

5 COUNCILMAN JONES: Thank you,
6 Councilman. Those are outstanding
7 questions.

8 I see Councilman Johnson's
9 light is lit.

10 COUNCILMAN JOHNSON: Thank you,
11 Mr. Chair.

12 I want to also thank my
13 colleague, former Speaker of the House,
14 Mr. Denny O'Brien, for bringing forth
15 this resolution and also being passionate
16 regarding the issue of public safety and
17 how we can look at different strategies
18 to address the issue of youth gun
19 violence. And I just really wanted to do
20 a statement and I wanted to ask a
21 question regarding the strategy and the
22 issue of social services.

23 Myself and members of the
24 Philadelphia Police Department as well as
25 the DA's Office and the Mayor's Office

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2 had a chance to come up to John Jay
3 College and listen to the presentation
4 and really look at the level of buy-in
5 that the City of Philadelphia should do
6 as it relates to piloting this program,
7 this initiative in South Philadelphia.

8 I think what made the decision
9 a little easy early on in the process was
10 based upon some work that Commissioner
11 Bethel when he was a captain actually
12 started on. We have a juvenile
13 enforcement team program that was
14 implemented in the 17th Police District,
15 and I think one of the debates we had
16 when we were up in New York was, are we
17 going to focus on juveniles or are we
18 going to focus on adults, and part of the
19 decision and putting the program in the
20 17th is because a lot of the intel that
21 was developed started with the JET
22 Program specifically targeting those
23 juveniles who are carrying handguns, as
24 the gang that's referenced in here is
25 M16. So very familiar with that

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2 particular gang and the role they played
3 in South Philadelphia.

4 But, one, I want to acknowledge
5 the collaboration between the DA's
6 Office, Philadelphia Police Department,
7 and the individuals who came on board
8 specifically doing the social service
9 work, as well as the Mayor's Office,
10 first and foremost, for actually saying,
11 I'll put up some seed money to see how
12 this project can move forward, and
13 District Attorney Seth Williams.

14 But I wanted to touch on the
15 social service component. I'm an
16 advocate for this initiative, primarily
17 because it focuses on you can't shoot,
18 period. Like if you shoot, you're going
19 to jail. And I'm an advocate from a law
20 enforcement standpoint. I know the whole
21 woe is me, mom on crack, you know, I
22 don't have a GED. I understand that
23 part, but right is right, wrong is wrong,
24 because if my grandmother get murdered,
25 it doesn't matter that you didn't grow up

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2 in a good environment. So I'm definitely
3 coming from the perspective of the
4 message says that you can't shoot at all,
5 period.

6 But just chime in on the social
7 service component, because we had intel
8 already about the gangs that are already
9 shooting at individuals prior to this
10 program starting. So it made it a little
11 bit easier. Those relationships were
12 already built between the law enforcement
13 office with the Philadelphia Police
14 Department and the District Attorney's
15 Office. So they already kind of knew who
16 the players were. It was just actually
17 working together. They were already
18 working together, but it's really under
19 Focused Deterrence kind of strategically
20 going after those individuals with the
21 social service component.

22 How in the future -- and you
23 just mentioned some cities invest in the
24 social service component, some cities
25 don't. I'm an advocate for the social

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2 service component because at the end of
3 the day, people are going to make the
4 decision to hustle rather they have a job
5 or not, right? If you're not involved in
6 something positive, you're going to look
7 at that street gang as your second home,
8 that's your support system, and you'll
9 take those risky risks of getting
10 involved in youth gun violence, because
11 you're not looking at that other
12 component that says, I can make a
13 positive choice, get my GED, to not get
14 involved in something that's negative.
15 That was like a real big debate we had
16 going back and forth, and I still think
17 there's some debate about how you keep a
18 program effective like this and you're
19 not just locking people up, because if
20 you lock me up and you tell me don't get
21 involved in the life of crime, which you
22 shouldn't -- hear me out -- which you
23 shouldn't, where is that other option
24 that says, Okay, I don't want to get
25 involved in hanging out with M16 or 27th

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2 Street Gang or the guys from Tasker and I
3 want to get involved in something that's
4 positive? Just elaborate on that
5 component.

6 PROFESSOR KENNEDY: Yeah. So
7 let me, if I may, draw a really bright
8 shining line under everything you just
9 said. And this is in some ways also
10 stuff that over time we've become, I
11 think, much clearer about than we were at
12 the beginning. And the social service
13 team out of South Philly has actually
14 been part of helping us work on this
15 recently. We've had them up to John Jay
16 a couple of times as part of a very
17 intense process. We're trying to push in
18 this area right now, and they've been
19 really helpful.

20 Let me underscore both parts of
21 what you just said. So we counsel our
22 partners to understand what you just
23 said, which is to be able to say to these
24 core guys, You're right, you have been
25 discriminated against, you have been

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2 failed, you have been neglected, your
3 father abandoned you, your mother didn't
4 take good care of you, the police have
5 abused your community, the power
6 structure has neglected your community.
7 You're absolutely right, and we don't
8 care, because as true as all of that is,
9 it does not let you shoot somebody, and
10 that is the end of that conversation.
11 Right? We've all gotten very muddled
12 about this, and getting back to basics
13 turns out to be really important.

14 So that's part one. And part
15 two is all the rest of that is right.
16 You have been neglected and abused and we
17 want to help you.

18 The big moment or the big
19 movement on this -- and this is very
20 exciting stuff for us, because we're used
21 to social services not working. We're
22 used to working night and day to set up
23 the job training programs and funnel
24 these guys into them, and they never make
25 it. They crash. They burn. They're

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2 more miserable than when they started.
3 The money is wasted. The service
4 providers get even more depressed. It
5 doesn't work at least at the beginning.
6 And we have finally figured out that --
7 and this is with their help and a bunch
8 of other front-line people who do this
9 every day -- before they're ready for
10 programs, they need a place to let go of
11 their PTSD. They need help getting a
12 driver's license and a mailing address.
13 They need somebody to talk to when social
14 services is about to take their kids.
15 They can't register their cars because
16 they can't get the tickets off their
17 license so that they can get insurance,
18 and on and on and on. They need a safe
19 haven. They need a new community that
20 will compete with the gang community.

21 One of my outreach worker's
22 friends says the street code is hollow
23 and will get you killed, but if you
24 really think your boys will take a bullet
25 for you, then sitting with somebody who

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2 says I'm going to do an intake assessment
3 and give you some referrals doesn't
4 compete with that.

5 So we're getting better at all
6 that, and we're working on this
7 nationally right now. The thing that I
8 think we finally see is what needs to be
9 put in place to bridge the moment between
10 running and gunning and going into a GED
11 program. And you want all of that, but
12 if the middle is not there, the programs
13 as such don't work, and that's active --
14 that's an active focus for us.

15 COUNCILMAN JOHNSON: And that's
16 an interesting concept, because a lot of
17 times folks, they come to our office and
18 say, I want to get a job immediately, but
19 in the meanwhile, you don't have your
20 birth certificate, you don't have your
21 driver's license, those basic things will
22 make you qualify for employment. And so
23 you're saying the focus is -- the focus
24 would be on those basic somewhat life
25 skill issues, some things that confront

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2 you on a day-to-day basis that sometimes
3 if you don't have the right cognitive
4 skills on how to respond, you'll get
5 frustrated and just give up.

6 PROFESSOR KENNEDY: Yeah. I
7 mean, it's not exact, but some of the
8 things we're seeing work the best
9 nationally basically feel like AA for
10 thugs.

11 COUNCILMAN JOHNSON: That's
12 cool. Thugs need love too.

13 PROFESSOR KENNEDY: Yeah, they
14 do. And they need people just like them
15 who can help them along and they need
16 somebody to call at 2 o'clock in the
17 morning when they know they're about to
18 go do something stupid. And the stuff
19 we're seeing work the best is some new
20 community like that with all kinds of --
21 I mean, it doesn't cost that much to have
22 a slush fund so that somebody is going
23 to -- they know they're going to get shot
24 that night. You can buy them a room in
25 the Best Western so they're not out on

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2 the street that night, but most cities
3 don't have any way to provide that. And
4 if you put that in place and then you
5 link the -- people get stabilized, they
6 calm down, they've got some new friends,
7 then it's time to think about going back
8 to school.

9 COUNCILMAN JOHNSON:
10 Mr. Chairman, may I just oblige one last
11 question, sir?

12 COUNCILMAN JONES: Yeah, as
13 long as you're willing to stay --

14 COUNCILMAN JOHNSON: And I want
15 to be --

16 COUNCILMAN JONES: No problem.

17 COUNCILMAN JOHNSON: Just from
18 another aspect and then I'll wrap up on
19 this last question. Just give me your
20 perspective also on the crisis
21 intervention component. Because I know
22 CeaseFire has a component where -- I know
23 retaliation probably plays a major role
24 in most of the homicides that I see, most
25 of the homicides I usually have to

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2 address, and I just did one about maybe
3 two, three weeks ago, a half a mile apart
4 from one another, less than ten minutes
5 from one another, and the actual
6 intervention time in terms of there being
7 a strategic conversation or engagement
8 with one person being shot, which could
9 have prevented the actual second
10 shooting, where does that fit in this
11 particular approach, or keep them
12 separate?

13 PROFESSOR KENNEDY: No, no, no.
14 This is a really big deal. It's really
15 important and it ought to be
16 appropriately connected to everything
17 else that's going on. So what I think
18 you call CeaseFire Chicago, CeaseFire,
19 what's now Cure Violence, has a lot going
20 for it and they make the huge mistake of
21 saying, We're going to go out there and
22 say we don't trust the police either,
23 which in these neighborhoods is pushing
24 the schism in the wrong direction.

25 So the capacity is enormous.

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2 The guys who have been there and done
3 that have standing on the street like
4 nobody else. They can go places and do
5 things that nobody else can do. They can
6 intervene in realtime. It's a huge,
7 huge, huge capacity. And what you want
8 is those guys out there saying, I care
9 about you, I want to keep you alive and
10 out of prison, I will do anything I can
11 for you, and I'm working with the police
12 in an appropriate way. I will not give
13 you up, I will not snitch on you, but
14 they've got a role here too and if I say
15 to you you can trust him, you can trust
16 him.

17 You don't want somebody out
18 there saying, The cops hate you, I hate
19 them, I'm on your side, we'll take care
20 of it, because that pushes you back into
21 the vendetta and stop snitching stuff,
22 and you don't want to go there.

23 COUNCILMAN JOHNSON: Thank you.

24 COUNCILMAN JONES: Councilman
25 Squilla for the record is here and has a

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2 question.

3 COUNCILMAN SQUILLA: Thank you,
4 Chair.

5 Mr. Kennedy, this is
6 fascinating to me and I appreciate it
7 because it's in my district, represent
8 South Philly. It's really helped
9 tremendously.

10 When the program first started,
11 I do understand that the South Philly
12 detectives in the districts had a lot of
13 information when they got into this, so
14 it really helped the program be able to
15 move a lot faster. But the resources
16 necessary -- and obviously as a city when
17 we see this Administration likes numbers,
18 like to see results. So when we see
19 results like that, we want to continue
20 them, and obviously we would want to
21 influence this by hopefully putting more
22 resources into a program to grow it to
23 make it citywide eventually at some
24 point.

25 What is the downside of not

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2 being able to give the proper resources
3 to something like this, and do you
4 believe that if the resources do not
5 continue or increase, it would hurt the
6 program?

7 PROFESSOR KENNEDY: So you, of
8 course, need the resources to do it. And
9 I'm not going to speak to resource issues
10 here. I'm not qualified to do that.
11 There are people here who are. So let me
12 give you a non-Philadelphia general
13 answer, which is that there are a couple
14 of ways of doing this and one is to look
15 for new money to do the work. So DOJ has
16 been supporting this kind of thing for a
17 long time and cities from across the
18 country apply for the BJA and OJJDP
19 grants, and some of them get them. They
20 frequently set themselves up for trouble
21 down the way because they support the
22 work with grant funds and new hires and
23 overtime and things like that. Those
24 grants always go away and then they're in
25 a crunch. There aren't that many of

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2 those grants, and so most cities look at
3 the work on the ground and figure out how
4 to get it done within existing resources.
5 And what that means in practice is making
6 a command decision that the kind of work
7 necessary -- I'm just talking about law
8 enforcement here -- to keep the law
9 enforcement promises, which are after
10 each one of these call-ins if you're the
11 first group that puts a body on the
12 ground, your group is going to get
13 attention, to find ways within existing
14 resources to keep that promise. And just
15 to say it again, part of what's been so
16 encouraging about what we've seen in
17 South Philadelphia is that it has turned
18 out to be possible not only in an
19 effective way but in a more effective way
20 than normal to keep that promise through
21 tremendously focused and creative street
22 action. And I've looked at this really
23 carefully, and it's both things. There
24 is a decision made, Okay, this group is
25 our target. The data are there, as you

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2 say, to look at those numbers. There's a
3 portfolio of actions to go through and
4 see, Okay, can we reach this guy in any
5 of the following 11 ways. There's the
6 interagency partnership. So this can't
7 fall just on the police. The police try
8 to do it themselves. They may be able to
9 pull it off, but you really want
10 Probation and Parole and the utilities
11 and the DA and the U.S. Attorney and ATF
12 and DEA.

13 If you turn this on its head,
14 we ought to be -- I spent a lot of time
15 thinking. We ought to be a little bit
16 ashamed of ourselves, because if we're
17 saying that every 90 days in our most
18 active neighborhoods the combined forces
19 of the police, the District Attorney, the
20 U.S. Attorney, sheriffs, the Attorney
21 General, IRS, the utility company, the
22 cable company, the animal control people,
23 DEA, ATF, FBI, IRS, ICE, all those people
24 can't make an example out of one group of
25 20 guys because we don't have the

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2 resources? Excuse me.

3 COUNCILMAN SQUILLA: Thank you.

4 If we find a way obviously is the best
5 message of all to send, we need to find a
6 way to keep this going and we need to see
7 that not only the short-term results that
8 we've had in South Philly, but believe
9 that this can continue to improve
10 throughout the City of Philadelphia. We
11 need, I think, as Council, as elected
12 officials, to make sure that we continue
13 this and monitor it and use the
14 collaborative efforts that we've had used
15 so far and keep it going, because this is
16 an example. When you really see actions
17 and people working as a team -- and an
18 acronym I used before, TEAM, Together
19 Everyone Accomplishes More, is so true in
20 this case because of the collaborative
21 effort from everybody, and that's what
22 really makes the difference here. And I
23 really appreciate your time and your
24 testimony here today. I think it really
25 has improved our city, and I'm looking

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2 forward to continuing that more in the
3 future, so thank you.

4 PROFESSOR KENNEDY: Thanks.

5 COUNCILMAN JONES: Thank you,
6 Councilman.

7 Mr. Kennedy, can you stay? We
8 have a very aggressive list.

9 PROFESSOR KENNEDY: Oh, I'm
10 here.

11 COUNCILMAN JONES: Would you
12 please stay, and we may call you back up,
13 but I want to, for purposes of getting
14 this stuff on the record, to be able to
15 get the other witnesses to testify.

16 PROFESSOR KENNEDY: Thank you
17 very much.

18 COUNCILMAN JONES: Because we
19 could have simply just dealt with you all
20 day. The richness of information that
21 we're getting is very useful to us, and I
22 want to thank you.

23 PROFESSOR KENNEDY: Thank you,
24 and I'll absolutely stay here.

25 COUNCILMAN JONES: All right.

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2 Will the Clerk please read the
3 next panel to testify.

4 THE CLERK: Yes. Thank you,
5 Mr. Chairman. The next panel will be
6 Senator Anthony Hardy Williams as well as
7 from Panel 4, Mr. Michael Resnick, Deputy
8 Mayor for Public Safety. So,
9 Mr. Resnick, can you also come up to the
10 witness table.

11 (Witnesses approached witness
12 table.)

13 COUNCILMAN JONES: Thank you so
14 much, Senator, for taking the time to
15 come down today on this worthwhile issue,
16 and we appreciate the partnership with
17 the state, because we do remember that
18 most of the criminal codes that we deal
19 with are state related, and so we can't
20 do this without good partners at the
21 state level and look forward to your
22 testimony.

23 SENATOR WILLIAMS:
24 Mr. Chairman, I thank you for the
25 opportunity to speak briefly. I know

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2 you're managing a pretty aggressive
3 schedule and are the Councilmembers,
4 which I all know and respect your work in
5 this particular area.

6 There are a couple of reasons
7 why I'm here. One, to lend my support,
8 learn more, and add a perspective, a
9 historical perspective. So to that
10 matter at hand.

11 First on the issue of
12 resources, which I learned over, I guess,
13 the last four months when I sort of
14 focused upon this issue of the deterrence
15 program. I discovered that the state
16 actually provides a significant portion
17 of the funding. About seven years ago, I
18 provided a grant for what we described as
19 the Anti-Gun Task Force. It was a small
20 grant of about \$800,000, legislative
21 initiative grants which were available at
22 that point in time. We created one in
23 Philadelphia. It was a huge success, and
24 then Senator Fumo, who was then Chairman
25 of Appropriations, got involved and took

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2 it to about \$3 to \$5 million over a
3 period of time. As a result of that,
4 there were a number of guns which were
5 taken off the street.

6 Over the years, the design of
7 the program evolved and changed, and one
8 of the areas it evolved and changed into
9 were supporting activities which reduced
10 violence and apparently, which I found
11 out, was this particular program, the
12 Focused Deterrence program. So if
13 Council is to speak -- the Mayor sends, I
14 guess, a letter of priorities to the
15 Governor every year. It would be
16 wonderful if City Council sent a letter
17 to the legislative body. Just like chief
18 executives speak to bodies, legislative
19 bodies should be speaking to one another.
20 Two areas. Two areas only. Education
21 and this program.

22 This program has, I guess --
23 the Anti-Gun Violence Task Force went
24 down to about 2.5. We pushed it up a
25 little bit to \$3 million. We should

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2 restore it to \$5 million. Take that
3 responsibility from the Commonwealth -- I
4 mean from the local government and
5 transfer where you can sustain it over a
6 few years. Two million dollars to the
7 City is very significant. Two million
8 dollars in a \$26 billion state budget,
9 frankly, is a pilot program that will
10 reap significant rewards.

11 The second part, just so people
12 will be reminded of this -- and I think
13 Councilman Jones may remember this. I'm
14 not sure if Councilman Squilla does. I'm
15 sure Denny does. In the '70s,
16 Philadelphia was the murder capital of
17 the nation relative to guns. There was a
18 program -- and it speaks to what
19 Councilman O'Brien was talking about,
20 creating an office, I guess, of City
21 government. There was a program which
22 was created which was called Crisis
23 Intervention. Bennie Swans, Tommy Reid.
24 We go down the litany of folks. The
25 design of the program was exactly this:

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2 It was to intervene with other gang
3 members with other gang members before
4 they did violence.

5 We went from being the top --
6 and I see Mike Carpenter standing over
7 there. We went from being literally the
8 number one city in the nation with
9 homicides related to gang violence to
10 zero, to zero, in two years. We became
11 the role model for Los Angeles and,
12 ironically enough, Boston. Boston gets a
13 lot of ink -- and I heard my dear friend
14 from Boston -- gets a lot of ink for what
15 they did, but the truth is, the people
16 who designed it took it from
17 Philadelphia.

18 We didn't know how good we had
19 it. Gangs were removed, and consequently
20 the funding for Crisis Intervention
21 slowly eroded and the commitment towards
22 it slowly eroded into the fact that
23 people sort of forgot about it.

24 I would suggest this: If
25 you're considering doing something like

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2 that, creating a department, I would look
3 seriously at the design of that entity.
4 It was not a City agency. It was a
5 quasi-public/private entity. Therefore,
6 the cost savings to the City was
7 significant, to the county was
8 significant. How you controlled it, the
9 Charter regulations, there were a variety
10 of areas that they were able to operate
11 in that if you bring it under the
12 umbrella of City government you may be
13 constrained by. So I would suggest to
14 you you can certainly in five minutes get
15 a hold of one of the creators who is
16 still on this earth, Bennie Swans, and he
17 can provide some various stages of advice
18 about how to approach this.

19 And the last part really
20 relates to the learning. I am telling
21 you that I unfortunately had to attend a
22 rally of women who have been assaulted
23 for their purses in the last couple of
24 weeks and been murdered. We are talking
25 about one program, which is not a silver

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2 bullet, to unfortunately use a poor pun,
3 to eradicate this. The secret to any of
4 this, because crime and the nature of it
5 always changes, is that individual
6 interaction with a person who doesn't see
7 a future in our city, let alone our
8 society.

9 I specifically will go on
10 record to say that request, which I'm
11 making of City Council to support a
12 budgetary request, I will take full
13 responsibility for. I believe --

14 COUNCILMAN JONES: Will the
15 Clerk please underline that.

16 SENATOR WILLIAMS: I believe
17 that the Councilman knows a fellow or two
18 in Harrisburg. I'm sure Councilman
19 O'Brien knows a person or two, but I'm
20 telling you that of all the programs I've
21 seen of late, this one does work and has
22 major impact economically, socially,
23 civically, morally about the quality of
24 life in the City of Philadelphia.

25 So I did stop what I was doing

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2 today. I did make it a priority to come
3 by here and not extend my visit, but
4 frankly make sure that you understood you
5 do have a partner in the state. Members
6 of the delegation will be happy to
7 support this, and I think there's a way
8 to support it to increase it so it can be
9 citywide.

10 With that, I'll close my
11 comments.

12 COUNCILMAN JONES: I want to
13 thank you, Senator, for taking the time
14 on this important issue, and I got
15 nostalgic when you mentioned Bennie
16 Swans, but the irony is on a 7 o'clock
17 conference call this morning, I was with
18 his son who is taking on the social
19 aspect of anti-violence prevention at
20 Overbrook High School. So the more
21 things change, the more they stay the
22 same. And we are going to take you up on
23 that partnership to look at how to create
24 sustainable programs like this so that,
25 as Mr. Kennedy talked about, that once

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2 the urgency goes away, so does the
3 benefit of the reduction of violence. So
4 thank you.

5 SENATOR WILLIAMS: Thank you
6 very much.

7 COUNCILMAN SQUILLA: Thank you.

8 COUNCILMAN JONES: With that,
9 Mr. Resnick.

10 MR. RESNICK: Good afternoon,
11 Councilman and members of the Public
12 Safety Committee. My name is Michael
13 Resnick, Director of Public Safety for
14 the City of Philadelphia, and with me
15 this afternoon is First Deputy Police
16 Commissioner Richard Ross, Deputy
17 Commissioner of Patrol Operations Kevin
18 Bethel, Chief Wilson, Chief Patterson,
19 Regional Operation Command North and
20 South, and Inspector Washington, the
21 inspector of South Division, also Keri
22 Salerno and Ruben Jones from the Office
23 of Public Safety.

24 I'm going to offer a little
25 abridged version of the testimony because

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2 I don't need to explain what the Focused
3 Deterrence program is. I don't think I
4 could do a better job than Mr. Kennedy.

5 Because of certain identifiable
6 crime patterns that existed in areas of
7 South Philadelphia, the Philadelphia
8 Police Department and the District
9 Attorney's Office, in close collaboration
10 with other law enforcement agencies,
11 including the U.S. Attorney's Office for
12 our district, Probation and Parole, the
13 courts, undertook to bring Focused
14 Deterrence to certain areas of South
15 Philly where discrete criminal
16 organizations were plaguing these
17 communities with violence, shootings, and
18 homicides. Through research,
19 intelligence gathering, and old-fashioned
20 police work, individuals representing the
21 groups perpetrating the violence were
22 identified.

23 On April 17th, 2013, we
24 conducted the first call-in. There, law
25 enforcement and the community explained

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2 the purpose of the program and described
3 what would happen from a law enforcement
4 perspective if the violence did not stop.
5 Then community members addressed the
6 invited offenders and explained the toll
7 the violence was having on the community.
8 Lastly, case workers discussed the array
9 of social services available and how
10 these services could be obtained.

11 To date, we have conducted
12 three call-ins and have presented this
13 message to about 103 offenders. Since
14 the first call-in on April 17th, 2013,
15 there have been 28 individuals who have
16 contacted Ruben to avail themselves of
17 social services. This is 27 percent of
18 the 103 people who attended the three
19 call-ins. Professor Kennedy advised us
20 that typically we would see 10 percent of
21 those attending call-ins seeking social
22 services.

23 It should also be mentioned
24 that through Ruben's hard work and
25 efforts, our list of social service

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2 providers has grown from six to 31 since
3 the first call-in. Of these 28
4 individuals, 18 are considered active,
5 meaning they are in consistent contact
6 with Ruben and participating in
7 programming. Of the above-mentioned 18
8 clients, three were referred to drug and
9 alcohol treatment. Five participated in
10 the RISE community responsibility/job
11 readiness training class. Eleven have
12 gone to Goodwill for transitional work,
13 of which three received and accepted an
14 offer of permanent employment from
15 Goodwill. Eleven have been referred to
16 EDSI to gain assistance in search for
17 employment, permanent employment. Two
18 were referred to services to help achieve
19 GED. Five were receiving assistance to
20 become enrolled in higher education.
21 Unfortunately, three of the 28 are in
22 custody. However, Ruben remains in
23 contact with these individuals through
24 regular visits to the Philadelphia Prison
25 System.

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2 So let's talk outcomes. In
3 terms of outcomes, it's difficult to
4 assess the efficacy of this program at
5 this point since the data collection and
6 analysis are still being performed by
7 Dr. Caterina Roman from Temple
8 University's Department of Criminal
9 Justice. We will be happy to share
10 Dr. Roman's findings when they are
11 available. We do know, however, the
12 following information about South
13 Division:

14 There were 28 gang-related
15 non-fatal shooting victims in 2012 versus
16 17 in 2013, resulting in a 39.3 percent
17 reduction. And the comparison period we
18 used was just before the call-in, April
19 16th, 2012, to the end of the year,
20 December 31st, 2012, same period 2013.

21 There were 33 gang-related
22 homicides in 2012 versus 15 in 2013.
23 That's a 66 percent reduction, and,
24 again, the comparison period is the same,
25 from April 16th to the end of the year

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2 for both years.

3 While these numbers are
4 positive, I want to caution that we
5 cannot rely on this data alone to declare
6 Focused Deterrence a success. As I
7 mentioned, we are awaiting the complete
8 detailed analysis from Temple University,
9 but additionally citywide we have
10 experienced the following reductions in
11 violent crime:

12 Citywide we experienced a
13 reduction in non-fatal shootings of 11
14 percent from 1,279 in 2012 to 1,128 in
15 2013. This is the lowest number of
16 shootings since we started capturing this
17 number in 2001.

18 Citywide homicides were reduced
19 by 25.4 percent, from 331 in 2012 to 247
20 in 2013. This is a 50.6 percent drop in
21 homicides compared to the City's peak of
22 500 in 1990. In 2013, we registered the
23 lowest number of homicides since 1967.

24 Additionally, we have
25 experienced double-digit homicide

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2 reductions in four of our six police
3 divisions. Northwest Division had the
4 largest numerical drop with a reduction
5 of 32 homicides, 78 in 2012 versus 46 in
6 2013. Moreover, the following districts
7 have had outstanding years this year in
8 2013: The 39th saw a 59 percent
9 reduction in homicides from 27 to 11; the
10 16th saw a 54 percent reduction in
11 homicides from 13 to 6; the 35th, 41
12 percent reduction from 31 to 18; and the
13 15th saw a 41 percent reduction from 22
14 to 13.

15 While Focused Deterrence exists
16 in only one division in 2013, the City as
17 a whole saw fewer total violent crimes
18 committed than at any other time since
19 1985, fewer property crimes committed
20 than at any other time since 1971, and we
21 still use evidence-based strategies as
22 part of our citywide police
23 crime-fighting strategy.

24 Focused Deterrence, as we have
25 implemented it in South Philadelphia, has

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2 greatly increased our collaboration with
3 the District Attorney's Office. It has
4 allowed us to focus our scarce resources
5 on targeted individuals and groups. It
6 has enabled us to engage with the
7 community and to empower them to assist
8 in reducing violence in their
9 neighborhoods. It has also given us the
10 opportunity to directly engage offenders
11 in a real and meaningful way, to explain
12 what they can expect if they do not stop
13 the violence as well as offer them real
14 and meaningful assistance if they choose
15 another path. These are good and
16 beneficial outcomes.

17 Whether Focused Deterrence is a
18 successful violence reduction strategy is
19 yet to be seen. That is why we urge
20 caution surrounding any conversation to
21 legislate crime-fighting strategy by
22 calling for a citywide expansion of the
23 program and the appointment of a
24 director. But I will add this: The
25 Administration is committed to this

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2 program. We will be funding this program
3 or be seeking funding for this program in
4 the upcoming budget year. You heard from
5 Professor Kennedy and he said our
6 approach is now a best practice and a
7 national model, one more thing that the
8 Philadelphia PD does exceptionally well.

9 We will continue to fund
10 services. We will continue our
11 collaboration with the DA and our other
12 partners, and we will continue to stay
13 focused.

14 We're available for any
15 questions.

16 COUNCILMAN JONES: Are there
17 any other members of the panel to
18 testify?

19 DEPUTY COMMISSIONER ROSS: No.
20 No, sir.

21 COUNCILMAN JONES: Okay. I'm
22 going to start out with Councilman
23 Squilla.

24 COUNCILMAN SQUILLA: Thank you,
25 Mr. Chairman.

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2 Thank you, Mr. Resnick. I want
3 to commend you too for the initiative
4 last year to put money into the budget.
5 I know it was talked about and it was
6 done, I believe, halfway through to
7 really test the waters to see how this
8 would work. And, you know, we're excited
9 about it.

10 I understand and hear your
11 caution, but I'm glad to hear that there
12 is a, I guess, incentive to continue this
13 for this year in the budget. Is that
14 something that we believe will be
15 continued in the current districts that
16 the Focused Deterrence is working in now?

17 MS. RESNICK: That's what the
18 current budget asks, will be to continue
19 the work we have going in South Division.
20 Yes, Councilman.

21 COUNCILMAN SQUILLA: And that
22 monies will be, I guess, earmarked
23 specifically for that program?

24 MS. RESNICK: It will be
25 earmarked for the services that we have

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2 currently ongoing and perhaps an
3 expansion of those services that we have.
4 I mean, we have -- the numbers of people
5 who came in to seek the social services
6 are more than twice what Professor
7 Kennedy said we could expect. So I'm not
8 sure how many more call-ins we have
9 planned, but however more call-ins we
10 have planned, if we continue to see
11 numbers like that, we'll need to expand
12 the base that we can provide social
13 services for.

14 COUNCILMAN SQUILLA: Do we
15 believe any of the numbers affected by
16 Focused Deterrence actually carried over
17 into other districts? Do we believe they
18 talk to other members? I mean, we always
19 hear about crime that this small
20 percentage of the people commit the
21 majority of the crime. Do we believe by
22 any chance that because of some of the
23 programs that are going on, that they're
24 actually speaking to other people
25 committing crimes in different areas?

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2 MR. RESNICK: I'll let Deputy
3 Bethel answer that.

4 DEPUTY COMMISSIONER BETHEL: I
5 can't speak to whether they're alerting
6 other folks to other parts of the
7 neighborhood. One of the things I want
8 to highlight is, when we went into South
9 Philly -- and sometimes I think the
10 history gets changed just a little bit --
11 my history in Philly and understanding
12 the gang matrix in South Philly,
13 understanding how that was set up -- and
14 I heard you said when Mr. Kennedy was
15 speaking about how South Philly is set up
16 both geographically and its gang base.
17 It is a strategy that we have been
18 employing. Myself early in the days when
19 you heard Kenyatta -- Captain Johnson
20 when he had South Philly of targeting
21 these individuals, and we've seen those
22 kids grow up now. So the process about
23 going about attacking and targeting these
24 offenders down in South Philly, this
25 became an enhancement of what we were

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2 already doing both here and also across
3 the City. I mean, we are not a group of
4 folks who are just saying, Okay, we only
5 know the target in South Philly and no
6 targets anywhere else in the City.
7 Focused Deterrence is focusing on the
8 offenders. It's been a part of the
9 mainstay of our deployment and strategies
10 since we started up here and came under
11 the watch of Commissioner Ramsey.

12 As you know, Councilman, in
13 South Philly we used to have 120
14 homicides on a monthly basis. To have 51
15 down in Southwest Philadelphia is also a
16 big piece. I mean, we made some
17 significant strides using both that,
18 using evidence-based strategies as it
19 relates to the foot beats. I mean, I
20 know Dr. Radcliff is here. We had a 23
21 percent reduction when we started to
22 develop the process of having foot beats
23 in targeted neighborhoods, and that's why
24 we have those foot beats in six of our
25 targeted neighborhoods, one in the 19th

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2 that you oversee. And so we're using a
3 multitude, whether it be problem solving,
4 whether it be focusing on offenders,
5 whether it be the Focused Deterrence
6 program, whether it be the foot beats and
7 other types of SMART policing strategies
8 that we feel that are effective across
9 the City.

10 So when we move outside of
11 South Philly, we understand the dynamics
12 change significantly, and so we are
13 moving using a myriad of strategies and
14 deployment strategies to not just deal
15 with violence. And I understand this
16 strategy is about violence, and we accept
17 that, but we have individuals in
18 communities that are getting robbed on a
19 regular basis. We have burglaries that
20 are occurring on a regular basis. We
21 have theft from autos and a whole
22 multitude of offenses that are occurring
23 across the City. So to put all our
24 apples in one strategy is not the
25 strategy that we believe, and the charge

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2 I've received from Commissioner Ross as
3 regarding our patrol functions is the
4 appropriate strategy. If we believe the
5 strategy is effective across other
6 places, guarantee you we're going to be
7 doing that. But I think, again, to
8 piggyback with Director Resnick, to
9 attempt to legislate or try to make it --
10 it only dilutes that process when we do
11 that.

12 COUNCILMAN JONES: Councilman,
13 just vouching for them, there are
14 renditions of this that I would call
15 Focused Deterrence-like in other areas
16 and it's kind of a hybrid of the District
17 Attorney's efforts to do district-based
18 prosecutions -- I think that's the
19 term -- that has showed moderate success
20 in that realm.

21 So it's not as focused and as
22 intense in South Philadelphia, but I can
23 tell you a couple of hotspots that people
24 got a lot of attention, some of it very
25 unwanted, and it helps, because I think

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2 Mr. Kennedy said it best and I've heard
3 that phrase as well, they're not playing.
4 Air quotes, they're not playing.

5 And so whether it is a group of
6 law enforcement at the state, federal,
7 and city level sitting down and looking
8 at a group of bad actors and trying to
9 employ some of this in a way, it is
10 helping. So this is the test tube/petri
11 dish that we're working on, but we hope
12 to replicate it if it can be measured.
13 And I think one of the things -- you
14 know, it's only a six-month measurement
15 and it's important for us to have a total
16 body of work to look at this and say
17 before, results after, and be able to say
18 that because of these things, we can
19 attribute the drop in the shootings and,
20 therefore, the drop in crime overall.

21 So the jury is kind of still
22 out, but what Councilman O'Brien's
23 resolution is saying clearly to you, we
24 want more of this. We're glad about the
25 total drop in this, but you have not

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2 lived until you got a call saying, Oh, my

3 God, Councilman, they killed my son.

4 That's the worst day ever. I know you

5 deal with it all the time. I wasn't

6 trained to deal with this. So anything

7 that you can do, all that you do is

8 appreciated by us, and I think the spirit

9 of what Councilman Squilla is saying is

10 that we're willing to pay for it.

11 I'm sorry, Councilman.

12 COUNCILMAN SQUILLA: Thank you.

13 Did you want to finish?

14 DEPUTY COMMISSIONER BETHEL: I

15 was just going to talk about the

16 geographical prosecution. I mean,

17 obviously when the DA's Office worked the

18 City into a geographical lineup, that

19 relationship and that collaboration is

20 going on on a daily basis. They clearly

21 understand the targets. There are those

22 individuals that we're targeting. So I

23 think that has been a significant change

24 in collaboration and significant in how

25 we move through the City operating

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2 particularly as it relates to targeting
3 specific individuals in the City.

4 COUNCILMAN SQUILLA: Well, I do
5 think the message is getting out, and I
6 just feel when we see something sometimes
7 it works, it's hard to measure how it's
8 working and how it's progressing, but
9 when we see something maybe has results
10 and maybe there's alternative reasons why
11 these results are coming from a specific
12 program -- and by no means am I saying
13 just use one program and no other program
14 throughout the department for policing.
15 We know we have a multitude of problems
16 and we need multiple solutions in order
17 to at least engage them to try to fix
18 them. But when you see something
19 exciting and you start getting some
20 positive returns and I hear the street
21 term too when you walk up to some of the
22 guys and they're taking this pretty
23 seriously and they believe -- and I think
24 it's the collaboration that's doing it
25 more than anything, where they see the

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2 police are taking it very serious, but
3 then they're getting a call from the
4 Water Department, they're getting a call
5 from PGW, and, you know, my grandmother's
6 heat got turned off, the water got turned
7 off, that's something that I don't think
8 they ever felt before. And not that
9 that's the only reason why they're
10 slowing it down or maybe policing
11 themselves, but I think it's just another
12 avenue that we have as a city and as law
13 enforcement to go after the people that
14 aren't doing the right thing.

15 DEPUTY COMMISSIONER ROSS:

16 Deputy Commissioner Ross.

17 I think you just kind of said
18 it, Councilman, and we're trying to just
19 underscore the fact that there's a lot of
20 other great things going on. A lot of
21 men and women in this uniform, even folks
22 behind us in the DA's Office that are
23 doing some excellent work throughout the
24 City, and maybe it's our misfortune that
25 we didn't name some of our things that we

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2 did that we believe are equally
3 effective. And this is not casting
4 aspersions on Focused Deterrence, because
5 if it works, we're all for it, and I
6 think that speaks volumes by the fact
7 that the folks in ROC South under Chief
8 Inspector Patterson, Inspector Washington
9 and his folks did a fabulous job, so much
10 so that, as you heard several times, the
11 way they're doing it is being patterned
12 across the country.

13 So when we get behind
14 something, we are behind it. We just
15 want folks to somewhat acknowledge the
16 other things as well. I think that's the
17 bottom line.

18 COUNCILMAN JONES: Yes,
19 Commissioner.

20 COUNCILMAN SQUILLA: Thank you.

21 COUNCILMAN JONES: Okay.
22 Councilman.

23 COUNCILMAN O'BRIEN: First I
24 would just like to say no go deed goes
25 unpunished, and the reason for this

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2 hearing initially was to celebrate the
3 wonderful success, as David Kennedy said,
4 in what's going on in South Philly. I
5 am -- and I will ask this as a question
6 as a followup, but we are really
7 interested in the other strategies that
8 you're implementing. We know that the
9 violence and the homicide rate has gone
10 down in South Philly. It's gone down in
11 other areas of the City because of other
12 strategies that you're employing. So we
13 would like to know what those strategies
14 are.

15 But the essence here and I
16 guess in comparing what you're doing in
17 South Philly, which is extraordinary,
18 where you've identified multi-generation
19 individuals and hotspots and hot places,
20 the evidence that we're considering in
21 Focused Deterrence generally -- and I
22 know that we want to look at stats and we
23 want to make sure that this is working,
24 but I guess I've changed my whole outlook
25 in Harrisburg when I hired an

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2 epidemiologist to do my autism stuff, and
3 then when we did the crime package in
4 Harrisburg, we used him to analyze all
5 that, so that we strip a problem of its
6 bias and we know that A is related to B.

7 But we have available to us
8 studies from all over the country through
9 Mr. Kennedy and others, in Chicago and
10 other venues that this has been tested,
11 and it points to -- your success in South
12 Philly was related to these individuals,
13 these multi-generational offenders, the
14 wonderful intelligence you had, Mr. Vaga,
15 in identifying the 800 people that were
16 on a list and it grew out of the GunStat
17 program, and then we're going to hear
18 from Caroline Keating McGlynn and Kim
19 Salerno from the Managing Director's
20 Office who coordinate all the social
21 services, and certainly not the least of
22 which was Anthony Washington who created
23 the task force to handle the day-to-day
24 enforcement.

25 But I guess what we're focusing

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2 on in the other areas that this has been
3 done, the analysis is on all the crimes,
4 not specifically related to identifiable
5 groups. You take that history and then
6 you drill down, as you did in South
7 Philly, into all of that information.
8 And I think it's important to identify
9 that this is not a program, and my fear
10 is as we go forward and we identify
11 funding, that people will say this is yet
12 another program. This is a strategy, as
13 Mr. Kennedy says, that can be implemented
14 in different ways throughout the City and
15 in different cities throughout the
16 country.

17 So, again, I have two
18 questions. One, please tell us all the
19 other strategies that you're using, and
20 use this as an opportunity, because often
21 all we hear is the person who snatched
22 the purse and then shot the person and we
23 hear about the violence. Please tell us,
24 because I know the innovation, I know the
25 hard work and the lack of resources that

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2 you're victim to.

3 But the -- and I guess the
4 second issue is that we identify -- or if
5 you can comment, in Chicago they used a,
6 if I can find it somewhere here, they
7 used a --

8 DEPUTY COMMISSIONER BETHEL:

9 You're talking about the strategy, the
10 custom notification?

11 COUNCILMAN O'BRIEN: Yes. They
12 used an executive director, and I think
13 in Cincinnati they did something similar
14 to that, and they may have had a
15 governing board. I guess too often --
16 and what I'm afraid of here is the
17 wonderful success you have in South
18 Philly can be personality driven. It can
19 be driven because you guys own this and
20 you take responsibility for it and once
21 you know what it is, you're acting upon
22 it. My fear is going forward that that
23 is not sustainable, as we saw in the
24 Boston experiment.

25 So would you consider

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2 looking -- I'm calling for an Office of
3 Violence Reduction. I'm not here to say
4 that that is the definitive way to do it,
5 but what I'm looking for is
6 sustainability so this conversation goes
7 beyond this Administration. And I am
8 really here to fully recognize that this
9 is extraordinary what you're doing, but
10 what I'm looking to and I think what
11 Council is looking to is finding a way to
12 sustain this and replicate it other areas
13 of the City, and does that require an
14 option like they employed in Cincinnati
15 or Chicago?

16 DEPUTY COMMISSIONER ROSS: So I
17 think some of the questions regarding the
18 office is a little bit above my pay
19 grade, but with regard to some of your
20 other questions -- and, Councilman, I
21 don't know if you want to have an
22 offline --

23 COUNCILMAN O'BRIEN: If anybody
24 is in the DROP, you might want to...

25 DEPUTY COMMISSIONER ROSS:

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2 Right. Right.

3 I don't know if you want to
4 have some offline conversations about
5 some of the other strategies, because we
6 don't really want to take up the time,
7 because this is dedicated to that. And I
8 don't want you to get the impression that
9 we're anti-Focused Deterrence either.

10 COUNCILMAN O'BRIEN: No, no.
11 And, Commissioner, I don't want the
12 public to think that Focused Deterrence
13 is the only thing that works. And if we
14 have to have another hearing, I'll ask
15 the Chairman. Maybe we can come back and
16 identify some of the other strategies, if
17 that's appropriate.

18 COUNCILMAN JONES: You know we
19 love hearings, Councilman. That's not a
20 problem. Is that it?

21 Councilman Johnson.

22 MR. RESNICK: Well, just in
23 terms of sustainability, Councilman, the
24 way it's set up -- and I know Mr. McCann
25 from the District Attorney's Office is on

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2 the witness list and he'll come up in a
3 little bit, but the way this is set up,
4 it lives out of the District Attorney's
5 Office under Gun Violence Task Force with
6 Lauren Baraldi. There is a committee, I
7 guess, for lack of a better word, that's
8 made up of myself, Deputy Commissioner
9 Bethel, and Curtis Douglas from the
10 District Attorney's Office when there are
11 issues that need to -- there's
12 disagreement or there's issues that need
13 to be ironed out of protocol or policy.
14 So we'll convene, we'll listen to the
15 arguments, pro and con, we make a
16 decision, those are implemented.

17 So we're getting to the point
18 where we are sort of implementing some
19 structure that would sustain this
20 endeavor and keep this going beyond
21 Administrations. So we are ourselves
22 putting some sort of structure in place
23 to make sure that this continues.
24 Because for all of -- as I said, I urge
25 caution just because of the numbers and

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2 the good numbers we're seeing elsewhere
3 in the City, but, again, as Deputy Ross
4 just said, we like this program and there
5 are a lot of positives to this program
6 and we want to see it continue. That's
7 why internally we have set up a structure
8 that will hopefully allow this to
9 continue.

10 COUNCILMAN O'BRIEN: And I
11 guess I'll just rattle through some of my
12 observations and questions real quick,
13 because, again, I'd like to congratulate
14 you on the excellence of this program in
15 South Philly. But I guess the questions
16 that my colleagues have been imparting to
17 me involve, are there any other divisions
18 in the City doing group enforcement and
19 response to a shooting? Do we have the
20 groups mapped out in other areas of the
21 City like we have in South Philly? And
22 who is responsible for that mapping? Is
23 it centralized or is it done at the
24 division level? Who does it in South
25 Philly on Focused Deterrence? Are we

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2 coordinating law enforcement -- or
3 coordinating enforcement of welfare fraud
4 and utilities for groups and gangs in
5 other parts of the City as we are in
6 South Philly? And are the police in
7 other parts of the City involved in a
8 program that communicates directly with
9 identified gang members and offer them
10 priority access to social services? What
11 resources does the Police Department
12 commit to Focused Deterrence that were
13 not in South Philly before Focused
14 Deterrence? And what's the price tag for
15 those additional resources? And if you
16 were to do this somewhere else, where
17 would it be? And I know that's a leading
18 question. And what resources?

19 DEPUTY COMMISSIONER BETHEL:
20 That's a lot.

21 COUNCILMAN O'BRIEN: That's a
22 lot, but I want to group them all
23 together.

24 DEPUTY COMMISSIONER BETHEL: I
25 got you, and what I'll try to do is try

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2 to hit some of those. I don't know if I
3 can hit them all.

4 For the purpose of how we do
5 our targeting, the City is mapped. We
6 use our enhanced crime briefing, use a
7 GIS mapping to map every gang
8 organization in the City of Philadelphia.
9 Through that mapping process, we're able
10 to lay on top of the map every person,
11 every group and what geographical area
12 that they consume. Obviously South
13 Philly sticks out greater than any of
14 those individuals.

15 Within that group, we have a
16 series of targeted individuals that we
17 are looking at. Right now we have
18 presently -- we just added a new list of
19 about 270 targeted offenders that we're
20 looking within those grids. We have
21 about 39 hotspots, targeted spots, that
22 we identified both last year and continue
23 to identify this year. As a result of
24 those 39 targeted hotspots, we had a
25 reduction of 20 percent in violent crime

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2 in those areas. We had a 25 percent
3 reduction in shooting victims in that
4 area. We had a 25 percent reduction in
5 homicides in those areas.

6 So we use that strategy to
7 drive that. We use a process we call
8 SMART policing. SMART stands for
9 Strategic Mapping Analysis Response
10 Tactics. Everything we do is data
11 driven. We use that data to drive us
12 exactly where we're going based on time
13 of day and when these incidents are
14 occurring. So in addition to South
15 Philly, South Philly may shut down in
16 most cases about midnight. We don't get
17 too much after midnight. Much of our
18 crime happens on Friday, Saturday, and
19 Sunday nights, where we made some
20 significant inroads where we put most of
21 our resources into those Friday nights,
22 Saturday nights, and Sunday mornings
23 where the lion's share of our violence is
24 occurring. So we use a lot of our
25 resources and overlay our efforts into

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2 those pockets both after the club hours
3 and leading up to that time. So we use a
4 lot of that information.

5 We use our foot beats, as I
6 told you before, in those targeted areas,
7 all of those areas. We have six targeted
8 districts that represent over 50 percent
9 of our violent crime. And many of the
10 crime is not just affiliated with a
11 specific gang group. I mean, if you look
12 at some of the recent homicides we had,
13 many of them have had nothing to do with
14 gang activity. I mean, when you look at
15 those two ladies who got killed. I mean,
16 so we look at it at a broad spectrum.

17 So we use those foot beats in
18 those six targeted areas to lay down in
19 those hotspots that we identified.
20 Again, this goes back from an
21 evidence-based strategy that we used with
22 Dr. Radcliff and Temple. And then we
23 combine that again with our risk
24 offenders, targeting our offenders. We
25 work with the DA's Office. We work with

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2 First Judicial. We work with all the
3 entities, collaborating with the juvenile
4 enforcement teams. When we have
5 incidents where we have a spike in
6 violence, we can strategically go in
7 there, as we have always done, and
8 knowing who the players are, knowing what
9 locations they live at and going there
10 and strategically striking those
11 individuals. What we don't have
12 obviously is the support services that go
13 with that. And, again, that's a massive
14 undertaking.

15 The officers down in South
16 Philly, there's ten officers that I put
17 down in South Philly, took from other
18 districts and other areas to put them
19 down there to create a gang unit, along
20 with a lieutenant, and that's all they
21 do. Their responsibility is to do that.
22 That comes at a cost of at least a
23 million dollars or more of individuals
24 who are down there working in that pocket
25 to effect this program, again, borne out

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2 of the issues in South Philly.

3 So when you say about the
4 gangs, we have identified all of our gang
5 areas. We know where those gangs areas
6 are. And that's why I say when it
7 becomes a challenge of saying can we go
8 into a specific area and use this program
9 successfully. If that becomes the case,
10 if we, through the data improvement
11 through our investigation and what the
12 street intelligence tells us, as well as
13 the data that we can use this process,
14 then we will use that. But we also,
15 again, we talk to -- and my orders from
16 Commissioner Ross is not again just about
17 shootings. It's about the robberies.
18 It's about those other crimes, property
19 crimes, that affect individuals each and
20 every day in this city.

21 And so we believe we have a
22 very, very strong strategy. And then we
23 combine that with a community component.
24 When Commissioner Ramsey came into the
25 department, we introduced the PSAs.

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2 We're still moving in that direction. So
3 we have those community meetings. We
4 have our folks meeting down with folks
5 and talking to them.

6 I don't agree -- I've grown up
7 in the City. I've been here all my life,
8 for 50 years. We have a number of
9 officers that are in these communities,
10 as you know, working in these communities
11 on the ground and have the respect of
12 these communities. I don't believe we
13 have a city in which the folks around
14 here or these individuals out there have
15 disrespect for us. I mean, I've worked
16 in both of your areas, South Philly and
17 the 19th, and we've sat down and we've
18 had some tough times, but we do have
19 respect from people in this community.
20 So I don't believe we're a city that's
21 out of control or where we don't have
22 that kind of respect. We do have that
23 respect.

24 But we look at South Philly.
25 The program in South Philly is effective.

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2 But the programs -- I have men and women
3 who work under us and our charge, and the
4 chiefs are here today, who are working
5 just as equally as hard, who are working
6 in your communities and areas that you
7 represent, and are successfully making
8 inroads into those pockets because they
9 believe and they're committed to making
10 those inroads.

11 So we stand strong here with
12 our direction. We understand what our
13 guide is, but we use data to drive us
14 where we're going to go, because we know
15 that's the most effective way for us to
16 put our personnel out. And so that's
17 what we're doing. That's what we
18 continue to do as an organization. I
19 think we're being effective in that
20 regard. We had a hiccup the last couple
21 years, as you know, because of the crisis
22 and not having to be able to put the cops
23 out as we have in the past, but now that
24 we're back on board and able to pump out
25 some classes and put more people where we

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2 need them, we believe the hotspot focus
3 is effective. We believe directed
4 patrols are effective. We believe foot
5 beats are effective. We have 1,800
6 cameras now that are into our Realtime
7 Crime Center that we're watching and
8 monitoring on a regular basis where we
9 set up where a division now can look
10 through those cameras and looking at
11 those cameras. We just brought new
12 cameras on in South Philly at your
13 request, Councilman, to make sure we're
14 doing that, and we're using our divot to
15 enhance the information. We're using
16 social media to enhance our target of
17 these individuals.

18 So there's a myriad of things
19 that we are doing that we believe,
20 Councilman, across the City that are very
21 effective and are complementary of
22 everything they're doing. So South
23 Philly has done well, but I can put South
24 Philly and the size of South Philly into
25 some districts three or four times the

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2 size of South Philly. And so South
3 Philly has been very conducive to this
4 program, and we believe that there are
5 other spots.

6 I did, when Mr. Kennedy came to
7 meet with us, talk about the custom
8 notification. We think that is a way for
9 us to move into -- be more targeted,
10 because many of the individuals that he
11 discussed, some of them are not on
12 probation. Some are not on parole. So
13 they can't be called in. And so we
14 understand that, as you see the numbers
15 of people who are actually taking
16 services. Of the 103, I think they said
17 28. So you don't get an overwhelming
18 number of people who come to service,
19 which still leaves us with
20 responsibilities to go after these
21 individuals, target these individuals.
22 As they pull levers in South Philly, I'm
23 pulling levers in other parts of the
24 City, whether it be Penn Town and Richard
25 Allen, whether it be the Goonies in

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2 Northwest or any of these other gang
3 groups that we talk about or these loose
4 sets that we talk about. I believe
5 working under the direction of
6 Commissioner Ross and Commissioner Ramsey
7 we have a very, very effective strategy
8 across the City.

9 DEPUTY COMMISSIONER ROSS: I'm
10 sorry. Just very quickly, just to cap it
11 off. Obviously we're doing a lot of
12 things, as you heard, and in answer to
13 one of your questions, where will we go
14 next, I guess the short answer,
15 Councilman, is we don't because we are
16 data driven. So we got places we would
17 look at, and Mr. Kennedy is the expert,
18 and I got all the respect in the world
19 for him, so when he says it doesn't have
20 to be gang driven, I believe that.
21 However, for us, when you juxtapose that
22 to areas where they are not necessarily
23 riddled with gang violence like South
24 Philly, it makes it a little difficult
25 sometimes.

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2 So that being said, we're
3 looking at a lot of things.

4 COUNCILMAN JONES: I want you
5 to know that we didn't want to give you
6 the impression that nothing else is
7 working, but as a good craftsman with a
8 tool belt, he has different tools for
9 different jobs, and you use those tools
10 effectively because the stats don't lie.
11 So we get that. But one that we find
12 particularly intriguing -- and I want to
13 give a shout-out to my captain, Captain
14 Bologna in the 19th, who has made a
15 significant contribution, along with a
16 long line of good captains. This
17 particular program does two things really
18 well. One, it gives immediate, swift
19 response and also, on the other end of
20 this, there is an option for a life, as
21 Councilman Johnson talked about, giving
22 them an alternative. And those two
23 things deployed together I think make
24 this as unique as it is, and those two --
25 the right hand of fellowship or the left

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2 hand of punishment, both of which are
3 certain. And those two combinations we
4 want to kind of take off the tool belt
5 and put in other areas, because I know
6 you've shut down some stuff in my
7 district for sure and for certain, and
8 the citizens are there thankful, but
9 there's always a group that will take
10 their place if we don't show that as
11 example of both good behavior and what
12 the consequences of bad behavior are. We
13 want to bring those two compelling forces
14 together.

15 COUNCILMAN O'BRIEN: One of the
16 things that I've learned in my other
17 experience in dealing with individuals
18 with disabilities, et cetera, is that
19 when you create a model like you have in
20 South Philadelphia, one of the
21 temptations is to take some of those
22 people and move them to another part of
23 the City and use their expertise. My
24 feeling is that you have such a
25 successful model, that we have to drill

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2 down inside that model and look at what
3 was there and how you implemented this
4 strategy from that baseline. To me that
5 calls out for at least a year of
6 planning, and to me that identifies the
7 need for an Office of Violence Reduction
8 or some strategy like that from the top
9 down so that you can find another area of
10 the City that has those personalities,
11 that expertise, those people willing to
12 take ownership of this which invites you
13 to move this strategy to another area of
14 the City, so that that strategy may be
15 somewhat different or somewhat similar to
16 what happens in South Philly.

17 The other thing that I would
18 like to ask, and Mike Resnick alluded to
19 this, there are two individuals, and I
20 don't know if they're here, Ruben Jones
21 and Hassan Freeman. I think it would be
22 important -- I don't know if they are
23 here -- if they could possibly come up
24 and join you and just put some meat on
25 the bones, because the reality here is

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2 without that social service component,
3 without, let's say, Ruben Jones picking
4 up that phone and answering it, this
5 doesn't work. And I don't want a lot of
6 people -- the law enforcement piece where
7 you're coordinating and driving this down
8 is important, but I know there was one
9 mom that said, Can you tell my son that
10 he's on the list, because it's the only
11 way to save his life.

12 So I don't know, Mr. Chairman,
13 is it possible just to let them come up?

14 COUNCILMAN JONES: What I'd
15 like to do for structure is to go with
16 the panels and then at the end of it,
17 we'll bring them up. I just want to get
18 the people who came here to get on the
19 record before they actually go, and what
20 we can do -- and I agree with you,
21 Councilman, that that is an important --
22 I mean, more than important, vital aspect
23 of the program, and we don't want to miss
24 that. But what I'd like to do, if we
25 could, gentlemen, is to get the other

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2 people that came here to testify.

3 Who is on the list?

4 DEPUTY COMMISSIONER BETHEL: I

5 would say this, though: This program

6 works because it was built from the

7 bottom up. When they received those guys

8 in South Philly, they had no idea where

9 they were going and what direction they

10 were going. And the buy-in comes because

11 the folks on the ground understood what

12 their charge was and moved forward to

13 make that happen. And I've stayed away

14 from it. They have made it an effective

15 strategy. They built it. I know

16 Mr. Kennedy talks about their capturing

17 what they're doing. As I told the

18 inspector, what they're doing is totally

19 different. You don't have to -- it's not

20 somebody else's. It's theirs. They've

21 created a way of going about doing

22 something that has nothing to do with the

23 way it may have been done in the past.

24 It's new, it's fresh, and it's exciting

25 for them to do that.

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2 But when you tell somebody to
3 do something, when you sit somebody on
4 top of it and sit there and say, You will
5 do that, unless they have some kind of
6 lined authority or ability to do that,
7 they can't force buy-in. I mean, the way
8 this program works and the way it fails
9 is because people will step out of their
10 lanes and allow their egos and other
11 things to play into that process. And as
12 long as everybody stays -- the process is
13 everybody stays in their lane. Everybody
14 understands what their roles and
15 responsibilities and everybody drives
16 forward. What happens invariably when
17 you come in and say you will do this, I
18 don't know if you're going to be able to
19 take this up and say go into Southwest
20 and you will do this, you will do that,
21 and somebody being able to do that. I
22 think the way it's set up now, sir, the
23 way it's built from the ground up, I
24 believe that's the product -- when we did
25 stuff in South Philly, whether it was the

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2 curfews or whatever, those programs that
3 were successful are the ones that you get
4 buy-in from the officers on the ground
5 who eat it, live it, and taste it from
6 the time they start. But if you sit
7 there and say, Hey, you're going to do
8 this, my soldiers will do that. Whether
9 they're going to do it with the same
10 energy and zest that you get from South
11 Philly, I would doubt that -- or I'll say
12 they will, but not to the same vigor,
13 because they have not been able to make
14 it theirs.

15 And so I think the way it's
16 effectively done, the way it's been set
17 up now, allowing this to morph into what
18 it can be, then you can make those little
19 side pieces. But I think someone sitting
20 there being the orchestrator -- I work
21 for Commissioner Ramsey and Commissioner
22 Ross. That's where I take my orders
23 from, and we work to work services in the
24 community. So I don't know if someone
25 sitting in a position says, Hey, you will

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2 coordinate, you will do this, I don't
3 know if that's the most effective
4 strategy.

5 COUNCILMAN O'BRIEN:

6 Commissioner, that's not exactly what I
7 was saying. What I was saying in the
8 Office of Violence Reduction, you could
9 have someone that identifies those
10 processes and identify those strategies
11 so that others can beg on that expertise,
12 can identify those component parts that
13 are necessary so they could advance to
14 your leadership that we're ready, we're
15 assembling that information, we're
16 driving that data-driven policing
17 strategy, and this is what our area of
18 the City looks like.

19 So it's not -- I agree with
20 you. It's not someone -- this isn't
21 something that can be driven from the top
22 down, but I believe that if other areas
23 of the City were aware through an office
24 that this is how we collected data, this
25 is what we can focus on, and this is how

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2 we can compete to be the next strategy,
3 that will be helpful.

4 DEPUTY COMMISSIONER BETHEL:

5 We're going to take them all from
6 Councilman Kenyatta's. He's going to
7 lose his group.

8 COUNCILMAN JONES: We were just
9 talking about that.

10 One of the arguments,
11 Commissioner, that is accurate is that
12 all of us would want that to be in our
13 area, but the data should drive where it
14 should be, because right now if that were
15 the case, you could pack up and come on
16 up to the 19th, but that would not
17 necessarily be fair to the folk in other
18 areas that may statistically data driven
19 need it more. So hurry up and measure
20 it, and if it's working, then where it's
21 warranted we'd like to see it.

22 COUNCILMAN JOHNSON: Who are
23 the Goonies? I'm not from Northwest.
24 I'm from South Philly. I'm real
25 geographical.

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2 In all seriousness, I know that
3 my colleague, his passion as it relates
4 to the issue of public safety, so I
5 understand where he's coming from, and
6 respecting your particular profession as
7 law enforcement and understanding the
8 constraints that you're under, but at the
9 same time, just going about doing your
10 day-to-day duties to understand as well.
11 And I think ultimately the goal is to
12 reduce the issue of youth gun violence in
13 the City of Philadelphia and gun violence
14 just in general.

15 But I just want to reiterate
16 for me what's most effective more than
17 anything else is just watching the
18 collaboration between the District
19 Attorney's Office, the Philadelphia
20 Police Department, and members of the
21 community. What makes this process
22 special -- well, again, we've done this
23 before with the curfew center. Any time
24 you have a chance to have the community
25 involved and have the community have a

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2 level of input and say-so on how you
3 collaborate and pull the program
4 together, because you can't be effective
5 if you don't get information, and the
6 only way you get information is by that
7 relationship between the community and
8 the police and that, in turn, gives the
9 prosecutor's office like -- I know my
10 good friend Seth isn't around, but I want
11 to -- I have plans to be supportive of
12 Katie, correct?

13 MS. McGLYNN: Caroline.

14 COUNCILMAN JOHNSON: Caroline.
15 Because Caroline have no problem reading
16 the young guys in my neighborhood the
17 riot act from the District Attorney's
18 Office and really like setting the tone.
19 And I called her a couple of times,
20 because even in the midst of Focused
21 Deterrence going on, there was some
22 homicides that was taking place in my
23 neighborhood with juveniles, and I called
24 her. She was very responsive, but she
25 knew everything that actually happened.

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2 She knew who the players were. We talk,
3 you know, Councilman, don't worry about
4 it, we on top of it, we know who these
5 guys are, and we have a way how we want
6 to approach it.

7 So for me, keep it down South
8 Philly as long as you want. All this
9 other, you know -- I'll let them argue
10 and debate about it, but for the most
11 part, all of your work do not go
12 unnoticed. This is something that we're
13 grappling with as a city, and I think
14 we're on the right path of really taking
15 this city back to the right direction
16 that it needs to go. And tell Michael I
17 said thank him for actually stepping up
18 to the plate and doing the pilot.

19 COUNCILMAN JONES: Data driven.
20 All right.

21 Will the Clerk please read the
22 next panel to testify. And what we will
23 do is accommodate our Councilman and
24 author of the resolution to bring up in
25 the last panel the folks to come and talk

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2 about some of the added steps that have
3 been done to incorporate the community.

4 THE CLERK: Thank you,
5 Mr. Chairman. Panel 3 will be ADA
6 Caroline McGlynn, Chief of South
7 Division, and ADA Edward McCann, First
8 Assistant District Attorney from the
9 District Attorney's Office.

10 (Witnesses approached witness
11 table.)

12 COUNCILMAN JONES: I just want
13 to --

14 THE CLERK: And also we have
15 ADA Lauren Baraldi on the panel also.

16 COUNCILMAN JONES: I want to
17 thank you all for your testimony and ask
18 you to proceed.

19 MR. McCANN: Thank you,
20 Chairman. I'm going to depart from the
21 text. I think it would be better if we
22 just kind of had a conversation at this
23 point.

24 I really appreciate the fact
25 that you're having this hearing. I think

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2 it's an important hearing. I appreciate
3 the incredible cooperation we've gotten
4 from Councilman Johnson, Councilman
5 O'Brien, and Councilman Squilla in
6 particular on this particular program. I
7 think all three of them and their staffs
8 have been involved in this almost from
9 the ground floor, which is, I think,
10 unusual and great.

11 The word "collaboration" has
12 been used a lot, and I think that is an
13 excellent word. That's really what this
14 has been. My friend Brian Lynch, who was
15 here earlier, called this the Coalition
16 of the Willing at the beginning of this
17 program. I think that was a great name
18 for it, because we wouldn't be where we
19 are with this program without
20 collaboration. It's what the citizens of
21 the City deserve and what they should
22 expect, but in my 25 years as a
23 prosecutor, something that at times has
24 been all too rare. So that, I think, is
25 one of the most promising things about

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2 this program and, that is, such disparate
3 agencies.

4 Everyone talks about us and the
5 Police Department and, yes, there has
6 been an unbelievably higher level of
7 collaboration between us and them, but
8 there's so many other folks that are
9 involved in this. The First Judicial
10 District, the Adult and Juvenile
11 Probation Departments, the Gun Violence
12 Task Force, Comcast, PGW, PECO. So many
13 agencies have come to the table. We
14 didn't offer them any money. We really
15 offered them more work with the same
16 budgets, but everyone did it anyway.

17 These young women next to me
18 have hundreds of hours into this, maybe
19 thousands of hours into this since the
20 beginning in terms of the work that
21 they've done on this program since we
22 began. It was the germ of an idea and
23 then all the sudden here we are, having
24 had this program running in South
25 Philadelphia for ten months now, having

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2 had three call-ins and, in my view,
3 certainly having a significant community
4 impact.

5 I do think Councilman O'Brien
6 is right. You should talk to people like
7 Hassan Freeman and Ruben Jones. Those
8 guys are vital to this program. If we
9 didn't have them, this program wouldn't
10 be what it is. They have gotten the
11 message out. They've helped us get the
12 message out. They've helped us show that
13 when we made promises, that we weren't
14 lying. We followed through on the
15 promises and the commitments we've made.

16 It's funny, Hassan said to me
17 last week when he was in my office, who
18 would have ever thought I'd be in the
19 First Assistant District Attorney's
20 Office. But that's the kind of
21 collaboration that we've developed here,
22 and I think it's a great thing for the
23 community. We have people like Bill
24 Cobb, who has spoken at all three
25 call-ins, and Ms. Movita Johnson-Harrell,

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2 who is here as well, who has been the
3 voice of pain so that these young men
4 understand what the impact of what
5 they're doing is on their community. So
6 to me, that's the key.

7 You talked about what does it
8 take to make this sustainable. The most
9 important thing is you get to a point
10 where the community insists that you
11 remain and that it stays, and that's
12 where your role is so important. You can
13 make this continue. You can ask the
14 questions and continue to keep it in the
15 public eye and continue to ask people
16 like us who staff these programs and are
17 involved in implementing them, you can
18 make sure -- hold our feet to the fire
19 and hold us accountable and make sure we
20 keep doing these things. That's really
21 the way it happens. You don't get
22 anywhere unless the people buy in and the
23 people in the community buy in. They're
24 the ones that are going to make it
25 sustainable, because they're going to

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2 say, We insist that this type of
3 collaboration and this type of work is
4 what you should always have been doing
5 and what you should continue to do.

6 So if that's where we get to,
7 then you don't have to worry about it
8 being sustainable because everyone will
9 insist that it be sustainable.

10 The other thing I'd like to
11 talk about is expansion. The thing about
12 this program is, we're all in this
13 together. So we can't take a step unless
14 everyone agrees to take a step. That's
15 the important thing. So we're ready to
16 take the step, but everyone else has to
17 take the step as well. And I think the
18 important thing is, yes, it should be
19 data driven, but having been a prosecutor
20 for as long as I have been and seeing
21 things that haven't worked over the years
22 and I'm spending half of my 25 career in
23 the Homicide Unit as a line prosecutor
24 and as a chief of the Homicide Unit,
25 there's no question in my mind that this

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2 program can work in other areas of the
3 City. No doubt. I have no doubt.

4 Now, it's not as easy as
5 saying, Let's go somewhere else, because
6 as I said, Lauren and Caroline and others
7 have hundreds of hours in to the
8 preparation that got us to the call-ins
9 in South Philadelphia.

10 Councilman Johnson had referred
11 earlier to the fact that there was
12 already a robust intelligence-gathering
13 operation in South Philadelphia, and he's
14 absolutely right about that. It's not
15 the same in every area of the City,
16 although it has improved. So to even get
17 to a point where you're going to roll it
18 out in another area, you're talking about
19 several months.

20 That said, we want to do that
21 work. We're ready to do that work. We
22 just have to make sure everyone is ready
23 to take the same step at the same time.

24 COUNCILMAN JONES: Thank you.

25 MS. McGLYNN: I'm certainly

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2 available for questions. I just wanted
3 to say one or two things based on what Ed
4 McCann had said and some of the other
5 witnesses.

6 This strategy is what it is
7 obviously because of all the team work.
8 I call it team work, collaboration,
9 whatever word you might choose, but I
10 think one of the other really essential
11 components is that every single person
12 who has worked on it in the South Philly
13 sort of general area is completely
14 committed. I mean, 24/7 on call
15 committed, and you have to have a group
16 of people like that. And they exist in
17 other sections of the City. It's a
18 question of, just like Mr. McCann just
19 said, taking that step all together.

20 I'd also note that where a lot
21 of strategies have worked throughout the
22 City with the police, we would not
23 quarrel with. We absolutely agree. One
24 of the most interesting components of
25 this particular strategy is that you're

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2 not just enforcing something. You are
3 actually making a promise and a
4 commitment to the offenders, this is
5 what's about to happen. There's a
6 warning before you do it. So that you
7 give people the option to buy in or buy
8 out and that there are severe
9 consequences if they don't change their
10 ways. But as I always say, they're at
11 the top of every list, the bad and the
12 good. If they pull a trigger, they're at
13 the top of everybody's bad list. If they
14 don't or if they seek social services,
15 they're at the top of those lists too,
16 and I think that's what made it
17 particularly successful, is because
18 there's that warning, so that this
19 strategy is something that's almost done
20 in collaboration with the guys on the
21 street, the guys that typically would
22 pull the trigger. They know what to
23 expect and they can change.

24 I'm available for questions as
25 well.

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2 COUNCILMAN JONES: One of the
3 things that -- again, success is hard to
4 argue with. The numbers speak for
5 themselves. But to replicate that
6 success, we're delving in. The purpose
7 of this hearing is to try to figure out
8 what other essential components. We
9 realize one size does not fit every
10 neighborhood. West Philadelphia is very
11 different than South Philadelphia. We
12 get that part. But what we also know is
13 that there are certain key ingredients in
14 that that needs to be there before you
15 can replicate.

16 In government or in business --
17 the first McDonald's hamburger was made
18 and then they tried to replicate it
19 around the country. There is a system
20 that has to be put in to some degree to
21 replicate that.

22 Having said that, we want to
23 measure. And what I mean by that is,
24 that's why the period of this year is
25 critical for me, because even though

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2 general homicides have gone down
3 everywhere, but if there's a sharper
4 decrease in an area that would have
5 otherwise probably been higher up, we
6 want to know why that is, and we believe
7 it's you.

8 So as we start to measure these
9 things, I remember asking in an offline
10 conversation, Well, how much does this
11 cost? And the reason you ask how much it
12 costs, because as budget-makers as well
13 as lawmakers, we want to make sure you
14 have the resources to be successful
15 wherever you choose to do this if you
16 choose to expand. So us asking the
17 question of cost is not so much to say,
18 Oh, look what it costs to save a life,
19 because that's priceless, but what are
20 the resources needed to make it
21 successful and how much will those
22 resources cost.

23 So as we go forward, I know we
24 have a professor from what university
25 measuring some of this?

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2 MR. McCANN: Temple University.

3 COUNCILMAN JONES: We need a
4 cost accountant as well to try to figure
5 out how to model this into a budget that
6 can expand at least -- Councilman Johnson
7 is very happy where it is, but we would
8 also like to welcome it where it
9 statistically should be as well.

10 So please. That's just a
11 statement, not a question. I'll turn it
12 over first to Councilman Johnson.

13 COUNCILMAN JOHNSON: Thank you,
14 Mr. Chair.

15 Thank you, Mr. Speaker, for
16 letting me go first, yielding the floor.

17 Just a quick question. So I
18 know there was a reconfiguration of how
19 the District Attorney's Office assigns
20 different parts of the City to a certain
21 amount, a number of prosecutors. How has
22 that impacted your intelligence-gathering
23 under the new system? Because I would
24 think now because you have a certain
25 amount of individuals assigned to a

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2 certain area, certain amount of
3 prosecutors assigned to a certain area
4 and you're consistently working with that
5 neighborhood, those individuals, I'm
6 quite sure if you see the same repeat
7 offenders over a period of time, you have
8 more of a chance to develop a
9 relationship. How will that play a role
10 in terms of when you do expand, I would
11 think you have some foundation to work on
12 that's already been built.

13 MS. McGLYNN: Well, I think
14 certainly community-based prosecution,
15 which is Seth Williams' entire platform
16 as a DA, has been extremely influential
17 in all the strategies that have worked in
18 the City as far as prosecutors are
19 concerned. I have 11 DA's in my unit,
20 for example. They all know exactly who
21 the Focused Deterrence list members are.
22 They knew who they're responsible for
23 prosecuting. And that's the same in the
24 other bureaus.

25 We've done an internal GunStat

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2 program as well where we've highlighted
3 some of the worst offenders who are in
4 many cases in gangs as well around the
5 City. So that all of our prosecutors are
6 aware of who the worst offenders are in
7 their particular areas.

8 That has greatly, greatly
9 informed intelligence, both from the
10 police and to the police, because we get
11 a lot of information from witnesses or
12 from defendants who like to plead or
13 proffer, meaning give information on
14 their co-defendants. We get a lot of
15 information via intelligence as well.
16 Lauren Baraldi in the Gun Violence Task
17 Force is running a lot of our
18 intelligence-gathering at our office on
19 more of a grand scale, whereas the bureau
20 chiefs and the DA's who are at the front
21 lines in the courtrooms every day,
22 dealing with the police officers every
23 day, with the witnesses, get tons of
24 information as well.

25 So I think the groundwork, the

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2 foundation is absolutely there. It's
3 just a question of dedicating the man
4 hours slightly differently than it has
5 already been allocated. It is a very
6 time-intensive job, but all of our DA's
7 work very hard and work a lot of long
8 hours now, and it's just a question of
9 what they're working on with those hours.

10 COUNCILMAN JOHNSON: Thank you.

11 COUNCILMAN JONES: Councilman
12 O'Brien.

13 COUNCILMAN O'BRIEN: Thank you,
14 Mr. Chairman.

15 In another world when I was
16 advocating for autism and I would go door
17 to door to all my colleagues in the
18 Legislature, inadvertently they would
19 say, How many individuals are we looking
20 at? And after the second or third one,
21 we went out and we did something totally
22 out of the box. We created a census in
23 Pennsylvania that doesn't exist anywhere
24 on the planet, and we're now predicting
25 that by the year 2017, there's going to

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2 be 25,000 individuals on a waiting list.
3 That's a national trend that we're
4 driving right out of Pennsylvania.

5 The reason I bring that up is
6 that I met an epidemiologist who is the
7 number one epidemiologist in the country,
8 and I found him at University of
9 Pennsylvania/CHOP. When we did the
10 prison package in Harrisburg, he got
11 inside all those numbers and, like I said
12 before, he strips it of its bias, and
13 when he drills down into the numbers,
14 which is Focused Deterrence, you drill
15 down inside, you find the nub of the
16 issue, which is something you hadn't even
17 considered when you started the
18 conversation.

19 When I reflect on David
20 Kennedy -- and I will advertise, if it's
21 all right with him. He's going to speak
22 at LaSalle tonight and he's going to
23 speak on other stats that we weren't able
24 to get to here today. So I invite
25 everyone who is interested in his program

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2 to look at that.

3 My fear is paralysis by
4 analysis that -- and I have no knowledge
5 who at Temple is looking at this, but I
6 really don't think it's necessary. I
7 think if we look at the studies that have
8 been done all over the country and we
9 focus on those individuals that are
10 committing the violence and then whether
11 they're related to generational
12 structures in South Philly or some other
13 place, we can create a process that
14 invites other areas to participate. And,
15 again, I am very grateful for the
16 willingness of the DA's Office to drive
17 this issue forward.

18 So my fear is -- or my
19 statement is, I don't think we have to
20 wait for Temple to analyze this. I think
21 we have an ability to correlate that
22 information based on the analysis that's
23 been done all over the country and take
24 those best practices and apply them here.

25 I will ask, Ed, how did you

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2 learn about Focused Deterrence? And I
3 know of your longstanding experience as
4 chief of homicide and a great prosecutor,
5 and I'd just like to get your very brief
6 view on why you think this works, and I
7 know you alluded to that. Doing
8 legislation for 35 years in Harrisburg
9 and around the criminal justice
10 conversation, I am also sharing your
11 enthusiasm. I've not seen anything as
12 comprehensive as this.

13 MR. McCANN: A couple things.
14 First of all, the first time I ever heard
15 of the program was Councilman
16 Quinones-Sanchez actually sent me the
17 book out of the blue back in, I believe,
18 2012. And I read the book, and I was
19 struck that this should work here. These
20 are things that I had thought about some
21 of the issues and spoke to Brian Lynch
22 about it, and after that, we approached
23 the Police Department, and they were
24 willing to become involved in it. And
25 Commissioner Bethel suggested South

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2 Philadelphia, and then Caroline and
3 others took it from there.

4 So the reason why I thought it
5 could work is because having been a
6 homicide prosecutor for about 11 years,
7 seven years as the chief, every homicide,
8 I've touched it in some way over the
9 seven-year period. So you're talking
10 about literally thousands of deaths.
11 There's such a commonality to the
12 victims, unfortunately largely young
13 African American males, as David said
14 earlier, both the defendants and the
15 victims in the neighborhoods that they
16 were in. They were almost always
17 motivated by what I call often as
18 disrespect and not anything deeper than
19 that. Someone bumping into somebody
20 coming out of a store, over a girl,
21 something happened at school, nothing
22 that really makes any common sense, but
23 something that just repeated itself over
24 and over and over and over again.

25 So when I read the book, it was

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2 very evident to me that everything that
3 David Kennedy wrote about the motivations
4 for the homicides and what was causing
5 them, that was obvious to me that that
6 was accurate, and I think anybody that
7 has worked in law enforcement in the City
8 of Philadelphia for any length of time
9 will agree with that.

10 So then it was sort of a
11 roadmap to deal with it that I had never
12 read about until I got a chance to read
13 the book, and it just seemed to me that
14 this could work here. I believed that
15 from the first time I read the book.

16 COUNCILMAN O'BRIEN: Thank you.

17 Caroline Keating McGlynn, I'm
18 reminded when I read the last name that
19 one of my favorite all-time judges was a
20 federal judge by the name of McGlynn. I
21 don't know if there's any connection.

22 MS. McGLYNN: There is. My
23 husband is named after him. It's his
24 uncle.

25 COUNCILMAN O'BRIEN: Is that

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2 right? I'm telling you, one of my
3 favorite all-time guys.

4 MS. McGLYNN: Thank you. I'll
5 pass that along.

6 COUNCILMAN O'BRIEN: But I do
7 want to go back to the call-in, and I had
8 the pleasure of seeing you in action. I
9 didn't see the first call-in, but I did
10 see a subsequent one where you very
11 dramatically, as Kenyatta can testify
12 when he had a conversation with you, when
13 you informed all those in that call-in
14 and they had to listen to what happened
15 to those who didn't listen the first time
16 or the second time around, maybe you can
17 describe for our consumption the process
18 that you as a DA and from your viewpoint
19 the dramatic effect that has when you
20 have the call-in and how this strategy is
21 different, from your viewpoint.

22 MS. McGLYNN: Certainly I think
23 the message that is stated at the call-in
24 is of utmost importance, and it's highly
25 choreographed and scripted in advance,

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2 because everyone really has to be on the
3 same page. And between the law
4 enforcement side and the social services
5 side, the words that are spoken to the
6 offenders sitting in those chairs are
7 probably the most words or most important
8 words that could be said in terms of the
9 strategy.

10 I think explaining to offenders
11 what will happen if they don't sort of
12 change their ways and obey the new rules,
13 which is not pull a trigger, is certainly
14 David Kennedy's model, but it's been
15 really -- what's the word I'm looking
16 for -- fulfilling to see the changes in
17 some of those young men. Some of them
18 are here today. And to say that a
19 strategy is different is to say that some
20 of the individuals in the back row here
21 were at the call-ins as offenders, as
22 impact players and gang members, and
23 they're here because they sought out
24 social services, because they have been
25 working with Ruben and Hassan. That to

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2 me is the crux of what success is. I
3 mean, there's no other strategies that I
4 can think of where defendants, as we
5 would have called them before, would come
6 to City Council and listen to hearings
7 about an initiative or strategy that they
8 were sort of the focus of.

9 So that's one part of it. The
10 second part is I think really explaining
11 the two-pronged feeling of, You are at
12 the top of the list for social services
13 and you can totally be different people.
14 A lot of you are impact players because
15 you have great charisma, you have great
16 intelligence, you have great potential in
17 life that you're just using in the wrong
18 ways. And I think that, coupled with the
19 idea that here's what will happen if you
20 don't change your ways, that's very, very
21 successful. And I've had an opportunity
22 on a few occasions to have guys that are
23 witnesses or victims of shootings that
24 I've talked to since the call-ins, and
25 the message spread like wildfire. It

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2 really did. That idea of go back and
3 tell your friends really works. The
4 threats work, but also that there's a
5 second part of it. It's not just we're
6 coming at you because we know you're bad
7 and we know you're part of a gang. It's
8 we know that we can help too. There's
9 ways that we could help you.

10 I think that's really what's
11 made it sustainable in South Philadelphia
12 certainly and has made it successful.

13 COUNCILMAN O'BRIEN: I'm just
14 blown away as I'm looking in the back row
15 and I see those individuals sitting
16 there, and I congratulate you for taking
17 the off-ramp and changing your life.
18 And, again, that's why I can sit here and
19 say that in all the years that I've been
20 doing criminal justice stuff, I've never
21 seen anything as comprehensive as this.
22 And I thank you guys. I can't wait to
23 get to talk to you a little bit later.

24 But can you also, Caroline,
25 talk about how the core participation is

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2 making this work and also probation,
3 parole, indicting grand juries. And I
4 know the feds are tangentially involved.
5 I know this is 99 percent what you do,
6 but can you explain those other component
7 parts?

8 MS. McGLYNN: Sure. First of
9 all, we've referred dozen of cases to the
10 feds, and their process of investigation
11 is a little bit longer than ours, so they
12 have taken at least one case, and I know
13 they're reviewing others. I'm kind of
14 going backwards.

15 Probation and Parole have been
16 absolutely instrumental. One of the
17 biggest components of this strategy as
18 well as that swift enforcement, should
19 there be a need for enforcement, and
20 having the Probation and Parole
21 responsive in minutes, even in a minute's
22 notice to have probation detainers
23 lodged, to have home visits, drug
24 testing, things like that, they had to be
25 on board, and they've been incredible.

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2 Vince Varantino (ph), who is the head of
3 their High-Risk Probation Department, has
4 just been phenomenal.

5 The courts as well have
6 dedicated six judges, five CP judges and
7 one MC judge, the President Judge of MC.
8 So that all of these individuals who were
9 on supervision of some kind have been
10 transferred over to those judges, who are
11 aware of the philosophy, who understood
12 it and agree that it might really work.
13 And so they've been really monitoring
14 these individuals. That's really worked
15 because it works both ways. They've been
16 able to really commend the offenders who
17 have not pulled the trigger and have not
18 been part of groups that have pulled the
19 trigger, and they've also been there to
20 unfortunately have to also punish those
21 who have.

22 That group mentality, the
23 intelligence-gathering, it's very, very
24 important to creating the negative peer
25 pressure, so that if one person shoots,

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2 everybody is affected. All those other
3 members of the gang will be affected by
4 having to go before their back judge and
5 they've not done anything particularly
6 wrong in that moment, but one of their
7 colleagues or associates or gang members
8 has. That has been very, very powerful,
9 and it's really changed a lot of the guys
10 and has created that peer pressure to not
11 pull the trigger.

12 I think that's kind of the best
13 way to describe it. But the courts and
14 Probation and Parole have been really
15 fundamental.

16 MR. McCANN: If I just may add
17 to that, Councilman. The one thing that
18 we sort of didn't factor in before we
19 went up to John Jay, which is about a
20 year ago, was Juvenile Probation, and
21 that was something that Commissioner
22 Bethel suggested that they should be a
23 big part of this, and they have been and
24 they've been great. They already had the
25 JET team, but they've been very, very

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2 helpful to us in this from the beginning.
3 And then the courts, of course. I don't
4 know that there's any jurisdiction in the
5 country that's had the court buy-in the
6 way we have in terms of Juvenile
7 Probation, Adult Probation, and the
8 judges themselves. In fact, we had a
9 judge come to John Jay with us to look at
10 the program, Judge Lerner, and they've
11 been an instrumental part of this as
12 well. And I think that the fact that
13 there was going to be meaningful judicial
14 participation was something that the
15 police were really interested in and
16 wanted, because I think that Commissioner
17 Ramsey had the belief that the program
18 didn't work in DC as well as it could
19 have because there wasn't meaningful
20 court participation in it, and we were
21 able to get that done. And that, I
22 think, was a big reason why it's been a
23 successful program.

24 COUNCILMAN O'BRIEN: I believe
25 when I saw Judge Lerner explain that

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2 their world has changed, and he didn't
3 identify that there were five or six
4 judges that were now controlling their
5 future, but what a dramatic, what a
6 dramatic statement that was. And then,
7 Caroline, when you stood up there --
8 first of all, there were three people,
9 two or three people I think that didn't
10 show up, and I don't know if you can
11 speak to what happened to them, but I'd
12 be interested in a future date, because
13 they didn't show up and they were
14 supposed to. So I know their life
15 changed at that instant.

16 But I also, again, reflecting
17 back on using the experience from the
18 first call-in to the second and third and
19 you reciting how as some individuals got
20 40 years and there were 20 guys that
21 maybe got 20 years and there were some
22 people that were members of a group and
23 they were getting in excess of eight
24 years for first-time drug offenses, I
25 think that has a dramatic effect. But,

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2 again, I can't wait to get to these guys,
3 because when they pick up the phone, it
4 ties it all together, and those
5 individuals that picked up the phone and
6 decided to make a change in their life,
7 we should be celebrating that as well.

8 So thank you very much.

9 (Thank you.)

10 COUNCILMAN JONES: Thank you
11 all for your testimony. We appreciate
12 what you do. Really we do. And you
13 don't look as tough as I hear you are,
14 though. But I do hear you are.

15 MS. McGLYNN: You'll have to
16 see the video.

17 COUNCILMAN JONES: Will the
18 Clerk please read the final panel to come
19 and testify.

20 THE CLERK: Yes. Thank you,
21 Mr. Chairman. The final panel will be
22 Mr. Hassan Freeman from -- he's a Focused
23 Deterrence street worker and the District
24 Attorney's Office intern, as well as
25 Mrs. Movita Johnson, mother of a homicide

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2 victim and a community voice. If you two
3 could approach the witness table, please.

4 (Witnesses approached witness
5 table.)

6 COUNCILMAN JONES: We
7 appreciate your patience in working
8 through this, but this is important data
9 which will create an informed decision by
10 way of our budget. So it is crucial to
11 make it a part of the testimony here
12 today.

13 And I just want to say in
14 advance I've seen the callouts and some
15 of the passionate pleas both of love
16 and -- that poured out, and it was -- I
17 mean, it left me in tears, I'll just tell
18 you that from the beginning, and how
19 significant it is in touching young men
20 whose sometimes hearts are hardened by
21 the street life.

22 So with that, state your name
23 and please begin your testimony.

24 MR. FREEMAN: Good afternoon,
25 Chairman and Councilman O'Brien. My name

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2 is Hassan Freeman and I am the Moral
3 Voice of Redemption as well as
4 Community-Based Outreach Coordinator for
5 Focused Deterrence Philadelphia. More
6 importantly, I am a lifelong resident of
7 South Philadelphia, the community that's
8 actually been impacted by this strategy,
9 and I think that it's safe to say for me
10 Focused Deterrence is actually the best
11 thing since sliced bread in South
12 Philadelphia. My community has
13 definitely been impacted by it.

14 My responsibility in Focused
15 Deterrence is to first be a
16 representation of change, to provide
17 those that are a part of the call-in an
18 example of one who has made a positive
19 evolutionary change in his life, and this
20 is done by sharing my story of making a
21 past mistake but not allowing that
22 mistake to define who I am nor allow it
23 to limit my ability to become a very
24 productive member of society.

25 I share with them the fact that

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2 26 years ago as a 17-year-old I stood in
3 a similar courtroom, but rather than
4 being given the opportunity to take
5 advantage of social services, I was being
6 sentenced to 11 to 23 years for shooting
7 someone. I served 14 years for this
8 first offense, have been home 12 years,
9 have not recidivated, have gone on to do
10 very positive things since reentering
11 society, including teaching life skills
12 at ASD on State Road for prisoners
13 preparing to return to their communities.
14 I attend LaSalle University, so I'll be
15 seeing David there. I'm actually on
16 LaSalle's Advisory Board as well. I'm
17 also an intern for the District
18 Attorney's Office. So thank you.

19 My message to them in this
20 capacity is that they can make a positive
21 change before going to prison, if they
22 take advantage of the services that my
23 partner, Ruben, will make available to
24 them if they stop the shootings and seek
25 assistance.

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2 Additionally, as the
3 Community-Based Outreach Coordinator, I,
4 with Mr. Jones' guidance, assemble
5 outreach teams that enter those parts of
6 South Philly considered hotspots and
7 mediate conflicts between fighting
8 parties. In one such incident, for
9 example, after being informed that there
10 was a shooting on 18th and Snyder that
11 might involve clients of Focused
12 Deterrence and the fear of retaliation
13 existed, our team, led by Ruben and
14 myself, entered that hotspot, spoke with
15 the parties involved, and resolved the
16 conflict. It's safe to say that this
17 incident occurred in November of 2013 and
18 to date there has been no retaliation.
19 In fact, I believe between 10 to 12 of
20 them actually joined and came to Ruben
21 for services on that Monday. This
22 incident happened that Friday.

23 I live in this community. I
24 live on 22nd Street right around the
25 corner from Councilman Johnson. So I

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2 wish he was still here. And my community
3 has been impacted by it tremendously. My
4 children can go out now and they can
5 play. I see a lot of the guys from that
6 community who are part of Focused
7 Deterrence every day, and it's an honor
8 for me to hear when I ask them where are
9 you going, they say to work, right, from
10 a job that Ruben Jones has actually
11 gotten them. So this is a blessing for
12 me. I think that, however, though, we
13 can do so much more. Our resources are
14 limited. One of the things that we do
15 is, we feel like we got to change their
16 mindset. So I think that we could do so
17 much more.

18 Thank you.

19 COUNCILMAN JONES: No. Thank
20 you.

21 Why don't we put the whole
22 testimony on and then we'll open up for
23 questions and answers, because we have a
24 lot of them.

25 MS. JOHNSON-HARRELL: Good

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2 afternoon, Mr. Chair. Good afternoon,
3 Councilman O'Brien. I want to thank you
4 for inviting me to participate in this
5 hearing on Focused Deterrence. My name
6 is Movita Johnson-Harrell. I'm a mother,
7 I'm a grandmother, and I'm a social
8 worker. I've worked for almost two
9 decades advocating and caring for
10 disenfranchised and marginalized
11 populations here in the City of
12 Philadelphia.

13 I was born here in
14 Philadelphia. I was born and raised in
15 Southwest Philly and I moved my children
16 to -- I was born and raised in Southwest
17 and I moved to South Philly, until in
18 1995 my children -- I lived on the 1500
19 block of South 30th Street, and I walked
20 my children home from school from Alcorn
21 Elementary, and not even five minutes
22 after I got in the door, three young men
23 were murdered on Corlies Street. I
24 turned to my husband and I said, It's
25 time to go.

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2 We went back to Southwest
3 Philadelphia, 60th and Elmwood. That was
4 my neighborhood. And I attempted to
5 continue to raise my children in that
6 neighborhood, and in the summer of 2007,
7 my two young sons were 14 and 16. And
8 that summer they knew seven young men
9 murdered in that neighborhood. I once
10 again turned to my husband and I said,
11 It's time to go. And I moved my family
12 to Delaware County, Lansdowne, Delaware
13 County. I thought my children were now
14 safe. I thought my sons -- because I've
15 always been more worried for my sons than
16 actually for my daughters, raising two
17 African American boys.

18 So as a result of that, my life
19 changed dramatically on January 13th,
20 2011. On January 13th, 2011, my youngest
21 child, Charles Johnson, was shot four
22 times. My husband got me to the
23 hospital. He was in surgery. My son
24 actually died in surgery. When the
25 doctors came down, you know, they want to

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2 tell you all the things that they do in
3 an attempt to save the person, and I
4 really couldn't hear. It was like I was
5 in a Charlie Brown show, and all I could
6 hear was wha-wha-wha. And all I could
7 say was, Please take me to see my son.
8 This was my youngest child of four. It
9 was my baby. He was 18 years old. And I
10 know you guys are parents, so you
11 understand the love of your child and
12 wanting everything good in this world for
13 your child and making sacrifices.
14 Someone said to me today the biggest show
15 of love is to make sacrifices. And I
16 made sacrifices. And from my child --
17 like when I asked him, I said, Please let
18 me see my son, and they took me up to
19 this room and on this -- and they took me
20 to this room that was all sterling
21 silver, and in the middle of the room was
22 a slab, and on the slab was a long white
23 bag, a plastic bag. And I walked around
24 the side of that table to this bag and I
25 unzipped the bag -- they unzipped the

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2 bag, and in that bag was my 18-year-old
3 son. And they told me that I couldn't
4 touch my son because it was a homicide
5 investigation. And I begged them. I
6 said, Please, I need to pray to my son
7 and I need to kiss my son. And they
8 allowed me to kiss my son, and I prayed
9 in my son's right ear as I did when he
10 was born. I prayed the Al-Fatiha, and I
11 called the Adhan in his right ear, and I
12 kissed my son's neck and I said, Charles
13 Johnson, do you know how much your mother
14 loves you? And my son's skin was cold to
15 the touch, because the difference was, I
16 had just kissed him 7:15 that evening and
17 said the same thing to him: Charles
18 Johnson, do you know how much your mommy
19 loves you? But the difference was, this
20 time he was cold and he was dead.

21 So as a result of that, I was
22 informed that my son was killed in a case
23 of mistaken identity. Two young men had
24 been having a beef over a girl the day
25 before and one of the young men thought

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2 that my son was the other young man
3 coming back to retaliate when in
4 actuality we found out who the target
5 was. He wasn't a friend of my son's or
6 anything. My son was sitting in the car
7 waiting for his sister when two men
8 walked up to the car and opened fire.

9 So since my son Charles' death,
10 it became my mission to try and save our
11 young people from themselves. In this
12 effort, me and my family created the
13 CHARLES Foundation, which is an acronym
14 for Creating Healthy Alternatives Results
15 in Less Emotional Suffering.

16 My husband and I were invited
17 to be members of Focused Deterrence as
18 the moral voice of the community, and I
19 felt privileged to participate in this
20 strategy. Little did I know the impact
21 that the strategy would have on me and
22 the young men that I would have the
23 opportunity to speak before.

24 The first call-in that I
25 participated in was conducted in April of

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2 2013, and there were 35 young men
3 present. I watched as the young men -- I
4 watched their reactions as the different
5 branches of law enforcement got up to
6 speak, because, you know, they roll their
7 eyes in their head, they move around in
8 their seats. You know, they really don't
9 want to hear what they have to say, but
10 they have to be there because they're
11 called in through Probation and Parole.
12 So they have to be there, but they don't
13 want to hear what they have to say.

14 And the reason why I'm telling
15 you all this is because I offer a
16 different perspective to Focused
17 Deterrence as the moral voice of the
18 community.

19 So as they spoke to them, you
20 know, their body language changed. They
21 were moving around. The members of the
22 law enforcement got up one by one and
23 spoke at the podium. These young men
24 were looking at each other and rolling
25 their eyes and all that stuff. So as I

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2 got up to speak -- and my son's portrait
3 stood behind me, his painted portrait,
4 and I began to talk to these young men
5 and I spoke. As I spoke to them, I began
6 to notice the dynamics and the body
7 language of the entire room began to
8 change. I began to see these young men
9 softening. Their facial expressions
10 changed to shock and sadness as I shared
11 my grief. I informed them that I was
12 speaking to them as their mothers and
13 their grandmothers and their aunts, and I
14 told them that I was representing the
15 women in their lives that did not want to
16 see them dead.

17 I saw the look on their faces
18 of sorrow as me and my husband talked
19 about Charles, and then my husband showed
20 a picture of my grandson, Khalif, who
21 just turned 3 on Saturday, who was my
22 son's only child. He was born 26 days
23 after my son died. I saw the look on
24 their faces when they saw this little
25 baby, who no longer has a father.

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2 I shared my experience with
3 having to face my son's murderers during
4 trial and how I didn't see these two
5 young men that killed Charles as
6 monsters. I told them of how I pleaded
7 with the judge for mercy for one of the
8 young men to receive a reduced sentence,
9 because I believed that he was a product
10 of his environment. I believed that he
11 was a product of the violent culture and
12 the drug culture and the gun culture and
13 no positive role models in his life.

14 After the first call-in, you
15 know, several of us participated and went
16 out to dinner right afterward, and within
17 one hour of that call-in, social services
18 received their first call. That was
19 proof positive that the message was
20 received. It was even more so evident
21 because it was one of the young men that
22 they said they would never have expected
23 to call in. So we celebrated. We had
24 dinner and we celebrated, because this
25 was a victory, not just for Focused

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2 Deterrence but for Philadelphia.

3 So I'm not going to read the
4 stats. You guys have heard the stats.
5 You know, there were 331 murders in 2012
6 and 247 in 2013. You know, the homicide
7 has reduced in South Philly. You guys
8 have heard all of that. What I need you
9 to know is that this is spilling into
10 other communities. It's spilling into --
11 my sons, my children are very, very
12 popular in the City of Philadelphia. My
13 son Charles was very popular. My son
14 Dante is still. I have had my son's
15 friends from West Philly and Southwest
16 Philly come to me asking about this thing
17 that's going on that they hearing from
18 they boys who live in South Philly. So
19 it's spilling over into other
20 communities, whether law enforcement
21 realizes it or not. But the word is out
22 about Focused Deterrence, not just among
23 us that are working to try and improve
24 the City but about the young people that
25 it's having a direct impact on. It's

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2 out. The word is out, and I think that's
3 phenomenal.

4 So I'm here because I think the
5 City needs to make financial
6 accommodations to sustain this strategy.
7 The City needs to fund the Focused
8 Deterrence strategy to continue to reduce
9 violence not just in South Philly but our
10 entire city. We need to form violence
11 reduction collaborations and community
12 partnerships, and the City needs to
13 dedicate the funds to be able to continue
14 to connect these men to resources,
15 training, education, drug programs,
16 whatever it is that they need, because I
17 believe that in this respect everybody
18 wins. If we give these young men what
19 they need to be successful, everybody
20 wins.

21 Investing in Focused Deterrence
22 is investing in our city, its
23 constituents, and all of our right to
24 life. I believe that most of these young
25 men want to do better. In many instances

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2 they just don't know how. They don't
3 have direction or options. Using models
4 that these young men can relate to, like
5 Hassan and Ruben and my husband, Yancy,
6 and Bill, makes a positive transition
7 viable from the gun and street culture to
8 a productive member of our city. This
9 city can't afford, this city cannot
10 afford another senseless death as a
11 result of gun violence. Another mother
12 should not have to suffer the pain that I
13 have suffered or that I have to live with
14 every day. My grandson, Khalif, should
15 have his father here to kiss him and tell
16 him how much he is loved. We have a
17 generation of children growing up without
18 fathers because of senseless gun
19 violence. The violence must end. If not
20 us, then who? If not now, then when?

21 I believe that if Troy Thornton
22 and Sean Jones had participated in a
23 Focused Deterrence strategy, that my son
24 Charles would still be alive.

25 Thank you.

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2 COUNCILMAN JONES: I'm almost
3 glad we didn't put you on first, because
4 we might not have made it through it.

5 I had an opportunity to go to
6 the District Attorney's Office and
7 actually observe you, and you were -- you
8 held back here, because you had me in
9 tears leaving the District Attorney's
10 Office. And not so much just for your
11 loss, but the love you showed for the
12 young men that were in that room. That's
13 what came across to me, and I think
14 that's what makes this program. It's
15 easy to say let's lock them up, put them
16 away, throw away the key. It's harder to
17 love people and to forgive people so that
18 society benefits from that love. It's
19 harder. I mean, it really is.

20 But I can say to you safely
21 sitting here that if somebody didn't do
22 it for me, then I might not be here too.
23 There's a place called the House of Umoja
24 in West Philadelphia, and that No Gang
25 War in '74 campaign, it was my

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2 benefactor.

3 So to the young men in the
4 back, it's not a big leap from here to
5 there, but you have to live and you have
6 to let live, and I think that's the
7 message that I drew from it.

8 Councilman O'Brien.

9 COUNCILMAN O'BRIEN: I think
10 those that know me are aware that I don't
11 give empty compliments, and I'll first
12 congratulate you on your credentials as a
13 social worker, because advocated for my
14 individuals with disabilities. Social
15 workers change the world. They identify
16 the assets that an individual has at his
17 or her core, and they look at those
18 absences that make life difficult, and
19 you provide the structure and the DNA for
20 those solutions. You're doing that very
21 effectively here today, and I echo the
22 Councilman's sentiments.

23 We are invited and we were part
24 of the invitation team that brought all
25 Councilmembers and their staff over to

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2 view your presentation at the call-in,
3 and he was not alone. There wasn't a dry
4 eye in the house. Everybody was moved by
5 your testimony.

6 In my advocacy for individuals
7 with disabilities for some 30 years, I've
8 always been moved by the moms that come
9 forward, and they struggle with the right
10 of that individual's privacy and they
11 defend that, but also the struggle that
12 they have to advocate openly and throw
13 that privacy to the wind at times in
14 order to move the ball forward.

15 I know how difficult it is for
16 moms to come forward and advocate for
17 their children. I know how
18 extraordinarily difficult it is for you
19 to come forward and talk about your son
20 and the senseless loss, the fact that it
21 never should have happened, and if these
22 individuals had the supports, I do
23 believe that your son would be with us
24 today.

25 I also sympathize with you that

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2 it's inexplicable that he was doing
3 nothing and had never done anything wrong
4 and was a victim of such a tragic set of
5 circumstances. And for you to come
6 forward bringing your professional and
7 your personal experience to this
8 conversation is most gratifying and
9 informative. I know that you can't get
10 over that.

11 On a personal note, I lost my
12 nephew. It will be five years this
13 Saturday. He died of a complication
14 related to autism, and he was like my
15 son. The hurt never goes away. He was
16 my inspiration and my advocacy for all I
17 do for individuals with disabilities. So
18 I can also identify with your passion to
19 go forward and try to make some sense and
20 definition for the loss that you
21 sustained and make a difference.

22 But as I sit here and I'm
23 looking over your shoulder at the
24 individuals in the back row, you have
25 made a difference in those individuals'

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2 lives.

3 And Hassan and Ruben, you do it
4 every day, and that's why this is such a
5 remarkable opportunity for all of us.
6 And, again, words cannot express our
7 deepest condolences to you, can't bring
8 your son back, but your courage and your
9 passion to come forward to make sure that
10 others have an opportunity to turn their
11 life around and the fact that you formed
12 a foundation to memorialize your son's
13 memory is admirable. And, again, we are
14 very grateful.

15 So I have no questions, because
16 I think your testimony speaks for itself,
17 but I will, if it's all right with the
18 Chairman, ask a few questions of Hassan.
19 And I know that you have a remarkable
20 story in your own life, and since you
21 came home from prison, have you
22 participated in any other violence
23 reduction efforts?

24 MR. FREEMAN: A couple. I am a
25 member of Peace and Not Guns obviously.

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2 I actually -- the Chairman doesn't
3 remember, but we used to go to Saint
4 Joe's and I was on his task force for
5 violence reduction.

6 COUNCILMAN JONES: I remember.
7 I do remember.

8 MR. FREEMAN: Okay. Men United
9 for a Better Philadelphia, I actually
10 did -- I was their Outreach Coordinator
11 as well. So I've actually participated
12 in a number of violence reduction
13 partnerships.

14 COUNCILMAN O'BRIEN: I know
15 you're not a volunteer and, again, as
16 we --

17 MR. McCANN: He is a volunteer.

18 COUNCILMAN O'BRIEN: Pardon me?
19 That's what I meant to say. Thank you,
20 Ed.

21 But when you're looking at the
22 individuals in the back row, do you see
23 the promise of those individuals, not
24 only taking advantage of the social
25 service component but also joining you in

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2 spreading the message and turning other
3 people's lives around?

4 MR. FREEMAN: Definitely.
5 Ironically, a couple of them was my
6 students. A couple of them was my
7 students, and when they address me, they
8 don't say "Hassan." They say
9 "Mr. Freeman." So that right there tells
10 me they have respect instilled in them.

11 Many of them have actually
12 taken that message of, you know, "this
13 thing ain't no joke" back to their
14 community, you need to get involved, and
15 that's why the numbers have actually
16 grown. So definitely they have actually
17 participated.

18 The dinner that me and Sister
19 Movita talked about going to was actually
20 the harbinger for them taking it back to
21 the community, because what they said
22 was -- Ruben and I took this individual
23 out to dinner. We asked him what did he
24 want. He said, I need a job. I think
25 two days later Ruben had a job for him,

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2 and that message kind of like spread like
3 wildfire and people started calling.

4 So definitely. They definitely
5 are major participants in spreading the
6 message.

7 COUNCILMAN O'BRIEN: Ruben, can
8 you come up for a minute.

9 COUNCILMAN JONES: And if
10 there's a young person in the program
11 that is willing to testify, doesn't have
12 to have a prepared script, that wants to
13 come forward, we would be willing and
14 welcome them to the podium.

15 (Witnesses approached witness
16 table.)

17 COUNCILMAN O'BRIEN: Ruben, are
18 you able to keep the promise that the
19 young people who call you receive
20 priorities for service?

21 MR. JONES: Absolutely. I
22 think that the thing that drives myself
23 and Hassan the most is being able to
24 deliver what we promise. And sometimes
25 that's a challenge based on what the need

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2 is, because we can't foretell all of
3 their needs when they pick up the phone
4 or our ability to provide for their need,
5 but they know what they need. They know
6 what's missing in their lives. And I
7 think for the young men who are in the
8 back row -- but I'm glad that they were
9 able to come here today straight from
10 work and show that -- put some faces
11 behind -- we talked a lot about numbers
12 today. We used a lot of statistics. We
13 used a lot of black and white on paper,
14 but these are human beings. And I know
15 we like to relate to folks with labels
16 and statistics, but these are young men,
17 the average age of about 22, who didn't
18 have a lot of promise or a lot of
19 opportunity in their lives. And when we
20 talk about victory, these young men who
21 were called into City Hall were
22 identified as most likely to kill or be
23 killed. They were at the top of
24 everyone's list as shooters, as
25 perpetrators of violence. And since ten

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2 months ago when we did the first call-in
3 and we've dealt with 28 young men since,
4 the testament to success for me is that
5 we have been able to gladly say that
6 they're all alive and none of them has
7 killed anyone.

8 When you talk to Mr. Kennedy,
9 he'll tell you that one of the first
10 tenets of this initiative, of this
11 strategy is to keep them alive and make
12 sure they don't kill anybody. So when we
13 talk about most likely to kill or be
14 killed, I think 28 success stories who
15 are alive and haven't killed anyone ten
16 months later, though it's not a long
17 time, I think it's a testament to
18 success, if you ask me.

19 COUNCILMAN O'BRIEN: I think
20 you're teaching people the value of
21 living gratefully. But what is the most
22 common resource need that you see?

23 MR. JONES: One of the most
24 common resources obviously is employment.
25 Everyone needs employment. Well, Hassan

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2 mentioned earlier about changing the
3 mindset. We incorporate a couple of
4 different tactics when we deal with these
5 young men, and one of the important
6 things is that change of mindset. So,
7 again, we can look at culture, we can
8 look at statistics, but -- I mean, we can
9 look at statistics, but there's a culture
10 behind violence. So I think the
11 Councilman mentioned earlier about
12 intergenerational violence and
13 intergenerational beefs and
14 intergenerational incarceration. So some
15 of these beefs exist without me as the
16 third-generation perpetrator even knowing
17 what the origins are. So it takes a lot
18 to penetrate that and get to a point of
19 self-assurance and self-acceptance in a
20 way that I can make an independent
21 decision that's not consistent with what
22 my culture says is okay.

23 So that's where keeping them
24 alive comes into play, because if we get
25 a young man that's 18, 19 years old who

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2 didn't finish school and education may
3 not be valued in that immediate community
4 and employment may not be available, he
5 says, I want to go back to school and I
6 want to get a job, he could be putting
7 himself in danger going back to that same
8 community. He could be putting himself
9 in harm's way. And that takes a lot of
10 courage, and I think that we have to
11 applaud the level of courage that these
12 young men display saying not only do I
13 want to change and I'm willing to change,
14 but I want to act as an agent of change,
15 I want to be a model for change for other
16 people who live in my community who look
17 like me, who think like I used to think,
18 and show them that there's a different
19 way.

20 COUNCILMAN O'BRIEN: When you
21 commented on that, going back to the
22 neighborhood, I'm reminded of Cris
23 Carter, who is Hall of Fame, he's
24 enjoying a broadcast career, and Buddy
25 Ryan just took him aside and said, You

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2 know what, I'm going to release you,
3 because if you stay here, you're going to
4 get back with the people and you're not
5 going to live. And when he went into the
6 Hall of Fame, he reflected that Buddy
7 Ryan saved his life. That's what you
8 guys do.

9 But I have one more question.
10 What is your experience, Ruben, with the
11 young men coming to RISE, and could the
12 program benefit from a location right
13 there in South Philadelphia?

14 MR. JONES: Honestly, you know,
15 we're talking, again, going back to the
16 culture. These young men dealing with
17 municipal services is not culturally
18 accepted. The City has a lot of services
19 available, and people don't always access
20 those services. We do the best we can,
21 but having the viable option in their
22 communities in South Philadelphia to be
23 visible to the members of that community,
24 to have our service being able to be
25 accessed by those members of the

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2 community to portray these young men in a
3 different light as they become active in
4 our strategy, I think it's key. I think
5 it's crucial.

6 It's hard to operate from
7 Center City, and most of the folks that
8 we're coming from, though it's just a
9 stone's throw away, it's still a world
10 away. So to be right there in the mix
11 and be present and available I think is
12 crucial.

13 COUNCILMAN O'BRIEN: Thank you.

14 COUNCILMAN JONES: No. Thank
15 you, Councilman.

16 Without further adieu, I'd like
17 to hear from one of the young men that's
18 in the program, because at the end of the
19 day, at the end of the day, that's who
20 we're here to talk about and to attempt
21 to help. So I applaud -- I echo my
22 colleague's sentiment that it takes a lot
23 of courage to step up and be an
24 individual to step up and actually be a
25 role model.

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2 So with that, why don't you say
3 your name for the record and say whatever
4 you have to say.

5 MR. FRASIER: My name is
6 Christopher Frasier.

7 COUNCILMAN JONES: How you
8 doing, Mr. Frasier? Good afternoon.

9 COUNCILMAN O'BRIEN: Thanks for
10 being here.

11 MR. FRASIER: Thanks for having
12 me here.

13 The Focused Deterrence program,
14 with me I'm a little -- I look at
15 everything at face value, and you got a
16 lot of programs for people coming out of
17 imprisonment, and I went to Impact for a
18 while, I went to CareerLink, but with
19 Focused Deterrence, it's like at the end
20 of the day I make my own decisions. So
21 if Mr. Ruben, he the one who I was
22 working with a lot. So the more he see
23 me work, the more outlets he'll give me,
24 the more he'll help me. And now I'm at
25 the Goodwill on 7th Street. I've been

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2 working there for three months now. I
3 only been home for seven months. So for
4 the first month and a half, I was just
5 looking around aimlessly, filling out
6 applications, but not getting nothing.
7 But as soon as I reached out to him,
8 that's when things started happening.
9 Like the Focused Deterrence is
10 basically -- it gives me a chance to
11 really think about what they doing for
12 people like the people in the predicament
13 like me. I'm 23. I could have easily
14 went back to the things I was doing, but
15 this program and not even just the
16 program, but the people I'm around inside
17 of the program, like I said, a lot of
18 good people there who want to change, but
19 at the end of the day, we still go back
20 to where we from and we still see the
21 same things.

22 But, I mean, this program is
23 definitely a good program. I vouch for
24 it.

25 COUNCILMAN JONES: I'll take

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2 that.

3 MR. TAYLOR: My name is Jan
4 Taylor. I think my man Chris said it
5 all. I don't really talk too much, but
6 he said everything that need to be said,
7 so...

8 MR. JONES: Do you mind?

9 Just tell him, because this
10 guy -- let me just say this, and I don't
11 want to put him on the spot, that this is
12 the most tenacious person that I've met
13 in my life. This young man, when he
14 first came, everyone needs a job, right?
15 You know what the first thing he said he
16 needed? A GED. And he took the test
17 three times trying to pass that GED
18 before he decided to move on into his
19 employment. So he's focused. He's
20 called me every time we had an
21 appointment. Every time that something
22 went wrong, he was there. He called. He
23 follows up. He's about his business.

24 But ten months ago, you know,
25 prior to Focused Deterrence coming along,

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2 he might not have made those decisions.
3 He might not have had that lifeline that
4 he needed to rescue himself, because,
5 again, a lot of them know kind of what
6 they need or want. They might not know
7 how to get it. They might not want to
8 live in the circumstance they live in,
9 but don't necessarily have the tools to
10 get out.

11 And I think that Jan is a
12 testament to one who Focused Deterrence
13 came along at the right time for him.
14 He's now -- and I'll let him tell the
15 story, but I know he's shy, but...

16 MR. TAYLOR: Now I'm just
17 focused on my life. I'm not really in
18 the streets no more, because I have a
19 job. So I'm really trying to just
20 motivate others and do what I'm supposed
21 to do so I can be successful. That's
22 pretty much it.

23 COUNCILMAN JONES: Let me tell
24 you, little steps lead into great big
25 destinies that you get to. I can tell

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2 you this, that in another century -- you

3 may look across the table and say, Old

4 head doesn't know, but he kind of does.

5 I was from a place called 54th and Berks

6 Street and we had a lot of drama with a

7 place called 58th and Woodcrest, and the

8 irony of it is that we change over time.

9 If given the proper opportunities, we

10 change. And the strangest part is, one

11 of the individuals that in that point of

12 my life I would have saw on a dark night,

13 on a late night, they would have been a

14 major problem for him or for me wound up

15 being one of my dearest friends. In

16 fact, his daughter wound up helping me

17 with my campaign and becoming my Deputy

18 Chief of Staff.

19 Now, how strange would that

20 have been had things turned out a little

21 differently back then?

22 We don't give ourselves often a

23 time to mature into the person that God

24 intends us to be. So what I'm glad to

25 see today is the prospect that you guys

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2 may get to a point of whether it's
3 enlightenment or just maturity that you
4 can then turn around and see the same
5 people that come from the place you come
6 from, because we're only talking blocks
7 away, right, your cousin is their cousin
8 and married to so-and-so, knew
9 such-and-such, wind up being your dearest
10 friends later on, because they can
11 identify with the exact point in which
12 you came from to the point where the
13 human being you grew up or grow to be.

14 So all I can say is keep on
15 doing it. It's not just about you at
16 this point. You don't know how
17 significant you are here today, that
18 decision-makers who have money will
19 determine based on your successes future
20 successes of people that are from where
21 you're from. So you being successful is
22 more than just you as individuals, but
23 the future of the program, the future of
24 our whole community rests on you guys.
25 And I know you don't see it right -- you

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2 may not see it, but I'm telling you, what
3 you're doing is important for all of us,
4 because at the end of the day, my
5 daughter got to marry somebody, you know.
6 I mean, we don't live in vacuums. I
7 could -- as we said, I could raise my
8 child any way I want, but at the same
9 time, they have to travel throughout this
10 city.

11 And so your success is our
12 success. So we wish you every success.

13 (Thank you.)

14 COUNCILMAN JONES: Councilman?

15 COUNCILMAN O'BRIEN: I'm done.

16 COUNCILMAN JONES: I guess
17 y'all said it all.

18 Are there any others here to
19 testify?

20 MR. ALI: Councilman.

21 COUNCILMAN JONES: Okay. Thank
22 you so much.

23 (Witness approached witness
24 table.)

25 COUNCILMAN JONES: Approach the

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2 desk and please state your name for the
3 record and begin your testimony, sir.

4 MR. ALI: Good afternoon,
5 Councilman. My name is Jihad Ali. I'm
6 here representing the Guardian Civic
7 League. I'm a former police officer, and
8 one of the things that I had a
9 recollection on was when the Commissioner
10 both -- all the Commissioners -- the two
11 Commissioners were here, Bethel and Ross,
12 and the other commanders that were in the
13 audience. One thing that I know is I've
14 served with those guys. So I know that
15 those are sincere men, and when he
16 said -- when Commissioner Bethel said we
17 get respect, well that's absolutely true.
18 And when Commissioner Ross talked about
19 in the past -- I'm sorry. When the
20 Senator talked about Bennie Swans, well I
21 was a product of Bennie Swans'
22 intervention, because Bennie Swans was a
23 marine -- he was an Army veteran, and he
24 had came home from Vietnam and we were in
25 West Philly at that period of our

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2 development, and we didn't know any
3 better, but Bennie put his life on the
4 line to save us.

5 But the difference in those
6 '70s was, we had a different culture back
7 then. We had a police department that
8 didn't look like people like you and I.
9 There was a mentality of a siege. So we
10 didn't have none of that going for us.
11 And then through the period of time, we
12 had religion that really changed our
13 mindset. Like one of the young men said,
14 you got to change their mind. Well, at
15 that period of the '60s and the '70s,
16 those of us who have the Islamic names
17 and follow the religion of Islam, we had
18 the whole nation of Islam that changed
19 our thinking. They took the worst of the
20 worst. We had Elijah Muhammad and them.
21 They took the worst of the worst and gave
22 us a different thinking. They didn't
23 have no grants. They didn't have
24 anything special, other than that change.
25 Well, now times have changed. So the big

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2 difference is the reflection of the
3 Police Department changed. They look
4 just like the people in the areas that
5 they patrol. And you know when the
6 officer says something, they care for
7 you.

8 My life was different because
9 having been a former police officer and
10 having lived that life in the streets, my
11 life got changed because the Marine
12 Corps. Because prior to me becoming a
13 police officer, I had the opportunity to
14 go in the Marines when I was lost, when
15 we were in that period of our development
16 when we were fighting one another. Had
17 it not been for the Marines, I wouldn't
18 be here today.

19 So I owe -- my chance was
20 through the Marines. And then when I
21 came out, the Police Department gave me
22 an opportunity. I became a police
23 officer.

24 But I'm here today because
25 there's other people that I heard that

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2 are missing. The Guardian Civic League,
3 the whole purpose of the forming of the
4 Guardian Civic League was to bring about
5 change in our community. Alfonso Deal,
6 he was the principal person for that. So
7 Rochelle Bilal would be here today, our
8 President, but they're in California
9 attending a conference.

10 And also when I heard the
11 former reformed prisoners talk, I'm here
12 today because through my development
13 experience, I ran into Tyrone Werts, who
14 is a former lifer that served 38 years in
15 prison. He was the President of the
16 Lifers Association. Well, he's out now
17 thanks to Governor Corbett commuted his
18 sentence, and he has a program now called
19 End Crime Project, and one of the things
20 through God's grace I met them, their
21 thing was about jobs, jobs, jobs. That's
22 what all politicians say. The prisoners
23 are saying the same thing, jobs, jobs,
24 jobs. So it's by having those people
25 that have been on the other side.

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2 When I heard the DA talk about,
3 you know, they go and they tell them this
4 is what you might be facing, well it's
5 entirely different from them guys that
6 serve life that say, You will be facing
7 this and this is your choice.

8 So I think -- I just wanted to
9 recommend, Mr. Chairman -- and I know
10 that you know these guys -- that we have
11 them included in the process. So I'm
12 here just to say that. And I'd like to
13 thank you both for your leadership. And
14 the thing about men and women that when
15 you put on a uniform or whether it's a
16 uniform in the departments or the Army or
17 the Marines are public service. Race is
18 neutral. So it's just that cause to
19 uplift humanity.

20 So I thank you all, your whole
21 committee, because you're doing the right
22 thing. And we can help -- we can change
23 lives. Somebody changed my life and I'm
24 here today, and I have a memory. So
25 that's why I wanted to come up and put it

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2 on the record.

3 COUNCILMAN JONES: Well, thank
4 you. And I want to cite for the record
5 that the author of this resolution is
6 Councilman Denny O'Brien, who couldn't
7 have made me prouder today by caring
8 about a particular part of -- he
9 represents everybody, at-large, and he's
10 proven it today by caring about a
11 neighborhood in South Philadelphia, by
12 caring about a program that represents
13 particularly African Americans. He's
14 proven that he represents all of the
15 people.

16 So you're right, it has less to
17 do with race and more to do with humanity
18 and caring about the future of our city.
19 So I want to publicly thank my colleague,
20 and I couldn't have been prouder of him
21 today and his resolution, and offer the
22 mic to him for closing comment.

23 COUNCILMAN O'BRIEN: What I'd
24 like to do, Mr. Chairman, is echo
25 reciprocity for you as Chairman holding

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2 these important hearings, and I would
3 like to just take one second and ask
4 Mr. Kennedy to come back up and just
5 comment on the difference in philosophy
6 between what the Deputy Commissioner
7 said, that this is unique, and you've
8 identified how successful it is in South
9 Philly and how you want to celebrate that
10 across the country, but I want you to
11 amplify for the record, even though a lot
12 of people have left, that strategy that
13 you have, that it isn't linked to
14 multigenerational families and that's not
15 the way that you structured the
16 collection of your data.

17 COUNCILMAN KENNEY: So, look,
18 the last hour or so I think has modeled
19 what we've discovered over the years, and
20 we didn't see this at the beginning.
21 Nobody saw it at the beginning, but
22 here's what turns out to be right, and
23 this is why whatever you want to call it,
24 the model, the program, the framework,
25 the approach, the strategy, this way of

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2 thinking about the work works so much
3 better than it seems like it ought to and
4 why it is so different, and, that is,
5 that what is so hard to see -- and you
6 can't see it until you get into the
7 middle of it -- that nobody involved in
8 what is going on the way it's been going
9 on likes it even a little bit. Law
10 enforcement is frustrated. People come
11 on the job because they want to make a
12 difference, and as far as this problem is
13 concerned, they don't feel like they make
14 a difference. They are trying to protect
15 people who are angry at them. It's a
16 miserable way to spend your life. I
17 don't know how people show up for work
18 every day and keep on doing it. I really
19 don't.

20 The community hates being
21 afraid. They hate being mad at the
22 police. They hate being afraid their
23 kids aren't going to come home. They
24 hate the violence. They're not having a
25 good time.

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2 And the guys on the corner,
3 most of them aren't making any money.
4 They're getting killed. Their friends
5 are dead. They're rousted all the time.
6 And everybody has been swimming in this
7 water for so long that we can't see it,
8 but nobody likes this. And what
9 everybody wants is to be in respectful
10 relationships, they want to be safe, they
11 want the most dangerous guys corralled,
12 because for every hundred street guys,
13 there are two or three that they want to
14 see gone and there really isn't anything
15 to be done for them, except get them off
16 the street. Everybody would rather that
17 the community step up and the police can
18 take a step back. And there isn't any
19 way of doing the work so far that makes
20 what you have just seen happen, that
21 brings law enforcement into respectful,
22 supportive relationships, even with the
23 so-called worst of the worst, that finds
24 ways that can transmute the unbelievable
25 pain in the community into something that

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2 is educating and healing, and that brings
3 guys that everybody had written off as
4 psychotic thugs and brings them into this
5 room as citizens.

6 So it's true that over time and
7 nationally and all that there isn't
8 anything else that brings numbers down as
9 predictably and consistently as this
10 does. That's right. But there isn't so
11 far anything else that brings us together
12 on common ground, and this can do that.
13 It is not just about the numbers. It is
14 about realizing that we are, all of us,
15 part of the community and that the
16 antagonism we have been feeling toward
17 each other is not -- it's not just not
18 necessary. Nobody likes it. And this
19 provides a pathway out of that.

20 So that has a foothold in
21 Philadelphia now, and it needs nurturing,
22 and I thank you for taking that on.

23 COUNCILMAN JONES: Thank you
24 for adding your expertise to this issue,
25 and I don't think in my tenure here I've

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2 heard it couched the way that you're
3 offering your testimony has. And you're
4 right, sometimes you're in the forest and
5 you can't see the trees, but I think with
6 this testimony we'll be able to carve a
7 path out of these woods and hopefully put
8 our money where our mouth is and try to
9 give some resources to this worthwhile
10 program. So thank you.

11 PROFESSOR KENNEDY: Thank you.

12 COUNCILMAN JONES: Well, this
13 completes the witness list that I have.
14 Are there any others here to testify on
15 this resolution?

16 (No response.)

17 COUNCILMAN JONES: Seeing none,
18 this concludes the business of the
19 Committee, and this hearing on Resolution
20 No. 130337 is now in recess.

21 Is there any closing remarks?

22 (No response.)

23 COUNCILMAN JONES: Seeing none,
24 thank you all very much.

25 (Committee on Public Safety

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2 concluded at 4:25 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

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RPR-Notary Public

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