EXECUTIVE SUMMARY

University City District’s primary mission is community revitalization. Our partnership of anchor institutions, businesses and community members is a national model that connects low income residents to careers, invests in world-class public spaces, addresses crime and public safety, brings life to commercial corridors, and promotes job growth and innovation.

2011 was a year of extraordinary growth for University City District. As highlighted throughout this report, particular areas of impact in 2011 included:

- An innovative workforce development effort that connects West Philadelphia residents to career-ladder jobs with Philadelphia’s major institutional employers;
- The Porch at 30th Street Station, an entirely new public space created by UCD just south of the nation’s second busiest train station;
- Philadelphia’s first Parklets, which reclaimed parking spaces for pedestrians on both Baltimore and Lancaster Avenue;
- Through a partnership with Drexel University, the expansion of UCD’s foundational public safety services into the Mantua community directly to the north of UCD’s primary service area;
- New pedestrian lights in the area of the 46th Street stop on the Market-Frankford El, installed in response to a rigorous study of crime patterns that unequivocally linked low light levels with street crime;
- The pioneering Project Rehab, which provided a broad range of services to owners of distressed properties throughout the district to facilitate their return to economic viability;
- Look! on Lancaster, a multi-partner initiative that turned vacant storefronts into temporary art installations and attracted thousands of people to a ten-block stretch of Lancaster Avenue;
- The Baltimore Avenue Dollar Strolls, block parties that brought over ten thousand people to this neighborhood commercial corridor on four summer evenings.
Unique in the nation as a workforce initiative operated by a special service district and grounded in established, systemic partnerships with major institutional employers, the West Philadelphia Skills Initiative prepares residents of a low-income community for jobs in anchor institutions in their own neighborhood. Place-based and employer-driven, we link anchor institutions to community residents, focusing on career-ladder jobs with real potential for advancement. WPSI brings together universities and health systems, organizing the West Philadelphia labor market to meet employer needs.

All of WPSI’s programs are grounded in UCD’s mission—to revitalize our community—and they all serve the goal of providing economic opportunity to residents of West Philadelphia, and all employ an innovative “earn and learn” model that emphasizes the connection between education and success. WPSI offers the following programs:

**The Youth Employment Network** serves students currently enrolled in high school, preparing them to succeed in the workplace with a combination of work readiness training and paid work experience. During the summer, younger students (grades 9-10) work in teams on projects that serve community needs. Older students (grades 11 and 12) work as professional interns with major institutional employers such as the University of Pennsylvania Law School, Drexel University, and the National Board of Medical Examiners. These students also participate in intensive work readiness training, and college and career access programs that introduce them to opportunities they had never imagined existed for them.


Apprenticeship Programs connect high school, post-secondary education and the workplace. Apprenticeship programs were developed in response to an identified programmatic gap: programs serve high school students and adults, but nothing supported high school graduates as they transition into the workplace. One such apprenticeship program provides work readiness training and career counseling for recent high school graduates and supports them as they transition into employment with the University of Pennsylvania Health System (“Penn Medicine”). A second apprenticeship, focusing on health information technology, launched in the winter of 2012.

WPSI’s Neighborhood Job Pipelines entail working with employers to identify areas of need and provide job-specific training programs to meet these needs. Programs have focused on animal care technicians and certified medical technicians.

Participants in Drexel College of Medicine Medical Assistant Program
Sample WPSI curriculum design: a proprietary training curriculum that combines basic skills support, technical skills training, on-the-job training and ongoing job coaching services.

<table>
<thead>
<tr>
<th>TIMELINE</th>
<th>CLASSROOM TRAINING/ CAREER SUPPORT</th>
<th>ON-THE-JOB TRAINING</th>
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| Weeks 1–6  | ▶ 5 days of orientation- reviewing policies and procedures, establishing program expectations, providing a realistic job preview, tour of facilities;  
▶ 5 days of technical skills training culminating in an assessment in Drexel’s simulation lab, interacting with standardized patients;  
▶ 2 days of professional development training. | ▶ 10 days of proprietary software skills training; trainees will be trained and assessed on IDX and Allscripts systems by College of Medicine IT Professionals. |
| Weeks 7–10 | ▶ 20 hours/week of classroom training dedicated to customer service, critical thinking and decision- making, emotional Intelligence and self-mastery, navigating the workplace. | ▶ 20 hours/week of OJT in clinical practices to become familiar with office protocol, policies and procedures. |
| Weeks 11–14| ▶ 10 hours/week of classroom training on interpersonal relationship skills, goal setting, career development/job coaching, financial literacy; | ▶ 30 hours/week of OJT in clinical practices; manager feedback gathered, assessed weekly and shared with the trainee.  
▶ Progress evaluations are completed with trainee monthly; areas for improvement addressed. |
| Weeks 15–24| ▶ Full access to a career coach to discuss goal setting, continuing education, professional development and trouble-shoot interpersonal issues with co-workers and managers. | ▶ 40 hours/week OJT in clinical practices with weekly progress meetings with manager, 90 day formal performance evaluation with manager. |
The Porch at 30th Street Station

In November 2011, UCD launched The Porch, an entirely new public plaza at the southern apron of 30th Street Station. In its first phase, The Porch represents a substantial improvement over both existing conditions and a proposed PennDOT plan that would have left a half-acre of concrete with few amenities. Intensive programming and continued landscaping improvements throughout 2012 will culminate in a capital design phase and schematics for a more permanent set of features at the site, including retail food kiosks and a buffer against Market Street traffic.

“Even in the late fall, The Porch attracted significant use and was home to successful farmers’ markets and family-oriented festivals.”

—I’ve been waiting for this project my entire life.”

—Mayor Michael Nutter
Dedication of The Porch at 30th Street Station
An intensive, sophisticated data collection effort is informing both short-term decisions about amenities and programs, and long-term capital planning strategies.

**Density of Porch Users**

**Survey of Porch Users**

*Have the recent changes to this space made it more likely that you will spend time here?*

![Survey Results Chart]

*Which of the recent changes to this space are the most important to you?*

- New tables and chairs
- New trees and plantings
- Widened sidewalks
- Programmed activities (music, fitness classes etc.)

![Importance Chart]
The Give and Take Jugglers performing at The Porch

The Porch’s Share of Local Users

[Graph showing the percentage of local users over time, with a peak on November 14]
PHILADELPHIA’S FIRST PARKLETS

Inspired by examples in San Francisco and other communities, UCD implemented two “Parklets,” which reclaim parking spaces for pedestrian use. In 2011, UCD worked with the Mayor’s Office of Transportation and Utilities to place one parklet on Baltimore Avenue across from Clark Park and one on Lancaster Avenue. In 2012, a total of four Parklets are planned for locations throughout University City.

46TH STREET LIGHTING

Building on the results of a rigorous study of crime patterns throughout University City, UCD installed pedestrian lights in the area south of the 46th Street stop of the Market Frankford El. Crime study data unequivocally established the connection between low light levels and street crime, particularly during the winter months.
In late 2011, UCD contracted with the Philadelphia-based Michael Salove Company and Streetsense, Inc. of Bethesda, MD to develop a retail strategy that will identify the neighborhood’s retail gaps and potential, and then attract new businesses to fill vacant storefronts, helping to revitalize commercial corridors and nodes. This initiative will build on the fundamentals of the University City retail market, which are extremely strong.

**Commercial space breakdown in University City District**

![Commercial space breakdown chart]

**Vacancy Rate in University City**

![Vacancy rate map]
PUBLIC SPACE MAINTENANCE

“Clean and safe” is at the heart of UCD’s mission. The men and women of our public space maintenance and public safety divisions work 365 days a year to improve our community.

Our 2011 stats for the UCD maintenance zone

- 240,074 bags of trash removed
- 5,209 posters removed
- 5,787 graffiti tags removed
PUBLIC SAFETY

Our 2011 stats for the UCD public safety zone

1,985 walking escorts

119 homeless outreach

150 vehicle jump starts

177 lock out assists
Because of the ebb and flow of crime and the many external factors that drive periodic spikes, it’s difficult to draw conclusions from a year of data. But clearly there’s reason to be optimistic that the Drexel-UCD partnership is making a real impact in Mantua.
Poster promoting Mantua walking escort service

MCIC and UCD ensuring a clean, safe & welcoming community

Need a walking escort?

Call 215-387-3942
11am-3am, 7 days a week
3601 Powelton Avenue

University City District and Mantua Community Improvement Committee work in Mantua in partnership with Drexel University
Despite great progress in University City over the last decade, more than 100 properties in the district have been identified by UCD as “problem properties,” marked by—among other things—collapsing porches, missing doors and windows, attraction of illicit activities and long periods of vacancy and disrepair. In the spring of 2011, UCD launched Project Rehab, an effort to return scores of vacant and dilapidated properties in the district to productive use, and to facilitate the repair of significant cosmetic and structural issues.

**Project Rehab consists of five components:**

1. Identify properties;
2. Identify and locate owners;
3. Reach out to owners and ascertain obstacles to property rehabilitation;
4. Where appropriate, assist owner with one or more of the following:
   a. Sale of property through network of participating real estate brokers;
   b. Financing of improvements through network of participating lenders;
   c. Navigation through city licensing and permitting process;
   d. Negotiation with city officials on the reinstatement of previously issued permits;
   e. Connection to legal assistance to grapple with estate issues and title claims;
   f. Connection to network of potential investors and equity partners;
   g. Advisory services related to market conditions and rental potential.
5. Enforce code violations.

**Over an eight month period in 2011, Project Rehab:**

- Made contact with 117 property owners;
- Facilitated the sale of 10 properties, and the pending sale of 4 additional properties;
- Worked with 6 owners to begin construction efforts;
- Connected 11 owners to private financing.
Project Rehab has identified properties throughout University City

Representative Properties Targeted by Project Rehab
MARKETING & COMMUNICATIONS

UCD invests nearly $700,000 annually in marketing University City. We design and produce events and utilize social and electronic communications, media partnerships and paid advertising campaigns to position the neighborhood as a destination for culture, food and special events.

Below are examples of ads from Where Magazine (monthly circulation of 35,000), a promotional flyer for a recent YOUCIE (Young Friends of University City) event, and screen captures from our social media and e-news communications.
UCD organizes exciting events that drive traffic to the District. In 2011, these included the annual Dining Days promotion, the Baltimore Avenue Dollar Strolls, which attracted over 10,000 people to Baltimore Avenue on four summer Thursdays, University City’s first-ever Night Market, and the 40th Street Summer Series, free concerts by world-renowned musicians such as the Sun Ra Arkestra.

UCD was an important partner to the Look! on Lancaster Avenue initiative, working closely with artists and marketing the event which turned vacant storefronts into temporary art installations.
UCD ORGANIZATIONAL SNAPSHOT

Fiscal Year 2012
Sources of Funds

- Fee-for-Service Income: $2,634,007 (24%)
- Grant Income: $1,781,140 (21%)
- In-Kind Income: $239,715 (3%)
- Other Income: $72,957 (1%)

Total FY2012
Projected Revenues
$8,440,117

Total FY2012
Projected Expenses
$8,193,956

Fiscal Year 2012
Uses of Funds

- Public Maintenance & Public Safety: $3,548,265 (45%)
- Administration: $603,111 (13%)
- Development: $137,725 (9%)
- Marketing & Communications: $769,957 (8%)
- West Philadelphia Skills Initiative: $634,850 (8%)
- LUCY Transit Services: $1,074,371 (15%)
- Planning & Economic Development: $1,335,177 (13%)
UNIVERSITY CITY DISTRICT STAFF

Matt Bergheiser  
Executive Director

Brian Anders  
Receptionist/Dispatch

Lori Klein Brennan  
Director, Marketing and Communications

Dexter Bryant  
Public Space Maintenance Operations Manager

Seth Budick  
Manager of Policy and Research

Mark Christman  
Communications Manager

Allan Garry  
Safety Ambassador Operations Manager

Prema Katari Gupta  
Director, Planning and Economic Development

Katie Holeman  
Graphic Designer and Web Development Manager

Sheila Ireland  
Director, West Philadelphia Skills Initiative

Maggie Langdon  
Executive Assistant/Office Manager

Joe McNulty  
Commercial Corridor Manager

Ann Mintz  
Director, Strategy and Development

Grant Nichols  
Administrative Assistant

Ryan Spak  
Manager, Project Rehab

Tyron Vereen  
WPSI Program Manager

Steve Walsh  
Director, Community and Business Services
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