

**STRATEGIC PLAN
FOR COUNTYWIDE JUVENILE DISPROPORTIONATE MINORITY
CONTACT MONITORING, REDUCTION AND PREVENTION EFFORTS**

**Submitted to
Juvenile Court of Memphis and Shelby County
By Lisa Hill
December 16, 2013**

Strategic Planning – DMC Shelby County TN Juvenile Court

There are five phases or core strategies to satisfy our mandate:

- Identification – to determine the extent to which Disproportionate Minority Contact (DMC) exists;
- Assessment – to assess the reasons for DMC, if it exists;
- Intervention – to develop and implement intervention strategies to address these identified reasons;
- Evaluation – to evaluate the effectiveness of the chosen intervention strategies;
- Monitoring – to note changes in DMC trends and to adjust intervention strategies as needed.

The Strategic Plan is divided into three sections:

- I. Five Phases of DMC monitoring, reduction and prevention (identification; assessment; intervention; evaluation; and monitoring);
- II. Time Line for Implementing the Strategic Plan;
- III. Summary of Recommendations/Priorities.

I. IDENTIFICATION

To address DMC in the Shelby County juvenile justice system, it is first necessary to determine whether and where DMC is apparent. This is accomplished by compiling statistics related to the numbers of white and black juveniles who come into contact with various points in the juvenile justice system. These numbers are translated into rates, which are then compared for white and black youths using the Relative Rate Index.

A. DMC has been identified and is shown on the spreadsheets in attachments I, II, III & IV

Currently, data collected for DMC identification purposes includes population figures for juveniles aged 10-17 by race/ethnicity, and the numbers of juveniles within each group who have come in contact with the juvenile justice system at eight points: referral to juvenile court; diversion; secure detention; delinquency petition (considered to be the same as referral to juvenile court); delinquent finding; probation placement; confinement in secure juvenile correctional facility; and transfer to adult court. Racial/ethnic groups included in past identification efforts are: Caucasian/White; Black; Asian; Native American; and Hispanic/Latino. Additional categories may be added as relevant.

Statistical Significant (SS):

In analyzing the RRI data for JCMSC for the FY 2009 we find a SS at the **court referral, cases involving secure detention prior to adjudication, transfer to adult court and alternatives to detention decision points** for minority youth.

In analyzing the RRI data for JCMSC for the FY 2010 we find a SS at the **court referral, cases involving secure detention prior to adjudication, transfer to adult court and alternatives to detention decision points** for minority youth.

In analyzing the RRI data for the JCMSC for the FY 2011 we find a SS at the **court referral, cases involving secure detention prior to adjudication, transfer to adult court and alternatives to detention decision points** for minority youth.

In analyzing the RRI data for the JCMSC for the FY 2012 we find a SS at the **court referral, cases involving secure detention prior to adjudication, transfer to adult court and alternatives to detention decision points** for minority youth.

B. Discussion of Relative Rate Indexes (RRIs)

Data collected is for 2009, 2010, 2011 and 2012 and the period covering up to June 2013. The data was collected by Shannon Caraway and the RRI was calculated by Debra Monroe. In reviewing the data for 2009, minorities are referred to juvenile court at a higher rate than white youth (over three times). Cases of minority youth resulting in secure detention are 1.64 times more likely to happen than cases for white youth. Also, minority cases transferred to adult court have a RRI of 6.0 times as compared to white youth with an RRI of 2.8. Much work is needed since minority youth are still disproportionately represented at the referral and transfer stages of the juvenile justice system.

In reviewing the data for 2010, minorities are referred to juvenile court at a higher rate than white youth (over three and a half times). Cases of minority youth resulting in secure detention are 1.67 times more likely to happen than cases for white youth. This is slightly up from 2009 when it was 1.64 times as likely. Also, minority cases transferred to adult court have a RRI of more than 5.7 times as compared to white youth with an RRI of less than 2.0 which demonstrates a decrease from more than 6.0 times more likely in 2009. Minority youth are still disproportionately represented at some of the various stages of the juvenile justice system.

In reviewing the data for 2011, minorities are referred to juvenile court at a higher rate than white youth (over four times). Cases of minority youth resulting in secure detention are 1.65 times more likely to happen than cases for white youth. This is slightly down from 2010 when it was 1.67 times as likely. Also, minority cases transferred to adult court have a RRI of more than 3.7 times as compared to white youth with an RRI of less than 2.6 which demonstrates a decrease from more than 5.7 more likely in 2010. Minority youth are still disproportionately represented at some of the various stages of the juvenile justice system.

In reviewing the data for 2012, minorities are referred to juvenile court at a higher rate than white youth (almost four and a half times). Cases of minority youth resulting in secure detention are 1.32 times more likely to happen than cases for white youth. This is down from 2011 when it was 1.65 times as likely. Also, minority cases transferred to adult court have a RRI of more than 3.3 times as compared to white youth with an RRI of less than 1.5 which demonstrates a decrease from more than 3.7 more likely in 2011. Minority youth are still disproportionately represented at some of the various stages of the juvenile justice system.

Data gathered for DMC identification may indicate a need for more in-depth assessments of particular points in the juvenile justice system and where DMC is apparent. According to Dr. Leiber's first compliance report, dated June 12, 2013 the RRI for referral to juvenile court for 2009 is 3.4 black youth to 1 white youth, cases diverted is .09 black youth to 1 white youth, secure detention is 2.1 black youth to one white youth, cases petitioned is 1.2 black youth to 1 white youth, delinquent findings is 1.3 black youth to 1 white youth, probation is 1.0 black youth to 1 white youth, secure detention is 1.7 black youth to 1 white youth and transfer to adult court if 2.3 black youth to 1 white youth. The RRI for 2010 referrals to juvenile court is 3.65 black youth to 1 white youth, cases diverted is .95 black youth to 1 white youth, secure detention is 1.67 black youth to 1 white youth, cases petitioned is .85 black youth to 1 white youth, delinquent findings is 2.00 black youth to 1 white youth, probation is .91 black youth to 1 white youth, secure confinement is 1.19 black youth to 1 white youth, transfer to adult court is 2.86 black youth to 1 white youth. The RRI for 2011 referrals to juvenile court is 4.25 black youth to 1 white youth, cases diverted is .83 black youth to 1 white youth, secure detention is 1.65 black youth to 1 white youth, cases petitioned is 1.49 black youth to 1 white youth, delinquent findings is 1.44 black youth to 1 white youth, probation is 1.04 black youth to 1 white youth, secure confinement is 1.76 black youth to 1 white youth and transfer to adult court is 1.42 black youth to 1 white youth. The

RRI for 2012 referrals to juvenile court is 4.42 black youth to 1 white youth, cases diverted is .93 black youth to 1 white youth, secure detention is 1.32 black youth to 1 white youth, cases petitioned is .73 black youth to 1 white youth, delinquent findings is 2.11 black youth to 1 white youth, probation is .97 black youth to 1 white youth, secure confinement is 1.30 black youth to 1 white youth and transfer to adult court is 2.23 black youth to 1 white youth.

The RRI for referrals and transfers to adult court are relatively high for all four years assessed; therefore, the Points of Contacts, along with the DMC Coordinator, should set these points as their immediate priority. It is determined that addressing referrals will have a direct effect on the subsequent higher RRI. Thus, it seems reasonable to focus on referrals to guide our strategy and to manage DMC efforts. OJJDP's definition of referral "is when a potentially delinquent youth is sent forward for legal processing and received by a juvenile court either as a result of law enforcement action or upon complaint by a citizen, school or government activity." It is also suggested to engage law enforcement agencies at the local level to identify, understand, and improve recording of referral information. Additionally, all sources should be identified, classified and clarified for referral data. Lastly, for further assistance with finding ways to reduce DMC at the referral stage, Kentucky's Court Designated Workers Program should be explored.

A. Discussion of Referral Sources

In light of these findings, it is suggested to study the data sources for referral and answer the following questions before determining next steps:

- What were the sources for referral: school, family, probation violation, DCS, MPD, SCSO?
- What were the potential contributing factors for the referrals?

B. Discussion of Transfers to Adult Court

- Are there any age limitations (are certain ages disqualified from transferring to adult court)?
- What other alternatives exist for transfers?

ASSESSMENT

The assessment phase of the strategic plan will concentrate on four critical decision reports. Three of the decision reports were specifically requested in the MOA under DMC Assessment: Section F, which are:

1. Cases Involving Secure Detention
2. Cases Transferred to Adult Criminal Justice System
3. Juvenile Detention Alternatives

The fourth critical decision report assessment was requested by Dr. Leiber, which is:

4. Referrals to Juvenile Court (summons only)

After reviewing trends in the RRI for JCMSC from 2009-2012, it was decided that DMC efforts would be focused on 2 decision points of the RRI which includes: (1) Referrals to Juvenile Court (summons only) and (2) Cases Transferred to Adult Criminal Justice System; therefore, the following critical decision assessment reports should satisfy the following reporting requirements for September 17, 2013 under the DMC and Equal Protection Section of the MOA:

Referrals to Juvenile Court Annual Assessment Report (Summons only)

In an effort to assess and to determine where DMC occurs within the JCMSC court system, juveniles who were referred to the court via summons by law enforcement were examined to better understand how to begin reducing DMC. The annual assessment period for this study began August 1, 2012 and ended July 31, 2013. The data utilized for this study were extracted from the JCMSC official IMS and analyzed with SPSS 20. The RRI results for Referrals to Juvenile Court revealed that overrepresentation of minority youth for 2009 and 2010 was three times higher than whites, and for 2011 and 2012 the rate steadily increased to four times that number. It should also be noted that of the eight DMC decision points on the RRI for JCMSC, Referrals to Juvenile Court continually had the highest volume of activity from 2009-2012.

Table 1 (see below) presents the seven most frequently occurring types of offenses, of 100 or more offenses, by category and classification. During this one-year timeframe, 3,646 juvenile summonses were written by law enforcement for one of the seven offenses. Of the 3,646 juveniles, 90 % were African American male (n=2065, 57%) and female (n=1210, 33%), and 10 % were White male (n=250, 7%) and female (n=99, 3%). Other races (n=22) combined accounted for fewer than 1%. Table 2 (see below) presents referring agency by type of offense. Key findings show that an overwhelming majority of the summonses were written by the Memphis PD for each of the seven types of offenses, followed by the Sheriff’s Department.

Table 3 (see below) presents the top six zip-codes with 200 or more juvenile summons written by law enforcement for one of the seven offenses as shown in Table 1. Table 3 also shows referring agency/precinct and general location of the zip-codes within the city of Memphis. Moreover, Table 4 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within those zip-codes.

Table 5 (see below) presents the top eight schools with 70 or more juvenile summons written by law enforcement for one of the seven offenses as shown in Table 1. Table 5 further breaks down the schools by all zip-codes within a district, and then by a single zip-code which indicates the highest number of summonses for that particular school. Additionally, the referring agency/precincts and general location of the zip-codes are shown for Memphis and Shelby County. Table 6 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within the districts of those schools.

**Table 1
Type of Offense and # of Juveniles by Offense Category and Offense Classification**

#	Type of Offense	# of Juveniles	Offense Category	Offense Classification
1	Assault	1,402	Crime against person	Misdemeanor-A
2	Theft of Property (up to \$500)	717	Property crime	Misdemeanor-A
3	Criminal Trespass	484	Crime against common good	Misdemeanor-C
4	Disorderly Conduct	482	Crime against common good	Misdemeanor-C
5	Simple Possession/Casual Exchange of Marijuana	322	Alcohol and Drug offense	Misdemeanor-A
6	Vandalism (up to \$500)	138	Property crime	Misdemeanor-A
7	Obstructing Hwy/Passageway	101	Crime against common good	Misdemeanor-C

NOTE: N=3,646

Table 2
Type of Offense by Referring Agency

#	Type of Offense	Memphis PD	Sheriffs Dept	Germantown PD	Bartlett PD	Collierville PD	Millington PD
1	Assault	1104	213	19	42	19	5
2	Theft of Property (up to \$500)	582	45	9	22	51	8
3	Criminal Trespass	410	44	17	5	8	0
4	Disorderly Conduct	440	24	6	7	5	0
5	Simple Possession/Casual Exchange of Marijuana	211	51	12	26	17	5
6	Vandalism (up to \$500)	115	16	4	1	1	1
7	Obstructing Hwy/Passageway	85	14	0	2	0	0
Total		2947	407	67	105	101	19

NOTE: N=3,646

Table 3
Zip-code and Offense # by Referring Agency/Precinct and General Location

#	Top six zip-codes with highest offense #s	Offense #	Referring Agency/Precinct	General Location
1	38118	318	Ridgeway Station	Airport
2	38127	314	North Precinct-Old Allen Station	Frayser
3	38128	255	North Precinct- Old Allen Station	Raleigh
4	38109	254	South Precinct- Rains Station	Whitehaven
5	38115	235	Ridgeway Station	Hickory Hill
6	38116	232	South Precinct- Raines Station	Whitehaven

NOTE: Juvenile summons, for these specific zip-codes, were referred by Memphis P D.

Table 4
Zip-code by Resource and Shape School

#	Top six zip-codes with highest offense #s	Resources Offered Within Referring Agency's Jurisdiction*	Shape School																				
1	38118	<table border="0"> <tr> <td>AGENCY</td> <td>RESOURCE</td> </tr> <tr> <td>NOVA</td> <td>Domestic Violence</td> </tr> <tr> <td>Operation Hope</td> <td>Mentoring</td> </tr> <tr> <td>Case Management Inc.</td> <td>CaseManagement</td> </tr> <tr> <td>Southeast Mental Health Center</td> <td>CaseManagement</td> </tr> <tr> <td>Case Management Inc.</td> <td>MedManagement</td> </tr> <tr> <td>Southeast Mental Health Center</td> <td>MedManagement</td> </tr> <tr> <td>GirlzLife Empowerment Program</td> <td>Mentoring</td> </tr> <tr> <td>Case Management Inc.</td> <td>Outpatient</td> </tr> <tr> <td>Southeast Mental Health Center</td> <td>Outpatient</td> </tr> </table>	AGENCY	RESOURCE	NOVA	Domestic Violence	Operation Hope	Mentoring	Case Management Inc.	CaseManagement	Southeast Mental Health Center	CaseManagement	Case Management Inc.	MedManagement	Southeast Mental Health Center	MedManagement	GirlzLife Empowerment Program	Mentoring	Case Management Inc.	Outpatient	Southeast Mental Health Center	Outpatient	<ul style="list-style-type: none"> • Wooddale High • Wooddale Middle
AGENCY	RESOURCE																						
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		Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	
2	38127	NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Trezevant High School • Frayser High School
3	38128	Family Support Services Center Family Support Services Center Family Support Services Center Youth Dimensions Incorporated Division of Parks/ Neighborhood FireSetter Program	Alcohol&Drug-Group AngerManagement-Group Outpatient Residential Community Service Community Service	<ul style="list-style-type: none"> • Craigmont High • Raleigh Egypt High
4	38109	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> • Fairley High
5	38115	NOVA Chaisson Creative Consulting Chaisson Creative Consulting Metamorphoses, Inc. Chaisson Creative Consulting Chaisson Creative Consulting Division of Parks/ Neighborhood FireSetter Program	Domestic Violence AngerManagement CaseManagement Mentoring Outpatient SexOffender-Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Kirby High • Kirby Middle
6	38116	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> • Hillcrest High • Whitehaven High

**Table 5
School and Zip-code by Referring Agency and General Location**

#	Top eight schools with highest offense #s	All zip-codes per school district	School district with highest # of offenses within a zip-code	Referring Agency/Precinct	General Location
1	Wooddale High (# of summons= 158)	38103 38106 38108 38109 38111 38114 38115 38116 38118 38122 38125	38118	Memphis PD- Ridgeway Station	Airport

		38128 38141 38611			
2	Whitehaven High (# of summons=102)	38106 38107 38109 38111 38115 38116 38118 38126 38127 38128 38134	38116	Memphis PD- Rains Station (South Precinct)	Whitehaven
3	Kirby High (# of summons=92)	38103 38109 38115 38116 38117 38118 38119 38122 38125 38127 38128 38141	38141	Memphis PD- Ridgeway Station	Hickory Hill
4	Germantown High (# of summons=87)	38002 38016 38017 38018 38115 38118 38125 38128 38133 38138 38139 38141	38125	Germantown PD	East Hickory Hill

		38637			
5	Bartlett High (# of summons=83)	38002 38016 38018 38122 38127 38128 38133 38134 38135	38135	Bartlett PD	Bartlett
6	Bolton High (# of summons=77)	38002 38018 38053 38112 38115 38122 38127 38128 38134 38135	38128	Memphis PD- Old Allen Station (North Precinct)	Raleigh
7	Fairly High (# of summons=75)	38018 38103 38106 38109 38111 38114 38116 38118 38128	38109	Memphis PD- Raines Station (South Precinct)	Whitehaven

8	Southwind High (# of summons=74)	38017 38108 38115 38116 38118 38119 38122 38125 38141	38125	Germantown PD	East Hickory Hill

**Table 6
School by Resource and Shape School**

#	Top eight schools with highest offense # and zip-code	Resources offered within referring agency’s jurisdiction*		Shape School
1	Wooddale High (zip-code: 38118)	<u>AGENCY</u> NOVA Operation Hope Case Management Inc. Southeast Mental Health Center Case Management Inc. Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc. Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	<u>RESOURCE</u> Domestic Violence Mentoring CaseManagement CaseManagement MedManagement MedManagement Mentoring Outpatient Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Wooddale High • Wooddale Middle
2	Whitehaven High (zip-code: 38116)	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> • Hillcrest High • Whitehaven High School
3	Kirby High	NOVA	Domestic Violence	<ul style="list-style-type: none"> • Kirby High

	(zip-code: 38141)	FireSetter Program	Community Service	• Kirby Middle
4	Germantown High (zip-code: 38125)	NOVA Hickory Hill Community Redevelopment Corporation Compass Intervention Center Compass Intervention Center Compass Intervention Center Shelby County CSA- Homeless Office	Domestic Violence Mentoring DayTreatment IntensiveOutpatient Residential Charitables	• Highland Oaks Middle School • Southwind High School
5	Bartlett High (zip-code: 38135)	Baptist Children's Home	Residential	No Shape School
6	Bolton High (zip-code: 38128)	Family Support Services Center Family Support Services Center Family Support Services Center Youth Dimensions Incorporated Division of Parks/ Neighborhood FireSetter Program	Alcohol&Drug-Group AngerManagement-Group Outpatient Residential Community Service Community Service	• Craigmont High • Raleigh Egypt High
7	Fairley High (zip-code: 38109)	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	• Fairley High
8	Southwind High (Zip-code: 38125)	NOVA Hickory Hill Community Redevelopment Corporation Compass Intervention Center Compass Intervention Center Compass Intervention Center Shelby County CSA- Homeless Office	Domestic Violence Mentoring DayTreatment IntensiveOutpatient Residential Charitables	• Highland Oaks Middle School • Southwind High School

Cases Involving Secure Detention

In an effort to assess and to determine where DMC occurs within the JCMSC court system, juvenile offenders who were admitted to secure detention were examined to better understand how to begin reducing DMC. The annual assessment period for this study began August 1, 2012 and ended July 31, 2013. The data utilized for this study were extracted from the JCMSC official IMS and analyzed with SPSS 20. The RRI results for Cases Involving Secure Detention revealed that overrepresentation of minority youth for the past four years (2009- 2012) have been steadily declining from a rate of 2.1 to 1.32.

Table 1 (see below) presents the eight most frequently occurring types of offenses, of 70 or more offenses, by category and classification. During this one-year timeframe, 1,041 juvenile offenders were admitted to secure detention for one of the eight offenses. Of the 1,041 juveniles, 91 % were African American male (n=679, 65%) and female (n=267, 26%), and 8 % were White male (n=57, 6%) and female (n=22, 2%). Other races (n=16) combined accounted for fewer than 2%. Table 2 (see below) presents referring agency by type of offense. Key findings show that an overwhelming majority of the juvenile offenders were taken into custody by the Memphis PD for each of the eight offense types, followed by the Sheriff’s Department.

Table 3 (see below) presents the top five zip-codes, with 60 or more offenses, for juvenile offenders who were admitted to secure detention for one of the eight offenses as shown in Table 1. Table 3 also shows referring agency/precinct and general location of zip-codes within the city of Memphis. Moreover, Table 4 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within those zip-codes.

Table 5 (see below) presents the top six schools, with 25 or more offenses, for juvenile offenders who were admitted to secure detention for one of the eight offenses as shown in Table 1. Table 5 further breaks down the schools by all zip-codes within a district, and then by a single zip-code which indicates the highest number of juveniles admitted to secure detention for that particular school. Additionally, the referring agency/precincts and general location of the zip-codes are shown for Memphis and Shelby County. Table 6 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within the districts of those schools.

**Table 1
Type of Offense and # of Juveniles by Offense Category and Offense Classification**

#	Type of Offense	# of Juveniles	Offense Category	Offense Classification
1	Domestic Assault	362	Crime against person	Misdemeanor-B
2	Aggravated Assault	124	Crime against person	Felony-C
3	Aggravated Burglary	119	Property crime	Felony-C
4	Assault	117	Crime against person	Misdemeanor-A
5	Disorderly Conduct	90	Crime against common good	Misdemeanor-C
6	Robbery	81	Crime against person	Felony-C
7	Aggravated Robbery	74	Crime against person	Felony-B
8	Theft of Property (up to \$500)	74	Property crime	Misdemeanor-A

NOTE: N=1,041

**Table 2
Type of Offense by Referring Agency**

#	Type of Offense	Memphis PD	Sheriffs Dept	Germantown PD	Bartlett PD	Collierville PD	Millington PD
1	Domestic Assault	317	31	0	10	4	0
2	Aggravated Assault	94	20	1	5	3	1
3	Aggravated Burglary	107	7	0	4	0	1
4	Assault	101	12	0	3	1	0
5	Disorderly Conduct	85	3	0	1	1	0
6	Robbery	80	1	0	0	0	0
7	Aggravated Robbery	68	2	0	1	0	3
8	Theft of Property (up to \$500)	72	1	0	0	0	1
TOTAL		924	77	1	24	9	6

NOTE: N=1,041

**Table 3
Zip-code and Offense # by Referring Agency/Precinct and General Location**

#	Top five zip-codes with highest offense #s	Offense #	Referring Agency/Precinct	General Location
1	38127	101	North Precinct- Old Allen Station	Frayser

2	38109	90	South Precinct- Rains Station	Whitehaven
3	38128	77	North Precinct- Old Allen Station	Raleigh
4	38118	74	Ridgeway Station	Airport
5	38106	64	West Precinct- Crump Station	Bellevue/McLemore (South Midtown)

NOTE: Cases resulting in secure detention, for these specific zip-codes, were referred by Memphis PD

Table 4
Zip-code by Resource and Shape School

#	Top five zip-codes with highest offense #s	Resources Offered Within Referring Agency's Jurisdiction*		Shape School
1	38127	AGENCY NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	RESOURCE Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> Trezevant High School Frayser High School
2	38109	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> Fairley High
3	38128	Family Support Services Center Family Support Services Center Family Support Services Center Youth Dimensions Incorporated Division of Parks/ Neighborhood FireSetter Program	Alcohol&Drug-Group AngerManagement-Group Outpatient Residential Community Service Community Service	<ul style="list-style-type: none"> Craigmont High Raleigh Egypt High
4	38118	NOVA Operation Hope Case Management Inc. Southeast Mental Health Center Case Management Inc. Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc. Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	Domestic Violence Mentoring CaseManagement CaseManagement MedManagement MedManagement Mentoring Outpatient Outpatient Community Service Community Service	<ul style="list-style-type: none"> Wooddale High Wooddale Middle
5	38106	Case Management Inc. South Memphis Alliance Case Management Inc. Youth for Youth Community Coalition, Inc. South Memphis Alliance Division of Parks/ Neighborhood FireSetter Program	CaseManagement HIVprevention/education MedManagement Mentoring Substanceabuseprevention Community Service Community Service	<ul style="list-style-type: none"> No Shape School

	(offenses=39)	38103 38104 38105 38106 38108 38109 38111 38112 38114 38115 38116 38117 38118 38126 38127 38128 38141	38109* 38115*	Memphis PD-Raines Station (South Precinct) Memphis PD- Ridgeway Station	Whitehaven Hickory Hill
3	Wooddale High (offenses=34)	38103 38108 38112 38115 38118 38141	38118	Memphis PD- Ridgeway Station	Airport
4	Hamilton High (offenses=31)	38103 38105 38106 38108 38109 38111 38114 38116 38126	38106	Memphis PD- Crump Station (West Precinct)	Bellevue/McLemore (South Midtown)

5	Southwind High (offenses=28)	38017 38105 38115 38125 38128 38141	38125	Germantown PD	East Hickory Hill
6	Northwest Prep (offenses=26)	38103 38104 38106 38107 38109 38112 38114 38115 38122 38125 38127 38128 38134 38141	38127	Memphis PD- Old Allen Station (North Precinct)	Frayser

Highest number of offenses by zip-codes was equal in value for juvenile offenders who were Not in School, and for those who attended the MLK Transition Center.

**Table 6
School by Resource and Shape School**

#	Top six schools with highest offense # and zip-code	Resources offered within referring agency's jurisdiction		Shape School
1	Wooddale High (zip-code: 38118)	<u>AGENCY</u> NOVA Operation Hope Case Management Inc. Southeast Mental Health Center	<u>RESOURCE</u> Domestic Violence Mentoring CaseManagement CaseManagement	<ul style="list-style-type: none"> • Wooddale High • Wooddale Middle

		Case Management Inc. Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc. Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	MedManagement MedManagement Mentoring Outpatient Outpatient Community Service Community Service	
2	Frayser High (zip-code: 38127)	NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Trezevant High School • Frayser High School
3	Central High (zip-code:38106)	Case Management Inc. South Memphis Alliance Case Management Inc. Youth for Youth Community Coalition, Inc. South Memphis Alliance Division of Parks/ Neighborhood FireSetter Program	CaseManagement HIVprevention/education MedManagement Mentoring Substanceabuseprevention Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
4	East High (zip-code 38111)	Christian Psychological Center Messick Adult Education Center Christian Psychological Center Division of Parks/ Neighborhood FireSetter Program	AngerManagement-Group GED/VocationalTraining Outpatient Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
5	Overton High (zip-code: 38111)	Christian Psychological Center Messick Adult Education Center Christian Psychological Center Division of Parks/ Neighborhood FireSetter Program	AngerManagement-Group GED/VocationalTraining Outpatient Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
6	Southwest Prep (zip-code:38116)	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> • Hillcrest High • Whitehaven High

Cases Transferred to Adult Criminal Justice System

In an effort to assess and to determine where DMC occurs within the JCMSC court system, juvenile offenders who were transferred to adult criminal court were examined to better understand how to begin reducing DMC. The annual assessment period for this study began August 1, 2012 and ended July 31, 2013. The data utilized for this study were extracted from the JCMSC official IMS and analyzed with SPSS 20. The RRI results for Cases Transferred to Adult Criminal Court revealed that overrepresentation of minority youth have fluctuated over the past four years (2009-2012); however, during this time period the rate remained within a 2 to 1 disparity.

Table 1 (see below) presents the four most frequently occurring types of offenses by category and classification. During this one-year timeframe, 34 juvenile offenders were transferred to adult criminal court for one of the four offenses. Of the 34 juveniles, 88% were African American male (n=30), 6% were White male (n=2), and the remaining 6% accounted for other race (n=2). Table 2 (see below) presents referring agency by type of offense. Key findings show that 88% of the juvenile offenders were taken into custody by the Memphis PD. The remaining 12% were equally referred by the Sheriff’s Department and Bartlett PD. There were no referrals to the court by Germantown PD, Collierville PD, or Millington PD which resulted in cases being transferred to adult criminal court.

Table 3 (see below) presents the top three zip-codes for juvenile offenders who were transferred to adult criminal court for one of the four offenses as shown in Table 1. Table 3 also shows referring agency/precinct and general location of zip-codes within the city of Memphis. Moreover, Table 4 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within those zip-codes.

Table 5 (see below) presents the top four schools for juvenile offenders who were transferred to adult criminal court for one of the four offenses as shown in Table 1. Table 5 further breaks down the schools by all zip-codes within a district, and then by a single zip-code which indicates the highest number of juveniles transferred to adult criminal court for that particular school. Additionally, the referring agency/precincts and general location of the zip-codes are shown for Memphis and Shelby County. Table 6 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within the districts of those schools.

**Table 1
Type of Offense and # of Juveniles by Offense Category and Offense Classification**

#	Type of Offense	# of Juveniles	Offense Category	Offense Classification
1	Aggravated Robbery	12	Crime against person	Felony-B
2	Aggravated Burglary	10	Property crime	Felony-C
3	Aggravated Assault	7	Crime against person	Felony-C
4	Robbery	5	Crime against person	Felony-C

NOTE: N=34

**Table 2
Type of Offense by Referring Agency**

#	Type of Offense	Memphis	Sheriffs	Germantown	Bartlett	Collierville	Millington
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		PD	Dept	PD	PD	PD	PD
1	Aggravated Robbery	10	1	0	1	0	0
2	Aggravated Burglary	9	0	0	1	0	0
3	Aggravated Assault	6	1	0	0	0	0
4	Robbery	5	0	0	0	0	0
TOTAL		30	2	0	2	0	0

NOTE: N=34

Table 3
Zip-code and Offense # by Referring Agency/Precinct and General Location

#	Top three zip-codes with highest offense #s	Offense #	Referring Agency*/Precinct	General Location
1	38115	3	Ridgeway Station	Hickory Hill
2	38118	3	Ridgeway Station	Airport
3	38127	3	North Precinct- Old Allen Station	Frayser

NOTE: Cases transferred to adult criminal court, for these specific zip-codes, were referred by Memphis P D.

Table 4
Zip-code by Resource and Shape School

#	Top three zip-codes with highest offense #s	Resources Offered Within Referring Agency's Jurisdiction*		Shape School
1	38115	<u>AGENCY</u>	<u>RESOURCE</u>	<ul style="list-style-type: none"> • Kirby High • Kirby Middle
		NOVA	Domestic Violence	
2	38118	Chaisson Creative Consulting	AngerManagement(individual)	<ul style="list-style-type: none"> • Wooddale High • Wooddale Middle
		Chaisson Creative Consulting	CaseManagement	
		Metamorphoses, Inc.	Mentoring	
		Chaisson Creative Consulting	Outpatient	
		Chaisson Creative Consulting	SexOffender-Outpatient	
		NOVA	Domestic Violence	
Operation Hope	Mentoring			
Case Management Inc.	CaseManagement			
Southeast Mental Health Center	CaseManagement			
Case Management Inc.	MedManagement			

		Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc. Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	MedManagement Mentoring Outpatient Outpatient Community Service Community Service	
3	38127	NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Trezevant High School • Frayser High School

Table 5
School and Zip-code by Referring Agency ad General Location

#	Top four schools with highest offense #s	All zip-codes per school district	School district with highest # of offenses within a zip-code	Referring Agency/Precinct	General Location
1	Not in School (offenses=6)	38111 38115 38118 38125 38127	38127	Memphis PD- Old Allen Station (North Precinct)	Frayser
2	MLK Transition* Center (offenses=5)	38106 38108 38115 38118 38141	38108	Memphis PD-Crump Station (West Precinct)	Kingsbury
3	Southwest Prep* (offenses=3)	38109 38111 38114	38111 38114	Memphis PD-Mt Moriah Station (East Precinct) Memphis PD-	University of Memphis area Orange Mound

		Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	
4	Truant**			

**Each of the schools highest number of offenses by zip-codes was equal in value for juvenile offenders. Please note that info for referring agency and Shape school is only shown if zip-codes are not reflected in any of the four annual assessment reports.

Juvenile Detention Alternatives Annual Assessment Report

The purpose of this assessment study is to examine alternatives to detention (ATD) services available to juvenile offenders whose risk assessment score indicates eligibility for release from detention prior to their detention hearing. The annual assessment period for this study began August 1, 2012 and ended July 31, 2013. The data utilized for this study were extracted from the JCMSC official IMS and analyzed with SPSS 20. Please note that during this assessment period only one ATD¹ (Porter-Leath) option was available to juvenile offenders. However, as of August 2013, a second ATD (Electronic Monitoring)² option has become available.

Table 1 (see below) presents the five most frequently occurring types of offenses by category and classification. During this one-year timeframe, 84 juvenile offenders were placed on ATD for one of the five offenses. Of the 84 juveniles, 93% were African American male (n=48, 57%) and female (n=30, 36%), and 6 % were White male (n=4, 5%) and female (n=1, 1%). Other race (n=1) accounted for 1%. Table 2 (see page 2) presents referring agency by type of offense. Key findings show that 93% of the juvenile offenders were taken into custody by the Memphis PD. The remaining 7% combined were referred by the Sheriff’s Department, Bartlett and Millington PD. There were no referrals to the court by Germantown PD or Collierville PD which resulted in ATD.

Table 3 (see below) presents the top three zip-codes for juvenile offenders who were placed on ATD for one of the four offenses as shown in Table 1. Table 3 also shows referring agency/precinct and general location of zip-codes within the city of Memphis. Moreover, Table 4 (see page 3) presents a list of resources available through JCMSC as well as Shape schools operating within those zip-codes.

Table 5 (see below) presents the top four schools for juvenile offenders who were placed on ATD for one of the four offenses as shown in Table 1. Table 5 further breaks down the schools by all zip-codes within a district, and then by a single zip-code which indicates the highest number of juveniles placed on ATD for that particular school. Additionally, the referring agency/precincts and general location of the zip-codes are shown for Memphis and Shelby County. Table 6 (see below) presents a list of resources available through JCMSC as well as Shape schools operating within the districts of those schools.

**Table 1
Type of Offense and # of Juveniles by Offense Category and Offense Classification**

¹ Porter-Leath provides an array of services to at-risk children and families in Memphis. Currently, Porter-Leath accepts up to four ATD juvenile offenders for residential services.

² Electronic Monitoring for ATD juvenile offenders is monitored by Sentinel Offender Services 24 hours a day. The initial number of electronic ankle bracelets available to the Detention Services Bureau for ATD juvenile offenders was sixteen.

#	Type of Offense	# of Juveniles	Offense Category	Offense Classification
1	Domestic Assault	62	Crime against person	Misdemeanor -A
2	Disorderly Conduct	8	Crime against common good	Misdemeanor -C
3	Assault	5	Crime against person	Misdemeanor -A
4	Criminal Trespassing	5	Crime against common good	Misdemeanor -C
5	Simple Possession/Casual Exchange of Marijuana	4	Alcohol and Drug	Misdemeanor -A

NOTE: N=84

Table 2
Type of Offense by Referring Agency

#	Type of Offense	Memphis PD	Sheriffs Dept	Germantown PD	Bartlett PD	Collierville PD	Millington PD
1	Domestic Assault	58	3	0	1	0	0
2	Disorderly Conduct	7	0	0	0	0	1
3	Assault	4	1	0	0	0	0
4	Criminal Trespassing	5	0	0	0	0	0
5	Simple Possession/Casual Exchange of Marijuana	4	0	0	0		0
TOTAL		78	4	0	1	0	1

NOTE: N=84

Table 3
Zip-code and Offense # by Referring Agency/Precinct and General Location

#	Top five zip-codes with highest offense #s	Offense #	Referring Agency*/Precinct	General Location
1	38118	9	Ridgeway Station	Airport
2	38128	8	North Precinct- Old Allen Station	Raleigh
3	38127	7	North Precinct- Old Allen Station	Frayser
4	38109	7	South Precinct-Raines Station	Whitehaven
5	38106	7	West Precinct- Crump Station	Bellevue/McLemore (South Midtown)

NOTE: Alternatives to Detention, for these specific zip-codes, were referred by Memphis P D.

Table 4
Zip-code by Resource and Shape School

#	Top five zip-codes with highest offense #s	Resources Offered Within Referring Agency's Jurisdiction*	Shape School
1	38118	NOVA Domestic Violence	• Wooddale High

		Operation Hope Case Management Inc. Southeast Mental Health Center Case Management Inc. Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc. Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	Mentoring CaseManagement CaseManagement MedManagement MedManagement Mentoring Outpatient Outpatient Community Service Community Service	<ul style="list-style-type: none"> Wooddale Middle
2	38128	Family Support Services Center Family Support Services Center Family Support Services Center Youth Dimensions Incorporated Division of Parks/ Neighborhood FireSetter Program	Alcohol&Drug-Group AngerManagement-Group Outpatient Residential Community Service Community Service	<ul style="list-style-type: none"> Craigmont High Raleigh Egypt High
3	38127	NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> Trezevant High School Frayser High School
4	38109	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> Fairley High
5	38106	Case Management Inc. South Memphis Alliance Case Management Inc. Youth for Youth Community Coalition, Inc. South Memphis Alliance Division of Parks/ Neighborhood FireSetter Program	CaseManagement HIVprevention/education MedManagement Mentoring Substanceabuseprevention Community Service Community Service	<ul style="list-style-type: none"> No Shape School

**Table 5
School and Zip-code by Referring Agency ad General Location**

#	Top six schools with highest offense #s	All zip-codes per school district	School district with highest # of offenses within a zip-code	Referring Agency/Precinct	General Location
1	Wooddale High (offenses=6)	38115 38118	38118	Memphis PD- Ridgeway Station	Airport
2	Frayser High (offenses=5)	38115		Memphis PD-	Frayser

		38127	38127	Old Allen Station (North Precinct)	
3	Central High (offenses=4)	38106 38112	38106	Memphis PD- Crump Station (West Precinct)	Bellevue/McLemore (South Midtown)
4	East High (offenses=4)	38111 38112 38114	38111	Memphis PD-Mt Moriah Station (East Precinct)	University of Memphis area
5	Overton High (offenses=4)	38111 38117 38118	38111	Memphis PD-Mt Moriah Station (East Precinct)	University of Memphis area
6	Southwest Prep (offenses=4)	38109 38116 62204	38116	Memphis PD- Raines Station (South Precinct)	Whitehaven

**Table 6
School by Resource and Shape School**

#	Top six schools with highest offense # and zip-code	Resources offered within referring agency’s jurisdiction		Shape School
1	Wooddale High (zip-code: 38118)	<u>AGENCY</u>	<u>RESOURCE</u>	<ul style="list-style-type: none"> • Wooddale High • Wooddale Middle
		NOVA Operation Hope Case Management Inc. Southeast Mental Health Center Case Management Inc. Southeast Mental Health Center GirlzLife Empowerment Program Case Management Inc.	Domestic Violence Mentoring CaseManagement CaseManagement MedManagement MedManagement Mentoring Outpatient	

		Southeast Mental Health Center Division of Parks/ Neighborhood FireSetter Program	Outpatient Community Service Community Service	
2	Frayser High (zip-code: 38127)	NOVA Comprehensive Counseling Comprehensive Counseling Comprehensive Counseling Division of Parks/ Neighborhood FireSetter Program	Domestic Violence CaseManagement MedManagement Outpatient Community Service Community Service	<ul style="list-style-type: none"> • Trezevant High School • Frayser High School
3	Central High (zip-code:38106)	Case Management Inc. South Memphis Alliance Case Management Inc. Youth for Youth Community Coalition, Inc. South Memphis Alliance Division of Parks/ Neighborhood FireSetter Program	CaseManagement HIVprevention/education MedManagement Mentoring Substanceabuseprevention Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
4	East High (zip-code 38111)	Christian Psychological Center Messick Adult Education Center Christian Psychological Center Division of Parks/ Neighborhood FireSetter Program	AngerManagement-Group GED/VocationalTraining Outpatient Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
5	Overton High (zip-code: 38111)	Christian Psychological Center Messick Adult Education Center Christian Psychological Center Division of Parks/ Neighborhood FireSetter Program	AngerManagement-Group GED/VocationalTraining Outpatient Community Service Community Service	<ul style="list-style-type: none"> • No Shape School
6	Southwest Prep (zip-code:38116)	Division of Parks/ Neighborhood FireSetter Program	Community Service Community Service	<ul style="list-style-type: none"> • Hillcrest High • Whitehaven High

INTERVENTION

This is an area where the Shelby County Juvenile Court System should examine its existing service offerings.

What types of services currently exist at this point of contact? Warning letter, Warning letter in lieu of Attachment Pro Corpus, Warning letter Out of County, No Petition Filed, Warn/Counsel, Forfeiture & Fine, Community Service, Community Service-Fire Setter Program, Evaluation & Referral Bureau, Mediation and Restitution Services (MARRS), Bringing Youth Positive Assistance Through Special Services (BYPASS), Probation, Continue on Probation, Reactivate Probation, Just Care Family Network, Department of Children’s Services (DCS) Prevention, Advisement, DCS Suspended Commitment, Youth Services Bureau (YSB), Youth Court, Operation Hope (Urban Youth Initiative), Juvenile Intervention and Faith-Based Follow-Up (JIFF) (Urban Youth Initiative), SHAPE.
See “appendix A” for Juvenile Court of Memphis and Shelby County Diversion Options Inventory for program description, target population and decision points.

Juvenile Court must determine whether or not these existing services address the contributing factors to DMC. If not, Juvenile Court should consider the types of intervention they want to utilize to address DMC. Note: intervention efforts will be an on-going process, which will be discussed amongst the DMC sub-committee members. If additional interventions are required to address the contributing factors to DMC, then the DMC Coordinator, along with the DMC subcommittee members, will work collaboratively on developing additional services.

A. Report on FY13 DMC-Reduction Plan and its Progress

- Provide status report for the entire alternative youth placement system and success of each program.

EVALUATION

Intervention strategies should be evaluated, both to encourage accountability among grantees and to assure the effectiveness of intervention efforts. This can be accomplished in a variety of ways. Successful interventions will hopefully reduce DMC, and this will be reflected in data compiled for identification (and monitoring) purposes (it is possible; however, that DMC may initially appear to rise as data quality improves). Programs that receive grants for intervention programs should also be required to include an evaluation component to assess the program’s impact. This would be included in each grant’s budget. A variety of evaluative methods might be considered, such as surveying or interviewing members of community stakeholders groups and participants in intervention programs.

MONITORING

Annual/monthly data collection and annual/monthly RRI calculations will permit earlier detection of DMC and the development of appropriate interventions. This data will be provided to the Equal Protection Monitor (Dr. Leiber). Trends can also be monitored more easily when data is collected annually and monthly. As specified in the Intervention and Evaluation sections, intervention grants (Consult with Sherry Schedler for more information) to community partners and agencies should also be monitored for program effectiveness and evidence of additional problem areas that might point to a need for new identification, assessment, and/or intervention strategies.

II. TIMELINE

The time period for implementation of the activities outlined in this Strategic Plan started December, 2012 and will continue throughout the next four years.

December 2012 – June 2013:

- Hire DMC Coordinator

- Research relevant literature and “best practices” in the DMC area, particularly those relevant to moderate size states and those with medium minority populations
- Visit Cook County, Ill for ideas to reduce DMC
- Review OJJDP’s DMC technical manual and other materials
- Identify 8 major decision points
- Identify all data collection needs at each major decision point along the stages of juvenile justice
- Identify DMC staffing needs to collect, evaluate and report DMC data (Lisa Hill, Shannon Caraway and Debra Monroe)
- Collect initial data for each of the decision points
- Identify points of contacts (POCs) for each decision point: *Felicia Hogan - Magistrate, Donna Gray – Children’s Bureau, Shannon Caraway – IT, Debra Monroe – Data Analyst, Dini Malone –Administration Services, Jerry Maness – Court Services, Marilyn Hobbs – Juvenile Defender Panel, Shirley Armstrong – Children’s Bureau, Tonya Watson – Youth Services Bureau, Robert Stanley – Detention Services, Wain Rubenstein – Youth Services, Joy Vernon – Auxiliary Probation, Rita Hall – Evaluation and Referrals, Demetria Springfield – Represent Judge Person*
- Assess the impact of juvenile courts current policies, procedures and programs on DMC level at each decision point
- Revise policies, procedure and practices and existing agreements to reduce DMC at each decision point
- Conduct inventory of all available services and diversion options by race, ethnicity and geographic region
- Within six months of the Effective Date, JCMSC shall revise its policies, procedures, practices, and existing agreements to reduce DMC at each Decision Point along the stages of juvenile justice and to encourage objective decision-making in all departments relating to its delinquency docket.
- JCMSC’s revision of its policies, procedures, practices, and existing agreements shall include the following:
 - Collection of data sufficient to evaluate whether the relevant policy, procedure, practice, or agreement results in DMC reduction;
 - A provision requiring the least restrictive options and alternatives to a detention setting to ensure DMC reductions;
 - Guidelines expressly identifying a list of infractions and reasons for which a Child may not be detained. This list shall prohibit detention for punishment, treatment, to meet the demands of the community, the police, a victim, or school administrators, to provide convenient access to the Child, to arrange for services, to satisfy the demands of the Child’s parent(s) or guardian(s), or to facilitate the interrogation of the Child or investigation of the offense;

- Guidelines expressly identifying the reasons for which a Child may be detained. This list shall include the requirement that the Juvenile Court Magistrates make a determination that there is probable cause to believe that the Child has committed a delinquent offense for which he or she may be detained;
- Training and guidance on the use of existing and new objective decision-making tools; and
- A requirement that a supervisory authority review all overrides within each department on, at minimum, a monthly basis.
- JCMSC shall reassess the effectiveness of its policies, procedures, practices, and existing agreements annually. JCMSC shall make necessary revisions to increase the effectiveness of JCMSC's DMC reduction efforts within the County.

December 2012 – September 2013:

Within nine months of the Effective Date, JCMSC shall augment the appropriate data collection method to assist in its evaluation of its DMC levels, causes, and reduction. The method shall include an assessment of the following areas within JCMSC and Shelby County related to comparisons of white and African-American children, as well as any additional population groups which constitute five percent or more of the juveniles referred to JCMSC in the preceding year:

- Relative rate index for each Decision Point, including, but not limited to, pre-adjudication detention, diversion, and transfers;
- A comparison of JCMSC, the County's, and the State's RRI with the national RRI data;
- Referring agencies, (MPD, School System, Sheriff's Office) types of offenses referred by each particular agency; offense severity referred by the agency; and resources offered to Children within the referring agency's jurisdiction; **(This information is required for the DMC digger deeper spreadsheet);**
- Number of Children in detention over a set period of time,
 - their risk assessment scores,
 - the component parts of their risk assessment scores,
 - the recommended actions from their risk assessment scores,
 - their social factors,
 - whether they were placed in alternative programs, and the outcomes of those alternative programs **(Suggestion: start doing this action item when the new DAT is used or discuss other options);**
- Available diversion options for Children appearing before JCMSC. This shall account for the options available in different geographic regions of the County; and
- Number of youth formally considered for transfer to adult court and the number actually certified for transfer **(This information is required for the DMC digging deeper spreadsheet);**
- Available diversion options for Children appearing before JCMSC. This shall account for the options available in different geographic regions of the County; and
- Number of youth formally considered for transfer to adult court and the number actually certified for transfer.
- Within nine months of the Effective Date, JCMSC shall complete and implement its strategic plan to reduce DMC. A committee shall be formed to oversee the execution of the strategic plan. The committee shall consider

further development of diversion programs including community service, informal hearings, family group conferences, victim impact panels, victim-offender mediation, mentoring, teen courts, restitution, and other restorative justice strategies. The committee shall recommend changes to the plan based on experience of success or failures in implementation.

- Within nine months of the Effective Date, JCMSC shall commence use of objective decision-making tools to assess necessary court services for Children, including, but not limited to, alternatives to detention, referrals for social services, and prevention and early intervention services. This requirement may not replace the necessary steps to ensure compliance with due process described in the above Section.
- Within nine months of the Effective Date, JCMSC shall refine its objective decision-making tools for determining whether pre-adjudication detention is necessary for a particular Child. In addition to due process considerations outlined above, JCMSC shall expressly identify a list of reasons for which a Child may not be detained. This list shall include, but is not limited to: punishment; treatment; meeting the demands of the community, the police, a victim, or school administrators; providing convenient access to the Child; arranging services for the Child; satisfying the demands of the Child's parent(s) or guardian(s); or facilitating the interrogation of the Child or investigation of the offense.
- Within nine months of the Effective Date, JCMSC shall implement a pilot program allowing law enforcement to phone in information about a recently arrested youth, which could lead to more youth being released with a summons and fewer transports by law enforcement to JCMSC.
- Within nine months of the Effective Date, JCMSC shall develop objective tools for providing pre-and post-adjudication alternatives to secure detention, probation recommendations (including initial placement, technical violations, and the level of supervision), and transfer recommendations. To assist with the expansion of services, JCMSC shall partner with other County departments and agencies as necessary to increase access to direct services within the community (including the implementation of a pilot diversion program). JCMSC shall use the inventory of the available services and diversion options by race, ethnicity, and geographic region to inform its decision to provide or expand the required services. In particular, JCMSC shall assess the availability of house arrest, day/evening treatment centers, intensive probation, shelter care, specialized foster care, and attendant or holdover care.
- Within nine months of the Effective Date, JCMSC shall develop and implement a process to statistically review all transfer recommendations. The objective measure and the Transfer Hearing bench card (referenced in the due process section above) shall be evaluated to determine if there are any patterns contributing to DMC in transfer recommendations, identify the departments and particular decision-makers contributing to DMC in transfer recommendations, and develop an action plan for eliminating the pattern and reducing the factors contributing to DMC in transfer recommendations.
- Within nine months of the Effective Date, JCMSC shall begin implementing the revised data collection mechanism to assist in its continued evaluation of DMC levels, causes, and reduction.
- Within nine months of the Effective Date, each designated DMC point of contact shall begin to use the department's data to evaluate the following on a monthly basis:
 - The relative rate index relating to the department's area of review;

- A review of overrides using the objective factors developed for the department, including whether permissible overrides should be revised;
- A review of the number of Children detained, in part, due to the department's actions;
- A review of any explanations of such detention actions;
- A review of the number of Children offered non-judicial options by the department; and a review of the effectiveness of the decision-making tools developed to ensure that decisions are not based on a Child's race or proxies for a Child's race or ethnicity.
- Each month, the designated DMC point of contact shall provide a management report to the department head and to the Judge identifying conduct or decision-making that increases DMC or frustrates efforts to reduce DMC. The DMC point of contact, department head, and Judge shall address these concerns. The DMC point of contact shall ensure that suggestions for addressing inconsistencies and overrides are communicated to the responsible JCMSC employee.
- On an annual basis, JCMSC shall evaluate and revise all objective decision-making tools listed above to minimize the extent, if any, to which the tool uses racial or ethnic differences (or proxies for racial and ethnic differences) as a basis for decision-making.

December 2012 – December 2013

- Within one year of the effective date, JCMSC shall provide all staff involved in any fashion in its delinquency docket with a minimum of sixteen hours of training on DMC in the juvenile justice system. The training shall emphasize the role of the Court, Juvenile Court Magistrates, probation, detention, and other Court personnel in reducing DMC in the juvenile justice process. The training shall include an interactive component with sample cases, responses, feedback, and testing to ensure retention. Training for all new staff shall be provided bi-annually. The training shall also address:
 - Understanding the potential causes of DMC, including, but not limited to, institutional resources, individual decision-making, differential handling of Children based on race or ethnicity, programming options, availability of prevention and treatment options, and eligibility criteria for court services;
 - Using data collection methods to inform DMC reduction progress;
 - Understanding how bias – implicit or explicit – may impact the decision-making process;
 - Evaluating the availability of programs and services that take into account community resources;
 - Using decision-making tools in a fair manner and evaluating any decision to override objective outcomes;
 - Understanding the importance of community engagement and awareness of racial or ethnic disparities in the treatment of Children appearing before the Court; and
 - Understanding the Court's oversight role on community issues impacting juvenile justice.
- JCMSC shall ensure that all staff involved in any fashion in the delinquency docket shall complete a minimum of four hours of refresher training on an annual basis. This refresher training shall include updates related to JCMSC's challenges and progress in reducing DMC over the prior year.

- In order to ensure that JCMSC’s equal protection and DMC reforms are conducted in accordance with the Constitution, the Equal Protection Monitor shall assess JCMSC’s progress in implementing these provisions and the effectiveness of these reforms. In addition to assessing JCMSC’s procedures, practices, and training, the Monitor shall analyze the following metrics related to the equal protection and fairness in the administration of juvenile justice:
- Annual analysis of the effectiveness of the data collection system;
- Annual assessment of the Shelby County RRI for each Decision Point and comparison of the Tennessee and national RRI data;
- Annual analysis of the factors relied upon in the pre-adjudication detention, diversion, and transfer determinations and the extent to which race remains a statistically significant factor at each of these Decision Points;
- Review of the strategic plan to reduce DMC;
- Review of the objective decision-making tools implemented in accordance with this Agreement and a sampling of matters in which the tools were used;
- Review of JCMSC’s statistical review of transfer recommendations; and
- Review of a representative sampling of monthly management reports generated by each department.
- JCMSC shall maintain a record of the documents necessary to facilitate a review by the Equal Protection Monitor and the United States in accordance with Section VI of this Agreement.

DMC COORDINATOR

A DMC Coordinator (Lisa Hill) will provide a sustained focus on DMC issues in the Shelby County Juvenile Justice System, and permit the county to move forward in working to reduce the DMC documented to date and prevent DMC from expanding into new areas.

The DMC Coordinator will work with and report directly to the Mayor’s Administration but will also be accountable to the DMC points of contacts and ultimately, to the Shelby County Juvenile Court. The DMC Coordinator will serve as a resource to these constituents, providing information about data, research, and recommendations and best practices at the national and state levels. Lisa Hill will also collaborate and assist the DMC points of contacts in developing priorities and accomplishing established goals. The Coordinator will also be available to assist community partners and those in the juvenile justice system who are involved in DMC reduction and prevention efforts, drawing on technical assistance from OJJDP as needed.

III. SUMMARY OF RECOMMENDATIONS/PRIORITIES

This Strategic Plan makes recommendations concerning the monitoring, reduction and prevention of DMC in Shelby County’s juvenile justice system. In addition to this recommendation, the Plan makes specific recommendations in the areas of DMC identification, assessment, intervention, evaluation and monitoring. Priorities are summarized below.

Identification:

- ⌚ Review OJJDP data identification grid for clarity and fit with Shelby County’s juvenile justice system (both contact points and racial/ethnic categories)
- ⌚ Work to improve the quality of referrals and court data, with the goal of near complete racial/ethnic data
- ⌚ Collect DMC identification data and calculate RRI’s annually and monthly; examine for trends over time

Assessment:

- ⌚ Determine whether assessment of FY09, FY10, FY11, FY12, FY13 data is merited
- ⌚ Identify additional data that might contribute to the value of assessments

Intervention:

- ⌚ Continue to encourage Detention to develop an objective risk assessment instrument for secure detention and a greater range of detention alternatives; monitor progress
- ⌚ Identify and convene a group of stakeholders in Shelby County to address DMC in referrals where DMC is evident
- ⌚ Provide education about DMC and identification and assessment data to law enforcement

Evaluation:

- ⌚ Evaluate intervention strategies for effectiveness

Monitoring:

- ⌚ Continue to monitor DMC through annual and monthly data collection and other methods as needed

Taken together, these steps will move Shelby County toward the goal of eliminating DMC from its juvenile justice system, and provide the vigilance required to keep DMC from becoming entrenched in the system and therefore more difficult to eradicate.

Attachment I

State: TENNESSEE

County: SHELBY

Reporting Period :

Jan -Dec 2009

Juvenile Justice Rates								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests								
3. Refer to Juvenile Court	41.8	137.3	50.1	7.2		3.3	35.7	123.8
4. Cases Diverted	79.5	77.1	77.4	100.0		100.0	70.5	77.1
5. Cases Involving Secure Detention	41.9	68.9	65.0	70.6		100.0	82.1	68.9
6. Cases Petitioned	27.5	36.0	38.4	5.9			39.7	36.1
7. Cases Resulting in Delinquent Findings	40.5	51.6	52.6	200.0			48.4	51.7
8. Cases resulting in Probation Placement	75.3	72.0	78.3	100.0			46.7	72.0
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities								
10. Cases Transferred to Adult Court	2.8	6.0	6.1				16.1	6.1

Relative Rate Index Compared with :								
	White							
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests	**	**	**	**	*	*	**	**
3. Refer to Juvenile Court	1.00	3.28	1.20	0.17	*	*	0.86	2.96

4. Cases Diverted	1.00	0.97	0.97	**	*	*	0.89	0.97
5. Cases Involving Secure Detention	1.00	1.64	1.55	**	*	*	1.96	1.64
6. Cases Petitioned	1.00	1.31	1.39	**	*	*	1.44	1.31
7. Cases Resulting in Delinquent Findings	1.00	1.27	1.30	**	*	*	1.19	1.28
8. Cases resulting in Probation Placement	1.00	0.96	1.04	**	*	*	**	0.96
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	**	**	**	**	*	*	**	**
10. Cases Transferred to Adult Court	1.00	2.17	2.23	**	*	*	**	2.21
Group meets 1% threshold?	Yes	Yes	Yes	Yes	No	No	Yes	

Attachment II

State: TENNESSEE

County: SHELBY

Reporting Period :

Jan -Dec 2010

Juvenile Justice Rates								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests								
3. Refer to Juvenile Court	39.1	142.6	49.3	12.8		12.4	22.8	127.7
4. Cases Diverted	81.3	77.6	92.0	90.3		66.7	59.2	78.0
5. Cases Involving Secure Detention	33.7	56.3	57.5	25.8		66.7	63.3	56.3
6. Cases Petitioned	41.4	35.3	38.0	32.3			38.8	35.3
7. Cases Resulting in Delinquent Findings	25.2	50.4	35.3	20.0			63.2	49.9
8. Cases resulting in Probation Placement	77.1	70.0	64.3	100.0			83.3	70.0
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	6.4	7.6	2.4					7.5
10. Cases Transferred to Adult Court	2.0	5.7	2.5					5.5

Relative Rate Index Compared with : White								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests	**	**	**	**	*	*	**	**
3. Refer to Juvenile Court	1.00	3.65	1.26	0.33	*	*	0.58	3.27
4. Cases Diverted	1.00	0.95	1.13	1.11	*	*	0.73	0.96

5. Cases Involving Secure Detention	1.00	1.67	1.71	0.77	*	*	1.88	1.67
6. Cases Petitioned	1.00	0.85	0.92	0.78	*	*	0.94	0.85
7. Cases Resulting in Delinquent Findings	1.00	2.00	1.40	**	*	*	**	1.98
8. Cases resulting in Probation Placement	1.00	0.91	0.83	**	*	*	**	0.91
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	1.00	1.19	**	**	*	*	**	1.16
10. Cases Transferred to Adult Court	1.00	2.86	**	**	*	*	**	2.78
Group meets 1% threshold?	Yes	Yes	Yes	Yes	No	No	Yes	

Attachment III

State: TENNESSEE

County: SHELBY

Reporting Period :

Jan -Dec 2011

Juvenile Justice Rates								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests								
3. Refer to Juvenile Court	32.4	137.6	36.6	18.3		4.4	26.4	121.3
4. Cases Diverted	94.5	78.3	87.9	80.4		100.0	74.6	78.5
5. Cases Involving Secure Detention	30.8	50.9	50.4	41.3		100.0	58.2	50.9
6. Cases Petitioned	27.5	41.1	48.0	15.2			59.7	41.3
7. Cases Resulting in Delinquent Findings	31.7	45.8	21.8	14.3			37.5	45.0
8. Cases resulting in Probation Placement	70.4	72.9	76.9	100.0			53.3	72.8
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	4.1	7.2	7.7	100.0			6.7	7.3
10. Cases Transferred to Adult Court	2.6	3.7	5.0				2.5	3.7

Relative Rate Index Compared with : White								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests	**	**	**	**	*	*	**	**
3. Refer to Juvenile Court	1.00	4.25	1.13	0.56	*	*	0.82	3.75
4. Cases Diverted	1.00	0.83	0.93	0.85	*	*	0.79	0.83

5. Cases Involving Secure Detention	1.00	1.65	1.64	1.34	*	*	1.89	1.65
6. Cases Petitioned	1.00	1.49	1.74	0.55	*	*	2.17	1.50
7. Cases Resulting in Delinquent Findings	1.00	1.44	0.69	**	*	*	1.18	1.42
8. Cases resulting in Probation Placement	1.00	1.04	**	**	*	*	**	1.03
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	**	**	**	**	*	*	**	**
10. Cases Transferred to Adult Court	1.00	1.42	1.95	**	*	*	**	1.43
Group meets 1% threshold?	Yes	Yes	Yes	Yes	No	No	Yes	

Attachment IV

State: TENNESSEE

County: SHELBY

Reporting Period :

Jan -Dec 2012

Juvenile Justice Rates								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests								
3. Refer to Juvenile Court	26.1	115.4	35.6	6.0		26.5	13.8	101.6
4. Cases Diverted	85.2	79.5	85.5	80.0		66.7	88.6	79.7
5. Cases Involving Secure Detention	34.1	45.0	45.6	33.3		16.7	77.1	45.1
6. Cases Petitioned	59.6	43.4	44.8	26.7		33.3	45.7	43.4
7. Cases Resulting in Delinquent Findings	22.7	48.0	41.7				81.3	47.9
8. Cases resulting in Probation Placement	78.0	75.4	66.7				46.2	74.9
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	6.5	8.5	6.7					8.3
10. Cases Transferred to Adult Court	1.5	3.3	0.9					3.2

Relative Rate Index Compared with : White								
	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/Mixed	All Minorities
2. Juvenile Arrests	**	**	**	**	*	*	**	**

3. Refer to Juvenile Court	1.00	4.42	1.36	0.23	*	*	0.53	3.89
4. Cases Diverted	1.00	0.93	1.00	**	*	*	1.04	0.93
5. Cases Involving Secure Detention	1.00	1.32	1.34	**	*	*	2.26	1.32
6. Cases Petitioned	1.00	0.73	0.75	**	*	*	0.77	0.73
7. Cases Resulting in Delinquent Findings	1.00	2.11	1.83	**	*	*	**	2.11
8. Cases resulting in Probation Placement	1.00	0.97	0.85	**	*	*	**	0.96
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	1.00	1.30	**	**	*	*	**	1.28
10. Cases Transferred to Adult Court	1.00	2.23	**	**	*	*	**	2.16
Group meets 1% threshold?	Yes	Yes	Yes	Yes	No	No	Yes	

Appendix A

Program	Program Description	Court or Referral	Target Population	Decision Point	Decision Maker	Geographical Area
Warning Letter (WL)	Letter mailed to parent/child-no conference with PO; Pre-adjudicatory/Non-judicial (NJ)	Court	1st time offenders, minor delinquent charges, juvenile summons, juveniles with infrequent contact with JC, unruly offenses	Complaint reviewed by supervisor prior to assignment or prior to conference	PO, assigning supervisor, PO supervisor	Available to all juveniles regardless of geographical area
WL In Lieu of Attachment Pro Corpus	Letter mailed to parent/child-no conference with PO; Pre-adjudicatory/NJ	Court	Failures to appear or cases with incorrect contact info	Official notification with no response	CPO or DCPO	Available to all juveniles regardless of geographical area
WL Out of County	No conference with PO; Pre-adjudicatory/NJ	Court	Juveniles reside outside of or has moved from Court's jurisdiction	Prior to conference	CPO or DCPO	Juveniles reside outside of or has moved from Court's jurisdiction
No Petition Filed	Facts of the complaint do not substantiate the charge or child denies a minor charge that does not merit the filing of a petition; Pre-adjudicatory/NJ	Court	Non-violent/1st time drug offenses/low-level misdemeanors	Prior to conference or conference	CPO or DCPO	Available to all juveniles regardless of geographical area

Warn/Counsel	Child admits guilt to the charge and waives right to a court hearing; PO counsels & discusses consequences; Pre-adjudicatory/NJ	Court	Unruly, misdemeanors, and low level felony charges (felony charges require CPO or DCPO approval)	Conference	PO	Available to all juveniles regardless of geographical area
Forfeiture & Fine	Used in conjunction with warn/counsel and/or community service; maximum amount per offense = \$50; Pre-adjudicatory or post-adjudicatory	Court	Designated misdemeanor traffic charges; juvenile summons or arrest	Conference; Court	PO; Magistrate	Available to all juveniles regardless of geographical area
Community Service	Child completes designated number of hours; Pre-adjudicatory or post-adjudicatory/Service hours completed at Memphis Division of Parks and Neighborhoods or parent locates service agency	Referral	Used for misdemeanor, and low level felony charges (felony charges require CPO or DCPO approval)	Conference	PO	Juveniles assigned to service agency within or near his or her zip code
Community Service-Fire Setter Program	Juvenile assigned to local fire department; includes educational information, homework assignments, counseling with the juvenile and a meeting with the family; Pre-adjudicatory or post-adjudicatory	Referral	Juveniles charge with fire-related offenses	Corrective Services	PO	Juveniles assigned to service agency within or near his or her zip code; Memphis Fire Department and Municipal Fire Departments
Evaluation & Referral Bureau (E&R)	Cases referred by staff or are court-ordered for services; child's progress/compliance monitored and reported to Corrective Services; pre-adjudicatory or post-adjudicatory	Court	Any juvenile in need of services	Conference	PO	Service providers located throughout the County/providers listed in Mental Health Resource Directory/children assigned by service type and to provider within or near his or her zip code

Mediation and Restitution Reconciliation Services (MARRS)	Provides offenders an alternative disposition; promotes accountability and principles of restorative justice; voluntary; Pre-adjudicatory/NJ	Referral	1st and/or 2nd misdemeanor; property crime w/ victim; ages 8-17; males and females	Prior to or during conference	PO; parent/child	Program centrally located within city limits- 38117 zip code
BYPASS	Alternative to formal supervised probation; assigned to Auxiliary Probation Officer (APO); Pre-adjudicatory/NJ	Court	Juveniles 7-14 years of age with misdemeanor or felony offenses	Conference	Supervisor	Assigned to an APO who works/resides in juvenile's zip code
Probation	Supervision for juveniles; referred to the Auxiliary Probation Service (APS); child may be supervised by APO or unsupervised; Agreed Decree (no court hearing) or Post-adjudicatory (court hearing)	Court	Juveniles adjudicated delinquent	Corrective Services; Judicial	PO; Magistrate	Assigned by APO who works/resides in juvenile's zip code
Continue On Probation	PO submits written request to Judge Person that child be continued on probation; NJ disposition (no delinquent petition is filed)	Court	Juveniles re-offend while on probation	PO; Judicial	Judge Person	Assigned by APO who works/resides in juvenile's zip code
Reactivate Probation	PO submits written request to Judge Person that the child's probation be reactivated; Non-judicial disposition (no delinquent petition is filed)	Court	Juveniles previously on probation	PO; Judicial	Judge Person	Assigned by APO who works/resides in juvenile's zip code
Just Care Family Network	Delivers enhanced mental health services through a culturally competent, child-focused system of care; Pre-adjudicatory or post adjudicatory	Referral	Targets children ages 15-19 with axis 1 diagnosis, risk of out of home placement and multiple service agency involvement;	Evaluation & Referral Bureau	PO	Central office located in 38104/ service providers located throughout the County/children assigned by service type and to provider within or near his or her zip code

Department of Children's Services (DCS) Prevention	DCS provides in-home services to prevent child from entering custody; Pre-adjudicatory or post adjudicatory	Referral	Any juvenile	Corrective Services; Judicial	PO; Magistrate	Available to all juveniles regardless of geographical area
Advisement	Case held in abeyance for one (1) calendar year; petition dismissed if child does not re-offend or commits subsequent minor offense; delinquent petition is filed/no adjudication	Court	Juveniles have minimal court contact(s)	Court Hearing	Magistrate	Available to all juveniles regardless of geographical area
DCS Suspended Commitment	Child placed on probation for one year in lieu of commitment to DCS corrective custody; probation may be supervised or unsupervised; Post-adjudicatory	Court	Typically available to juveniles who have no previous DCS commitment and/or juveniles who were previously supervised by the Youth Services Bureau (YSB)	Court Hearing	Magistrate	Assigned by APO who works/resides in juvenile's zip code
Youth Services Bureau (YSB)	Provides home-based supervision of adjudicated youth; children are monitored electronically; level of supervision based on individual assessments and case staffing outline; intensive supervision; Post-adjudicatory	Court	Juvenile has exhausted non-custodial diversion options and/or probation; parent is willing to allow child to remain in home while being monitored/supervised	Court Hearing	Magistrate	Available to all juveniles regardless of geographical area
Youth Court	Peer-based justice program; juvenile/parent agrees to a court hearing with student and attorney volunteers; Pre-adjudicatory	Court	1st time offenders; minor offenses; ages 12-18	Youth Court Coordinator		Available to all juveniles regardless of geographical area
Operation Hope (Urban Youth Initiative)	Faith-based mentoring program; Pre-adjudicatory	Referral	High-risk youth; at risk of residential placement	Corrective Services	Supervisor	Program only offered to children in 38118 zip code/10 slots available

Juvenile Intervention and Faith-Based Follow-Up (JIFF) (Urban Youth Initiative)	Provides mentoring; tutoring; guidance in spiritual, physical & social health issues; employment assistance; culinary arts; GED programs; Pre-adjudicatory or Post-adjudicatory	Referral	Pre-adjudicatory- Learn to Earn program-ages 16-21; Post-adjudicatory supervised by YSB- Juvenile Case Mentoring ages 12-18	Corrective Services; YSB	PO	Available to all juveniles regardless of geographical area/program located in 38126 zip code
SHAPE	SHAPE Coordinator contacted to inquire reason child was issued a summons at designated school/summonses returned to SHAPE Coordinator; summonses logged into spread sheet/not entered in JCS as formal complaint	Referral	Identification of summonses issued at twenty-one (21) SHAPE schools	Target schools/See attached list for geographical location	Supervisor	Available in twenty-one SHAPE schools