

APPENDIX 15



Juvenile Court of Memphis and Shelby County

616 Adams Avenue, Memphis, Tennessee 38105

P.O. Box 310, Memphis, Tennessee 38101

Interagency Services Report February 2016

Highlights this Month

Judge Dan H. Michael's Calendar

On February 1, 2016, Judge Michael met with Dr. Altha Stewart, University of Tennessee Health Science Center and Keri Virgo, Tennessee Department of Mental Health and Substance Abuse Services, concerning the **Tennessee (Shelby County) Integrated Policy Academy-Action Network Initiative**.

On February 3, 2016, Judge Michael hosted the first meeting of the **Executive Steering Committee**.

Judge Michael attended the **Three Branches Institute Meeting** in Nashville Tennessee with Chief Legal Officer Garland Erguden on February 4, 2016.

On February 8, 2016, Judge Michael attended a reception honoring **Hope Academy's** 6th Anniversary at Juvenile Court.

Judge Michael met with the **Rotary Club** key leadership and provided a tour of Juvenile Court on February 9, 2016.

On February 10, 2015, Judge Michael and Shelby County Sheriff Bill Oldham made a presentation in Nashville, Tennessee to the **Shelby County Delegation** on blended sentencing.

Judge Michael attended a meeting on February 11, 2016 in Nashville, Tennessee upon the invitation of **Bonnie Hommrich, Commissioner of the Tennessee Department of Children's Services**. The purpose of the meeting was to convene key stakeholders to discuss improving outcomes for youth in the juvenile justice system.

On February 12, 2016, Judge Michael hosted the **Swearing-In Ceremony** for **Carlyn Addison**, new Juvenile Court Magistrate.

Judge Michael hosted and met with the **National Council of Juvenile and Family Court Judges (NCJFCJ) Project Leaders** on February 16-18, 2016 for the **Memphis and Shelby County Trauma Audit**.

On February 19, 2016, Judge Michael was a presenter at **The University of Memphis Institute for Health Law & Policy Third Annual Symposium**, "*An ACE in the Hand of Policy Reform: Loading the Deck for a Trauma-Informed Juvenile Justice System.*"

February 2016 Highlights

Judge Dan H. Michael's Calendar, Continued

Judge Michael hosted a meeting on February 19, 2016 with Senator Mark Norris, Representative Mark White, Mayor Mark Luttrell, Dr. Willie Herenton and Larry Scroggs, Retired CAO/Chief Counsel to discuss the **"Close at Home Initiative."**

Judge Michael and Magistrate Hal Horne attended the **National Council of Juvenile and Family Court Judges (NCJFCJ) and Tennessee Council of Juvenile and Family Court Judges (TCJFCJ) joint Mid-Winter Conference** in Nashville, Tennessee from February 21-24, 2016.

On February 25, 2016, Judge Michael attended the **Memphis Shelby Crime Commission Board of Directors** meeting.

On February 26, 2016, Judge Michael met with **Maurice Wheeler**, Attorney concerning the Implicit Bias Report.

On February 29, 2016, Judge Michael met with **Haley Pardue** concerning criminal justice reform.

Juvenile Court Staff Activities

On February 3, 2016, Chief Legal Officer Garland Erguden, Chaplin Audrey Gonzales and Juvenile Court Clerk, Joy Touliatos attended Judge Michael's **Executive Steering Committee Meeting**.

WREG News Channel 3's April Thompson interviewed Avis Allen on Youth Court on February 4, 2016.

A Reception was held to commemorate **Hope Academy's 6th Anniversary** at Juvenile Court on February 8, 2016. In addition to Judge Michael, Court staff attending included Chief Legal Officer Garland Erguden, Pam Skelton, Dini Malone, Gary Cummings, Mamie Jones, Sherry Schedler and Lawrence Weichel. Hope Academy Founding Principal, Michael J. Smith and his staff also participated.

On February 8, 2016, Kimbrell Owens, Bridgette Bowman and Barry Mitchell attended the **Mental Health-Juvenile Justice Policy Academy Action Network Close Out Meeting**.

The **National Council of Juvenile and Family Court Judges (NCJFCJ)** conducted the **Memphis and Shelby County Trauma Audit** from February 16-18, 2016, hosted by Judge Michael. The **NCJFCJ Team** is comprised of Sarah Ray, Lorie Sicafuse, PhD, Carlene Gonzalez, PhD, Kelly Ramasinghe, JD and Monique Morrow, PhD. All Court staff was involved in the process, including Judge Michael and Magistrates. Additional participants include Shelby County Sheriff's Office (SCSO)- Bailiffs, Security and Detention; Child, Juvenile and Non-Custodial Attorneys; Court Appointed Special Advocates (CASA) and Guardian Ad Litem (GAL).

February 2016 Highlights

Juvenile Court Staff Activities, Continued

On February 16, 2016, Michael Smith, Principal of Hope Academy, was a presenter on the Panel discussion, **Liberation of Literacy: Reading, Writing, and Fighting for Justice**, sponsored by the Men of Alpha Phi Alpha Fraternity, Inc., Alpha Delta Lambda Chapter.

On February 17, 2016, Juvenile Court participated in the **University of Memphis Law School's Second Annual Public Interest Fair**. Representing Juvenile Court at the event were Pam Skelton, Belynda Dwyer and Pam Taylor.

On February 18, 2016, Gary Cummings met with the **Countywide Juvenile Justice Consortium (CJJC)**. The purpose of the meeting was to establish quarterly liaison meetings with the CJJC to discuss issues and answer questions.

On February 19, 2016, Dr. Tucker Johnson, Bridgette Bowman and Shirley Armstrong attended **The University of Memphis Institute for Health Law & Policy, Third Annual Symposium, "An ACE in the Hand of Policy Reform: Loading the Deck for a Trauma-Informed Juvenile Justice System"** where Judge Michael was a Presenter.

On February 19, 2016, Garland Erguden, Pam Skelton and Gary Cummings attended Judge Michael's meeting on the **"Close at Home Initiative"**.

Bridgette Bowman was a guest speaker at **Union University** on February 23, 2016.

On February 25, 2016, a training event was held. **"TRAUMA 101, Part II: Understanding Impact, Assessing Health, and Promoting Wellness"**, sponsored by DCI/NOVA and was presented by Catherine A. Simmons, Ph.D., L.C.S.W., University of Memphis Associate Professor. Juvenile Court participants were Brenda Johnson, Dr. Tucker Johnson, Vanessa Watts (Intern), Debra Salters, Jennifer McMillian, LaTisha Levenson, Bernard Williams, Brigitte Rodgers and Judith Hampton.

On February 25, 2016, an additional training event was held at Urban Child Institute. **Youth Mental Health First Aid USA** was presented by Carrie Beard and Jakatae Jessup. Juvenile Court participants were Brenda Johnson, Avis Allen, Yolanda Joshua, Kimbrell Owens, Melissa Ungberg, Joponica Truitt, Shirley Terrell, Felicia Banks, Libby Kilpatrick and Bridgette Bowman.

On February 25, 2016, Pam Taylor and Sharon Fuller were presenters at a **School Safety and Security Forum**. The Forum was part of an Informational Session with **The Shelby County Schools Board of Commissioners**.

On February 25, 2016, Bridgette Bowman was a guest speaker at **South Memphis Shalom Zone (SMSZ)** on DMC.

Bridgette Bowman was the featured guest speaker at **Orange Mound Fellowship Group**, hosted by Don and Linda Gilbert, on February 28, 2016.

Please contact **Mrs. Marquita Evans** at **901-222-0880** or the Juvenile Court designee as indicated to the right of each project description with questions. Additional information is available at the following:



Find us on Twitter and Facebook
Web: <http://juvenilecourt.shelbycountyttn.gov>

**Juvenile Court of Memphis and Shelby County
Office of Interagency Services
Monthly Activity Report
February 2016**

Active Program Collaboratives/Partnerships

American Correctional Association (ACA) Accreditation- Juvenile Court Detention has undergone accreditation through the ACA. Accreditation is a system of verification that correctional agencies/facilities comply with national standards promulgated by the ACA. Accreditation is achieved through a series of reviews, evaluations, audits and hearings. ACA standards are the national benchmark for the effective operation of correctional systems throughout the U.S. and are necessary to ensure correctional facilities are operated professionally. They address services, programs and operations essential to good correctional management, including administrative and fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, and rules and discipline. Standards reflect practical, up-to-date policies and procedures that safeguard the life, health and safety of staff and offenders. Final audit-October 3-5, 2011 & accreditation awarded on 1/22/2012. **February 23-27, 2015:** ACA Audit conducted and reaccreditation was successful pending Panel Interview in August. Detention Services scored 100% on mandatory standards. - **September 2015 Update:** ACA Re-accreditation awarded on August 17, 2015. **Contacts: Teresa Harris and Larry Weichel**

Annie E. Casey Foundation (AECF), Juvenile Detention Alternative Initiatives (JDAI) Site- Memphis' success in reducing the number of youth in Detention earned the City a coveted partnership with the AECF in June 2011. Memphis is one of the largest urban Courts in the U.S. and the first in Tennessee selected by AECF as a JDAI Site. The AECF has JDAI sites in approximately 200 jurisdictions in 39 states and Washington D.C. focusing on education, counseling, rehabilitation, and therapy. The Foundation's juvenile justice reform agenda is designed to improve the odds that delinquent youth make successful transitions to adulthood. **Contact: Kimbrell Owens, JDAI Site Coordinator**

Child Protection Investigation Team (CPIT) Advisory Coalition - Coordinated interagency multidisciplinary response to prevent, detect, investigate, treat and prosecute child sexual abuse & severe physical abuse. **Contact: Michael Blancett**

Department of Children's Services Community Advisory Board (CAB) – Mission is to empower families and support community safety and partnerships to insure the safety, permanency and well-being of children. The Board meets monthly and membership is composed of community organizational leaders. **Contact: Barry Mitchell**

Defending Childhood Initiative (DCI) Grant/Network for Overcoming Violence and Abuse (NOVA) - DOJ Initiative addressing children's exposure to violence. Goals are to prevent children's exposure to violence as victims and witnesses, mitigate negative effects by children exposed to violence and increase awareness. A key component is the multiyear demonstration program whereby eight cities were awarded planning grants. Shelby County's Office of Early Childhood and Youth spearheads the local response. **Note:** Plan developed in coordination with the Memphis Youth Violence Prevention Plan & Operation: Safe Community 2012-2016. On 10/10/2012, Memphis' Plan launched under project name of Network for Overcoming Violence and Abuse (NOVA). May 2013-2014: Family Violence Specialist (FVS), housed at Juvenile Court. Funding ended for the position in May 2014. **Contact: Demetria Maxwell-Hughlett**

Gang Reduction Assistance for Saving Society's Youth (GRASSY) (SCS) - The GRASSY Program is a school and community based prevention and intervention program that works with gang members to reduce their involvement and provide assistance when feasible. In utilizing various

Active Program Collaboratives/Partnerships, Continued

GRASSY continued

approaches, this program combines various forms of prevention, intervention, outreach and suppression. GRASSY is based on an OJJDP Model Program, a comprehensive wrap-around to gang intervention and to reduce, address, and focus on gang member issues as well as community quality of life concerns. GRASSY began within the MSC Juvenile Justice Board and evolved to separate entities. Juvenile Court participates in GRASSY's Steering Committee & Intervention Team (IT) **Contacts: Mamie Jones, Steering Committee and Jacqueline Parson, IT Team**

Hope Academy - Partnership between Juvenile Court and Shelby County Schools (SCS) to provide full-time academic instruction and programming for detained youth. Classes began on February 8, 2010 as partners recognized the need to insure a quality education to all children and the need to prepare youth to be successful and productive citizens. Hope Academy staff includes a Principal, certified teachers, special education services, and support staff. Further, SCS provides an educational mentor to assist the student in transition to a community school. A Recreational Coordinator, employed by the Shelby County Sheriff's Office (SCSO), leads students in daily activities to improve their health, wellness, and physical fitness. **The Hope Academy Advisory Council** meets quarterly to discuss program progress and make recommendations. **Contacts: Gary Cummings, Larry Weichel and Sherry Schedler**

Integrated Policy Academy Pilot Program - Just Care Family Network, the Shelby County System of Care initiative, in collaboration with the Tennessee Department of Mental Health and Substance Abuse Services, Tennessee Department of Children's Services-Office of Juvenile Justice, Tennessee Commission on Children and Youth, Memphis and Shelby County Juvenile Court, Shelby County Public Defender's Office, and Alliance Healthcare Services has begun implementation of the local Policy Academy-Action Network Initiative: Improving Diversion Policies and Programs for Justice-Involved Youth with Behavioral Health Disorders. This Substance Abuse and Mental Health Services Administration (SAMHSA) and John D. and Catherine T. MacArthur Foundation funded initiative allows states to improve responses to justice-involved youth with behavioral health needs. The local Initiative aims to increase the number of youth with behavioral health disorders diverted out of the juvenile justice system to appropriate community-based behavioral health services. The goal is to improve policies and programs for diverting youth with behavioral health needs from the juvenile justice system to appropriate community-based services. The development of more effective diversion policies and programs will result in more appropriate use of behavioral health and juvenile justice services and better outcomes for youth. A Pilot with Juvenile Court involving mental health screening and referral at the probation intake point (front end diversion) began on 9/1/2015. **Update: Pilot completed on 12/31/2015. Contacts: Barry Mitchell and Mamie Jones**

Juvenile Court of Memphis and Shelby County Evening Reporting Center (ERC) Pilot Program - The ERC formally launched and received the first youth at JIFF on 2/24/2015. The ERC is a community-based alternative to detention for a target group of youth under supervised probation. Referrals from Juvenile Court are made in response to probation violation for youth who need additional supervision and a structured environment for a brief time. The ERC is designed to help keep youth involved in positive experiences while ensuring they are occupied during times they are most likely to recidivate. **Contact: Fran Gonzales**

Juvenile Court Precinct Liaison (JCPL) Initiative- On October 5, 2015, an MOU was executed between Shelby County Government, Juvenile Court, City of Memphis and Memphis Police Department to implement the Juvenile Court Precinct Liaison (JCPL) Initiative. The Initiative calls for placing an experienced Juvenile Court staff member at MPD precincts selected by the MPD Director. The JCPL will act as liaison with Juvenile Court to assist law enforcement officers in screening and/or referral of juveniles brought to the precinct. Further, the JCPL will serve as facilitator for communication and coordination with the Court. The objective is to reduce the need for detention where possible and assist MPD officers in communicating and dealing with juveniles and Juvenile Court staff. The pilot began on November 6, 2015 at Old Allen Station Precinct and may expand to Raines Station Precinct in early 2016. **Contacts: Pam Skelton**

Active Program Collaboratives/Partnerships, Continued

Juvenile Intervention & Faith Based Follow-up (JIFF) – Provides juvenile justice system involved youth with the skills, support and direction necessary to break the destructive cycle of delinquent behavior. JIFF provides holistic, intensive intervention with a goal of successful reintegration to the community for youth under the supervision of Youth Services Bureau (YSB). Since 2003, JIFF has served over 700 youth under YSB supervision. JIFF is a partner under Operation: Safe Community 2012-2016 and the U.S. Department of Labor (DOL), Memphis Face Forward grant. **Contact: Fran Gonzales**

Law Enforcement Assessment Phone-In (LEAP) Pilot Program-- LEAP was created in 2013 to pilot a project to reduce the number of youth transported to Juvenile Court who do not pose a danger to themselves or the community. LEAP allows law enforcement to phone in information about a youth taken into custody to determine if they may be issued a Juvenile Summons in lieu of transport. Local law enforcement calls Detention Services 24/7 to determine if the youth meets criteria for discretionary transport. The DAT may be given telephonically. LEAP incorporates elements of the OJJDP Model Program, Diversion and the Annie E. Casey Foundation's, JDAI. **September 2015 Update: (1)** MOU originally executed with **Shelby County Sheriff's Office** on 9/4/2013. **(2)** 10/23/2014-MOU amended to include **Memphis Police Department** as Project Partner. **(3)** 8/27/2015- MOU further amended adding **Collierville Police Department (4)** 9/3/2015-MOU amended adding **Germantown Police Department** as project partner. **Contacts: Pam Skelton and Gary Cummings**

Mediation and Restitution/Reconciliation Services (MARRS) - MARRS is a program of Memphis Leadership Foundation (MLF). The mission of MARRS is to intervene in the lives of first and second-time juvenile offenders by providing mediation, restitution, character development and positive outreach activities. MARRS' vision is to change lives thereby empowering youth served to become healthy community members and avoid further offenses using a restorative justice approach. MARRS is a partner in the U.S. DOL, Memphis Face Forward grant. **Contact: Yolanda Rumph and Martha Rogers**

Memphis and Shelby County Disproportionate Minority Contact (DMC) Task Force – Sponsored by Tennessee Commission on Children and Youth (TCCY), the mission is to bring together citizens, stakeholders, and families to identify and address issues leading to overrepresentation of minority youth in the child welfare and juvenile justice systems. **Contacts: Gary Cummings, Morrie Noel and Lisa Hill**

Memphis and Shelby County Juvenile Justice Board (Juvenile Justice Board) – The Juvenile Justice Board provides direction in developing and implementing school safety programs and strategies. Further, Board works collaboratively with partners in seeking improvements and policy changes addressing emerging and changing needs of Memphis and Shelby County youth at risk of delinquency. In January 2009, the group adopted bylaws, elected an executive committee, and adopted the OJJDP Gang Reduction Model Program, Gang Reduction Assistance for Saving Society's Youth (GRASSY). In June 2009, GRASSY became the GRASSY Steering Committee and Implementation Team separate and apart from the Juvenile Justice Board. **Contacts: Gary Cummings, Kimbrell Owens, Lisa Hill, Bridgette Bowman and Sherry Schedler**

Memphis and Shelby County Truancy Prevention Initiative (TPI) – Group of school and community-based agencies that meet monthly to study and formulate truancy reduction strategies. Meetings are held monthly during the school year. **NOTE:** Participating schools include Arlington Community Schools, Bartlett City Schools, Collierville Schools, Germantown Municipal Schools, Lakeland School System, Millington Municipal Schools, Shelby County Schools and the Achievement School District (ASD). Other agencies represented include Commission on Missing and Exploited Children (COMEC), District Attorney General's Office (DAG), Shelby County Community Services Agency (CSA), Shelby County's Office of Early Childhood & Youth, TN Department of Children's Services (DCS), Shelby County Sheriff's Office (SCSO) and Shelby County Mayor's Administration. **Contacts: Sharon Fuller, Martha Rogers and Sherry Schedler**

Active Program Collaboratives/Partnerships, Continued

Memphis Police Department (MPD) “Real Talk” Program – “Real Talk” engages high school students in an informal way and provides opportunities for productive dialogue to build relationships among law enforcement, schools and communities. MPD schedules a monthly presentation with a local high school. Officers arrange a basketball scrimmage or drill challenge with students followed by a brief presentation and small group breakout session. Juvenile Court provides staff to assist MPD in “Real Talk” & began participation in January 2014. **Contacts-Barry Mitchell and Lisa Hill**

Memphis Youth Violence Prevention Plan Project ~ Memphis was selected as one of six cities by the U.S. Department of Justice (DOJ) tasked to develop a comprehensive, community-based plan to prevent gang and youth violence. In 2011, Memphis and other cities presented their plans at a Youth Violence Summit in Washington D.C. Memphis’ project coordination is provided by the Memphis Shelby Crime Commission, spearheading Operation: Safe Community. The Initiative is led by City and County Mayors with participating agency representation provided by U.S. Attorney’s Office, District Attorney’s Office, Public Health, Public Safety, Children’s Services, both City and County governments and school systems, as well as representatives from the non-profit, business and faith-based communities. Project developed in coordination with the *Defending Childhood Initiative (DCI) Grant*. April 2012 -Second National Forum on Youth Violence Prevention Summit in Washington, D.C. Larry Scroggs attended. **October 1-2, 2015 Update:** Long Beach, CA Delegation Peer City Visit to Memphis. **Contacts-Judge Michael and Pam Skelton-Policy Council; Gary Cummings, Fran Gonzales, Nancy Roll, Sherry Schedler and Mike Smith (Hope Academy)**

National Council of Juvenile and Family Court Judges (NCJFCJ) Initiatives:

1) Juvenile Justice Model Court-Juvenile Justice Model Courts Project of the Juvenile and Family Law Department of the NCJFCJ; Short Title: NCJFCJ Juvenile Justice Model Courts Project – On 7/1/2011, Juvenile Court became one of only a dozen courts nationwide designated a Juvenile Justice Model Court. A Juvenile Justice Model Court is one that makes the commitment of human and fiscal resources to follow key principles and recommendations set forth in the Juvenile Delinquency Guidelines. In this context, the term means that a court seeks to improve practice by implementing the Juvenile Delinquency Guidelines and assessing its progress serving as a “model” for broad systems change. The Project advances essential elements to help courts achieve improved delinquency case processing and outcomes for youth, families and communities while aspiring to excellence. Project is underway. **Contacts: Pam Skelton and Dini Malone**

2) School Pathways to Juvenile Justice System Project - On November 25, 2013, the NCJFCJ selected Juvenile Court as one of 16 courts in the nation to participate in the School Pathways to Juvenile Justice System Project. The NCJFCJ provides training and technical assistance to help judicial leaders develop efforts to reduce referrals of youth to juvenile courts for school-based misbehaviors and expand positive disciplinary practices in schools. The goal for this project is to support student engagement and reduce students’ school exclusion. The work is based on the successes of Judge Steven Teske (Clayton Co., GA) and former judge Brian Huff (Jefferson Co., AL) that addressed school-to-juvenile justice system issues in their jurisdictions and have assisted other courts in this regard. Sites are assigned a Site Visit Facilitator by the NCJFCJ based on their knowledge of school-court issues and experience with team facilitation and strategic planning. The first Site Visit occurred on December 16-17, 2014. Judge Steven Teske of Clayton County, Georgia, Judge John Romero of Albuquerque, New Mexico and Cheri Ely are NCJFCJ Facilitators. October 2015: Phase 2 Technical Assistance (TA) pending. **December 2015:** Conference call with Teresa Bohannon, NCJFCJ, to discuss Phase 2 TA. **February 2016:** (New) Phase 2 TA Site Visit scheduled for March 7-8, 2016. **Contact: Pam Skelton**

3) National Implementation Site for Dependency and Neglect - On July 7, 2014, the NCJFCJ chose Juvenile Court as one of only eight sites in the country as a National Implementation Site for Dependency and Neglect. This is a nationwide child welfare program to “implement best practices and to improve court systems for the benefit of the children and families in the respective jurisdiction.” Juvenile Court was chosen, in part because of “the court’s commitment and motivation to implement system reform efforts; the court’s willingness to organize and form a strong collaborative team; and the court’s desire to improve current court practice.” The NCJFCJ has partnered with courts across the country since 1992 to improve outcomes for abused and neglected children and their families. Selected sites receive assessments, training and technical assistance as they work to improve practices and outcomes. NCJFCJ staff works closely with judges and their court teams. The NCJFCJ provides training on the Enhanced Resource Guidelines and fosters connections to the network of the NCJFCJ Model Courts. On November 12-14, 2014, the first TA Site Visit was conducted by Franz Braun and Sarah Ray, Project Leaders. On March 18-20, 2015, Judge Michael and key Court staff attended the All-Sites Conference in Reno, NV. **Contact: Pam Skelton**

4) Memphis and Shelby County Trauma Audit (New) - In order to successfully meet contradictory goals, courts need to understand the many underlying factors affecting the lives of juveniles and their families. One of the most pervasive of these factors is exposure to trauma. To be most effective in achieving its mission, juvenile courts must both understand the role of traumatic exposure in the lives of children and engage resources and interventions that address child traumatic stress.

The NCJFCJ is working with juvenile and family courts and stakeholders nationally to (a) define and operationalize what it means to be a trauma-responsive court, and (b) develop a protocol to conduct “trauma audits” in courts to assess the degree to which

Active Program Collaboratives/Partnerships, Continued

NCJFCJ Initiatives, Memphis and Shelby County Trauma Audit, Continued

environment, practice, and policy are trauma-responsive. The NCJFCJ formed a multidisciplinary team of staff and consultant experts in social psychology, developmental psychology, trauma/victimization, domestic violence, and research methods to explore various methodologies and conduct trauma audits in courts.

On February 16-18, 2016, Juvenile Court participated in the first comprehensive Trauma Audit. The NCJFCJ Team is comprised of Sarah Ray, Lorie Sicafuse, PhD, Carlene Gonzalez, PhD, Kelly Ramasinghe, JD and Monique Morrow, PhD. All Court staff was involved in the process, including Judge Michael and Magistrates. Additional participants included Shelby County Sheriff's Office (SCSO) -Bailiffs, Security and Detention; Child, Juvenile and Non-Custodial Attorneys; Court Appointed Special Advocates (CASA) and Guardian Ad Litem (GAL). **Contact: Pam Skelton**

Operation Hope – Founded in 2001, Operation Hope is a faith-based program designed to provide intervention for high-risk juveniles and empower them toward a healthy productive future. Operation Hope provides intensive intervention for those at highest risk of custody and is under the administration of Memphis Leadership Foundation. **Contacts: Yolanda Rumph and Martha Rogers**

Operation: Safe Community (OSC) - Partnership of government leaders, faith-based community, neighborhood groups, business leaders and citizens across Memphis and Shelby County in an unprecedented joint effort to reduce crime. Goal is to make Memphis & Shelby County one of the safest communities in the U.S. Key local and federal agencies and partners originally convened to develop the strategic plan presented at a Crime Summit. **2012 Update:** OSC 2012-2016 launched incorporating the Memphis Youth Violence Prevention Plan & Defending Childhood Initiative (DCI). **Contacts: Judge Michael and Pam Skelton -Executive Committee- *See Memphis Youth Violence Prevention Plan & Defending Childhood Initiative**

School-Based Probation Liaison (SBPL) Initiative - The SBPL Initiative is a partnership between Juvenile Court and Shelby County Schools (SCS) whereby trained school faculty/staff serve as liaisons with regularly assigned probation counselors for probationers who are students in those schools. The Initiative formally launched on January 7, 2014 and serves students under the active supervision of Juvenile Court's Auxiliary Probation Service (APS) or Youth Services Bureau (YSB) in 21 target schools. The liaisons are paid a stipend by SCS for their work. Liaisons serve as monitors of school attendance and academic progress of the probationers and also act as advocates and mentors for them in the school setting. An MOU was fully executed with SCS on April 22, 2013. **Contacts: Pam Taylor, Fran Gonzales and Sherry Schedler**

School House Adjustment Program Enterprise (SHAPE) – Legacy Memphis City Schools (MCS) originally awarded grant funds in 2007 by TCCY for a DMC Pilot to develop & implement an informal adjustment program. Grant funds ended in 2011 and program sustained Shelby County Schools. SHAPE provides immediate intervention with students who commit minor offenses & provides alternatives from transporting to Juvenile Court. Coordinators at target schools assign dispositional alternatives such as community service, restitution, and/or counseling. On 8/24/11, MCS was notified that SHAPE was selected as a DMC Best Practice by OJJDP and added to the OJJDP Model Programs Guide. 2014 Update: MOU updated with expanded charges and project partners in 21 SCS schools. **September 2015 Update:** SHAPE is operational in 22 schools for the 2015-2016 school year. The Seven Challenges Curriculum has been added and interns from the University of Tennessee monitor their progress post-release. **Contacts: Morrie Noel, Gary Cummings and Sherry Schedler**

University of Tennessee, Center of Excellence-Community-Based Learning Collaborative (CBLC) - The Evaluation and Referral (E&R) Bureau participated in a CBLC on Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) in July 2013. E&R completed "train the trainer" sessions to serve as community "brokers" to identify, connect & refer children who may have experienced trauma. The goal of the project is to develop a community-wide approach for professionals and agencies to learn, implement and sustain the use of Evidence Supported Treatments (EST) over time. Further, to insure children receive appropriate trauma-focused treatment and planning. E&R participated in TF-CBT specialized training, participates in conference calls, data collection and senior leadership meetings. **Contact: Nancy Roll**

Active Program Collaboratives/Partnerships, Continued

Youth Court - Juvenile Court and project partners, Tennessee Bar Association, Memphis Bar Association, Memphis Area Legal Services, and (Memphis City-MCS now Shelby County Schools- SCS) Schools implemented a Youth Court in 2010 pursuant to state statute. The first cases were heard on 2/24/11. Students from Cordova, Hillcrest, Overton, and Middle College High Schools comprised the inaugural student volunteer panelists, who perform the roles of prosecutors, defense counsel, and jurors. Participation provides a rich learning experience and mentoring by volunteer attorneys. Teen/Youth Court is a model program of the OJJDP and incorporates elements of restorative justice to hold youth accountable for offenses and prevent future delinquency. Youth courts, also known as teen or peer courts, are an alternative sentencing mechanism for first time, non-violent juvenile offenders who appear before and are sentenced by a jury of their peers. 2014 Update: Youth Court added 2 new schools for a total of 12 participating schools. 175 students underwent training. **August 2015 Update:** Youth Court has 15 schools participating, 248 student volunteers and 55 volunteer attorneys. **Contacts: Avis Allen, Thomas Coupé and Pamela James**

Board and/or Advisory Council Involvement

- **Child Protection Investigation Team (CPIT) Advisory Coalition-** Michael Blancett
- **Commission on Missing and Exploited Children (COMEC) Board of Directors-** Pamela Taylor
- **Defending Childhood Initiative (DCI)/ NOVA, Steering Committee Member & Grant Management Team** – Demetria Maxwell-Hughlett
- **DCS Community Advisory Board (CAB)-** Barry Mitchell
- **DMC Taskforce of Memphis & Shelby County** –Morrie Noel, Gary Cummings and Lisa Hill
- **DMC State Taskforce-** Gary Cummings and Lisa Hill
- **Early Success Coalition Steering Committee** – Michael Blancett and Erica Glynn
- **Gang Reduction Assistance for Saving Society's Youth (GRASSY) Committees** (Shelby County Schools) - Member: Steering Committee– Mamie Jones & Implementation Team (IT)- Jacqueline Parson
- **Hope Academy Advisory Council** – Gary Cummings, Larry Weichel, Sherry Schedler and Michael Smith-Hope Academy
- **In Home Tennessee Committee on Domestic Violence** – Michael Blancett and Demetria Maxwell-Hughlett
- **In Home Tennessee Committee on Intensive Family Preservation** - Barbara Jackson
- **In Home Tennessee Mental Health Assessment Workgroup-** Nancy Roll, Co-Chair and Mental Health Blitz Committee
- **Juvenile Detention Alternatives Initiative (JDAI) Governing Committee & Sub-committees** - Kimbrell Owens
- **Justice Assistance Grant (JAG) Advisory Committee** - Sherry Schedler

Board and/or Advisory Council Involvement, Continued

- **Memphis and Shelby County Juvenile Justice Board** –Gary Cummings, Kimbrell Owens, Lisa Hill, Bridgette Bowman and Sherry Schedler- Board Secretary
- **Memphis and Shelby County Truancy Prevention Initiative (TPI)** –Sharon Fuller, Martha Rogers and Sherry Schedler
- **Memphis/Shelby County Children and Youth Council-** Fran Gonzales, ***President***; Michael Blancett and Fran Gonzales, ***Executive Committee***; *Other Members*-Barry Mitchell, Pam Taylor, Avis Lamar Allen, Belynda Dwyer, Thomas Coupé, Brenda Johnson, Nancy Roll and Sherry Schedler
- **Shelby County Interagency Domestic Abuse Fatality Review Team-** Michael Blancett
- **Shelby County Relative Caregiver Advisory Board-** Stacey Smith
- **Shelby County Schools, Student Discipline Taskforce-** Kimbrell Owens, Martha Rogers, Eric Roberts and Sharon Fuller
- **Southwest Tennessee Community College (STCC) , Business, Criminal Justice and Paralegal Studies Advisory Committee** - Sherry Schedler

Active Interagency Memorandum of Understanding and/or Agreement

- **April 25, 2002:** User agreement between TBI and Juvenile Court for administration of the **National Crime Information Center (NCIC) telecommunications equipment**, and/or interfaces for transmission and retrieval of information.
- **June 11, 2003:** Interagency MOU with COMEC for use of computer network system.
- **October 13, 2006:** MOU with **Shelby County Sheriff's Office, Jail Division**, to establish policies and practices for communication & information for juveniles transferred to Criminal Court.
- **April 30, 2008:** MOA between Juvenile Court and Memphis City Schools (MCS), Division of Alternative Schools and Programs, to implement a **Transitional Center**. The Center serves delinquent youth in YSB and those leaving secure residential settings. The Center provides academic assessment, instruction and comprehensive services with the aim of returning the youth to the appropriate school setting. Center opened on 8/12/08 with a capacity of 60.
- **July 17, 2008:** Updated 2nd Revision Multi-agency MOU signed with The Memphis Child Advocacy Center, **Child Protection Investigation Team (CPIT)** and project partners. Purpose is to work through interagency approach to insure best outcomes for child victims of sexual and severe physical abuse. Protocol is culmination of teamwork of law enforcement, child protection, medical, victims' services, mental health, and prosecution per TCA 37-1-607.
- **August 8, 2008:** Multi-agency MOU signed between Memphis City Schools (now Shelby County Schools), City of Memphis, Memphis Police Department, Shelby County Government, Shelby County Public Defender's Office, and Juvenile Court for the **School House Adjustment Program Enterprise (SHAPE)**. August 27, 2010: Updated Revision to Multi-agency MOU signed for (SHAPE). Revision updates original MOUs of 8/8/08 and 1st revision of 6/3/09 extending partnership for additional year. November 22, 2013: Updated MOU signed. November 2014: Updated MOU executed on 11/30/2014 with expanded project partners and charges.
- **November 26, 2008:** MOU with **Tennessee Career Center Memphis (TCCM)** to establish policies and practices for referrals and outcome reporting for individuals referred by the Court for job training and employment services.

Active Interagency Memorandum of Understanding and/or Agreement, Continued

- **December 21, 2009:** MOU signed to develop and implement educational services in Juvenile Court Detention. **NOTE: Hope Academy** opened in February 2010. February 8, 2011: MOU Extension approved for 1 year. MCS Attorney, Andrea Hood. October 5, 2012: Extension approved. October 15, 2014: MOU Extension approved with Shelby County Schools (SCS). SCS Attorney - Sybille S. Noble
- **June 22, 2010:** MOA with local law enforcement, Memphis City Schools (now Shelby County Schools), District Attorney General, University of Memphis, DCS, and community agencies for **The Gang Reduction Assistance for Saving Society's Youth (GRASSY)**. GRASSY, in partnership with community stakeholders, is a school-based intervention working with identified gang members to reduce gang involvement, delinquent behavior, and school disruption by providing targeted services to gang-involved youth based on the OJJDP national Gang Reduction Program (GRP) Model.
- **November 8, 2011:** MOU with Memphis City Schools (now Shelby County Schools) to establish policies and practices for Memphis and Shelby County Youth Court (**Youth Court**).
- **December 14, 2011:** MOA with **Shelby County Health Department** for nursing services, screenings and coordination of indicated support services for youth in Detention.
- **August 3, 2012:** MOU with **CASA** to define the working relationship and policies and practices for CASA's daily operations in accordance with the Juvenile Court Administrative Manual and facility usage.
- **December 7, 2012:** MOU with **JIFF, Inc.** in support of Operation: Safe Community 2012-2016, Action Item 18e, & to increase the number of youth referred for intervention services.
- **February 15, 2013:** Letter of Agreement between **The Annie E. Casey Foundation (AECF)** and Shelby County Government on behalf of Juvenile Court (and Shelby County) for grant funds and to support replication of the JDAI. **NOTE:** Updated MOU executed on 10-14-2014.
- **April 22, 2013:** MOU with Shelby County Schools to implement a **School-Based Probation Liaison (SBPL) Initiative**.
- **September 4, 2013:** MOU with Shelby County Sheriff's Office (SCSO) for the **Law Enforcement Assessment Phone-In Pilot Program (LEAP)**. October 23, 2014: MOU signed to include Memphis Police Department. **August 27, 2015:** MOU amended adding Collierville Police Department. **September 3, 2015:** MOU amended adding Germantown Police Department as a project partner.
- **January 29, 2014:** MOU with Shelby County Office of Early Childhood and Youth and project partners for grant application to **U.S. DOJ, Office on Violence against Women (OVW)**. If funded, grant will expand services of **DCI/NOVA** for children and youth exposed to violence.
- **June 2, 2014:** MOA with **Shelby County Early Success Coalition (ESC)** for participation as Endorsing Partner.
- **July 22, 2014:** MOA between Shelby County Government on behalf of Juvenile Court and **Christ Community Health Services, Inc.** for dental exams, treatment and services for detained children.
- **April 2, 2015:** MOU with **Memphis Leadership Foundation (MLF)** & community partners for continuation of Fast Forward Memphis via U.S. Department of Labor (DOL), if funded.
- **April 21, 2015:** Letter of Commitment signed in support of **Seedco** and the Training to Work 3 Initiative.
- **July 6, 2015:** MOU with **Arlington Community Schools** for receipt of a morning report and confidentiality factors.
- **August 4, 2015:** MOU with **Shelby County Schools** for receipt of a morning report and confidentiality factors.
- **September 18, 2015:** MOU with **Shelby County Community Services Agency (CSA)** for partnership, referrals and confidentiality.
- **October 5, 2015:** Executed MOU between Shelby County Government, Juvenile Court, City of Memphis and Memphis Police Department for implementation of the **Juvenile Court Precinct Liaison (JCPL) Initiative**.

Active Interagency Memorandum of Understanding and/or Agreement, Continued

- **October 20, 2015:** Letter of Commitment as project partner and in support of Shelby County Schools' (SCS) grant application for reentry, career and technical services/curriculum for Hope Academy and SCS Transition Centers. Initiative will be named **Project STAND** (**S**tudent **T**ransition **A**cceleration and **N**CRS Demonstration Project) if funded.
- **November 2, 2015:** MOU with the **Achievement School District (ASD)** for receipt of a morning report and confidentiality factors.

Juvenile Court Grant Initiatives & Activity

❖ **Child and Family Intervention Grant**

Grant award by the Tennessee Department of Children's Services (DCS) directly to Juvenile Court for work with children and families at risk of entering State custody.

- September 2014: Received notice of new proposals due & change from 1 to 3-year grant term.
- October 7, 2014: Grant proposal submitted to DCS for FY 2016-2018.
- January 28, 2015: Program Accountability Review (PAR) conducted by Jamillah Norrells and Minnie Butts, DCS. (**Sherry Schedler**)
- January 29, 2015: Fiscal Review conducted by Russell Todd, DCS (**Tinny Bryson**)
- June 16, 2015: Grant proposal approved for 3 years, FY 2016-2018. Contract approved/received. (**Sherry Schedler and Dini Malone**)

❖ **Court Appointed Special Advocates (CASA) / YSO - TCCY State Supplement**

Grant award from TCCY to Juvenile Court and redirected to CASA for services of Youth Services Officer (YSO). Administrative support provided by Juvenile Court Administrative Services.

- September 16, 2015: New multi-year contract received. (**Dini Malone & Sherry Schedler**)

❖ **Justice Assistance Grant (JAG)**

JAG replaces Byrne Formula & Local Law Enforcement Block Grant (LLEBG) with a single funding mechanism for specific purpose areas including programs for law enforcement, prosecution and court, prevention and education, corrections and community corrections, drug treatment, and planning, evaluation and technology improvement. Funds provided by the U.S. BJA passed through to Shelby County Government.

- March 24, 2015: Audits conducted by BJA via Shelby County Government. (**Trisha Monteil, Avis Allen and Sherry Schedler**)
- May 19, 2015: FY2015 Proposal submitted to Shelby County. (**Sherry Schedler**)
- May 21, 2015: JAG Advisory Committee Meeting to vote on proposals. Juvenile Court's application was approved with revisions. (**Sherry Schedler**)

❖ **Memphis Bar Foundation**

Juvenile Court received notification on October 20, 2015 that a grant proposal was approved for funding from Memphis Bar Foundation. This represents the first funding received from Memphis Bar Foundation and will be used for Youth Court. (**Sherry Schedler**)

Interagency Activity Detail

February 1, 2016:	Meeting with Dr. Altha Stewart & Keri Virgo concerning the Tennessee (Shelby County) Integrated Policy Academy-Action Network Initiative (Judge Michael)
February 2, 2016:	GRASSY Implementation Team Meeting (Jacqueline Parson)
February 3, 2016:	Executive Steering Committee Meeting (Judge Michael, Chief Legal Officer (CLO) Garland Erguden, Chaplin Audrey Gonzales and Juvenile Court Clerk, Joy Touliatos)
February 3, 2016:	In Home Tennessee Mental Health Assessment Workgroup Meeting (Nancy Roll, Co-Chair)

Interagency Activity Detail, Continued

February 4, 2016:	Three Branches Institute Meeting in Nashville Tennessee (Judge Michael and CLO Garland Erguden)
February 4, 2016:	CPIT Advisory Coalition Meeting (Michael Blancett and Demetria Maxwell-Hughlett)
February 4, 2016:	Youth Court Hearings (Avis Allen and Pamela James)
February 4, 2016:	WREG News Channel 3's April Thompson Interview regarding Youth Court (Avis Allen)
February 8, 2016:	Hope Academy 6 th Anniversary Reception (Judge Michael, CLO Garland Erguden, Pam Skelton, Dini Malone, Gary Cummings, Mamie Jones, Lawrence Weichel and Sherry Schedler; Hope Academy Participants- Michael Smith, Founding Principal and Staff)
February 8, 2016:	Auxiliary Probation Service (APS) Monthly Meeting (Pam Taylor, Tonya Watson and Nataki Oyeleye)
February 8, 2016:	Mental Health-Juvenile Justice Policy Academy Action Network Close Out Meeting (Kimbrell Owens, Bridgette Bowman and Barry Mitchell)
February 8, 2016:	DCI Steering Committee (NOVA) & Grants Management Team Meetings (Demetria Maxwell-Hughlett)
February 8, 2016:	In Home Tennessee Committee on Intensive Family Preservation Meeting (Barbara Jackson)
February 9, 2016:	Meeting with Rotary Club key leadership & Court Tour (Judge Michael)
February 9, 2016:	GRASSY Implementation Team Meeting (Jacqueline Parson)
February 10, 2016:	Presentation to Shelby County Delegation in Nashville, TN on blended sentencing (Judge Michael and Sheriff Oldham)
February 11, 2016:	Meeting in Nashville, Tennessee with Bonnie Hommrich, Commissioner of the Tennessee Department of Children's Services (Judge Michael)
February 11, 2016:	COMEC Board of Directors Meeting (Pam Taylor)
February 11, 2016:	CPIT Advisory Coalition Meeting (Michael Blancett and Demetria Maxwell-Hughlett)
February 12, 2016:	Swearing-In Ceremony for Carlyn Addison, new Juvenile Court Magistrate (Judge Michael)
February 15, 2016:	In Home Tennessee Committee on Domestic Violence Meeting (Michael Blancett and Demetria Maxwell-Hughlett)
February 16-18, 2016:	NCJFCJ Site Visit and Memphis and Shelby County Trauma Audit (Judge Dan Michael, Magistrates, and all Court Staff. Other participants include SCSO-Bailiffs, Security and Detention; Child, Juvenile and Non-Custodial Attorneys; CASA and GALs)
February 16, 2016:	Memphis and Shelby County Juvenile Justice Board Meeting (Kimbrell Owens, Bridgette Bowman and Sherry Schedler)
February 16, 2016:	Tennessee Suicide Prevention Network Meeting (Rita Hall)
February 16, 2016:	DCS Community Advisory Board (CAB) Meeting (Barry Mitchell)
February 16, 2016:	GRASSY Implementation Team Meeting (Jacqueline Parson)
February 16, 2016:	Panel Discussion-Liberation of Literacy: Reading, Writing, and Fighting or Justice, sponsored by Men of Alpha Phi Alpha Fraternity, Inc., Alpha Delta Lambda Chapter (Michael Smith, Hope Academy Principal)
February 17, 2016:	The University of Memphis Law School's Second Annual Public Interest Fair (Juvenile Court Representatives- Pam Skelton, Belynda Dwyer and Pam Taylor)
February 18, 2016:	CPIT Advisory Coalition Meeting (Michael Blancett and Demetria Maxwell-Hughlett)
February 18, 2016:	Memphis and Shelby County Truancy Prevention Initiative (TPI) Meeting (Martha Rogers and Sherry Schedler)

Interagency Activity Detail, Continued

February 18, 2016: Meeting with the Countywide Juvenile Justice Consortium (CJJC) (**Gary Cummings**)

February 18, 2016: Shelby County Attendance Task Force Meeting (**Sharon Fuller**)

February 18, 2016: Youth Court Hearings (**Avis Allen and Pamela James**)

February 19, 2016: The University of Memphis Institute for Health Law & Policy, Third Annual Symposium "*An ACE in the Hand of Policy Reform: Loading the Deck for a Trauma-Informed Juvenile Justice System*" (**Judge Michael-Presenter. Participants- Dr. Tucker Johnson, Bridgette Bowman and Shirley Armstrong**)

February 19, 2016: Meeting concerning the *Close at Home Initiative* (**Judge Michael, host; Guests attending were Senator Mark Norris, Representative Mark White, Mayor Mark Luttrell, Dr. Willie Herenton and Larry Scroggs, Retired CAO/Chief Counsel. Juvenile Court Staff attending included Garland Erguden, Pam Skelton and Gary Cummings.**)

February 21-24, 2016: National Council of Juvenile and Family Court Judges (NCJFCJ) and Tennessee Council of Juvenile and Family Court Judges (TCJFCJ) joint Mid-Winter Conference in Nashville, Tennessee (**Judge Michael and Magistrate Hal Horne**)

February 23, 2016: GRASSY Implementation Team Meeting (**Jacqueline Parson**)

February 23, 2016: Shelby County Interagency Domestic Abuse Fatality Review Team (**Michael Blancett**)

February 23, 2016: Union University Presentation (**Bridgette Bowman, Presenter**)

February 25, 2016: CPIT Advisory Coalition Meeting (**Michael Blancett and Demetria Maxwell-Hughlett**)

February 25, 2016: **Training Event-"TRAUMA 101, Part II: Understanding Impact, Assessing Health, and Promoting Wellness"**, sponsored by DCI/NOVA and presented by Catherine A. Simmons, Ph.D., L.C.S.W., University of Memphis Associate Professor (**Juvenile Court participants were Brenda Johnson, Dr. Tucker Johnson, Vanessa Watts (Intern), Debra Salters, Jennifer McMillian, LaTisha Levenson, Bernard Williams, Brigitte Rodgers & Judith Hampton**)

February 25, 2016: **Training Event- Youth Mental Health First Aid USA**, presented by Carrie Beard and Jakatae Jessup (**Juvenile Court participants were Brenda Johnson, Avis Allen, Yolanda Joshua, Kimbrell Owens, Melissa Ungberg, Joponica Truitt, Shirley Terrell, Felicia Banks, Libby Kilpatrick and Bridgette Bowman**)

February 25, 2015: School Safety and Security Forum, an Informational Session with the Shelby County Schools Board of Commissioners (**Presenters- Pam Taylor and Sharon Fuller**)

February 25, 2016: Guest Speaker at South Memphis Shalom Zone (SMSZ) on DMC (**Bridgette Bowman, Presenter**)

February 25, 2016: Memphis Shelby Crime Commission Board of Directors Meeting (**Judge Michael**)

February 26, 2016: GunSTAT Meeting (**Sherry Schedler**)

February 26, 2016: Meeting with Maurice Wheeler, Attorney (**Judge Michael**)

February 28, 2016: Guest Speaker at Orange Mound Fellowship Group, hosted by Don and Linda Gilbert (**Bridgette Bowman, Presenter**)

February 29, 2016: Meeting with Haley Pardue (**Judge Michael**)

####

APPENDIX 16

Community Outreach Plan 2 - 25 - 16
Juvenile Court of Memphis and Shelby County

This Community Outreach Plan is a short-term plan to focus on certain issues until the Court obtains approval from the Shelby County Board of Commissioners for the position of Community Outreach Coordinator. Various court staff will be working on this short-term plan including Pamela Skelton, Gary Cummings, Dr. Demetria Banks, Thomas Coupe, Susan Adler Thorp, and various other administrators and staff of the Court.

Community/Public Meeting

- Currently scheduled for March 30, 2016 from 5:00 pm – 7:00 pm at the Memphis Public Library
- The Court will publicize through the Shelby County website and spokesperson (Mr. Steve Schular), through LinkHub, and on the Court's webpage and Facebook page. The Court will also issue a press release. Mr. Tom Coupe of the Court will be on the Bev Johnson show (1070 WDIA) on March 23rd to talk about the Court and this meeting.
- The Court will solicit views on how the Court can better reach out to the public. Announcement of the Speakers' Bureau and its monthly forums will be made at this public meeting.

CJJC

- The Court has formulated a relationship with the CJJC and will be getting their input on how the Court can better respond to community concerns identified in their focus groups.
- The Court is currently working with the CJJC and Attorney Marlinee Iverson, Assistant County Attorney, to provide the CJJC assistance in conducting a parent survey on Tuesday, February 23, 2016.
- The Court, through Mr. Gary Cummings, is also working with the CJJC to set up quarterly "liaison" meetings so that Mr. Cummings can meet with this group to discuss issues and questions. Mr. Cummings met with the CJJC on February 18, 2016, to discuss their work and provide feedback as necessary to assist. The first liaison meeting is scheduled on Thursday, March 17, 2016, at 5:30 PM.

Speakers' Bureau

- The Speakers' Bureau is a community outreach initiative created by Judge Dan H. Michael. The Speakers' Bureau will participate in public forums with schools, churches, civic groups and community stakeholders. The Court will seek opportunities to meet with groups as well as respond to requests to speak. These sessions will be facilitated by Juvenile Court personnel from various departments within the Court. The Court's Public Relations Coordinator will provide training for staff to appropriately respond to questions or concern from the public.
- The goal of the Speakers' Bureau is to raise community awareness about issues that concern the community and to keep them informed about the Court and the progress of the Court's reforms. The Speakers' Bureau will promote its public forums by using social media, press releases, newsletters, flyers, etc. The public forums will be held monthly beginning in March, 2016, and staff will obtain feedback from the audience to help improve on presentation and content as well as to determine how the public feels about the Court's progress. In addition, the Speakers' Bureau will work towards ensuring that public forums are held in venues that are accessible to the clients that it serves.

Community Outreach Coordinator

- The County Commission requested that the Court bring back its request for a new position, Community Outreach Coordinator, during the new FY2016-2017 budget season. The preliminary budget requests were submitted on February 17, 2016, and this position request is included. Budget Hearings are anticipated to begin in April, 2016, with a new budget in place by July 1, 2016. *See Attached Community Outreach Coordinator Job Description*

Scheduled Speaking events

- Avis Allen was interviewed by WREG News Channel 3's April Thompson on Youth Court on February 4, 2016.
- On February 10, 2015, Judge Michael and Shelby County Sheriff Bill Oldham made a presentation in Nashville, Tennessee to the Shelby County Delegation on blended sentencing.

- On February 19, 2016, Judge Michael was a presenter at The University of Memphis Institute for Health Law & Policy Third Annual Symposium, “An Ace in the Hand of Policy Reform: Loading the Deck for a Trauma-Informed Juvenile Justice System.”
- On February 16, 2016, Michael Smith, Principal of Hope Academy, was a presenter on the Panel discussion, Liberation of Literacy: Reading, Writing, and Fighting for Justice, sponsored by the Men of Alpha Phi Alpha Fraternity, Inc. Alpha Delta Lambda Chapter.
- On February 16, 2016, Barbara Jackson was a scheduled speaker at Kirby High School, Project Prevent. ***Date to be reset due to death in family.*
- Bridgette Bowman is a scheduled guest speaker at Union University on February 23, 2016.
- On March 2, 2016, Thomas Coupé is a Panelist on the “Community Education 911 Town Hall Meeting”, sponsored by Lemoyne Owen College and “The Bev Johnson Show”, WDIA, AM 1070.
- On March 15th, 2016, Jimmy Chambers, DAG’s Office, is a scheduled presenter at Kirby High School’s Project Prevent via Juvenile Court’s School Speakers Bureau.
- On March 23, 2016, Thomas Coupé is a scheduled guest on “The Bev Johnson Show”, WDIA, AM 1070 to discuss the Court’s Community Meeting on March 30, 2016.
- On March 30, 2016, Juvenile Court hosts an Open Meeting at Benjamin L. Hooks Central Library to discuss Court’s current compliance with the requirements of U.S. Department of Justice Memorandum of Agreement.

DMC Community Outreach plan

- The DMC Coordinator will develop a DMC Community Engagement team for the purpose of educating the community on DMC and disseminating information. 1/15/2016
- The team will meet and begin planning for the community meeting. 1/20/2016
 - Community meeting date set: 3/17/2016
 - Duties assigned and are to be completed by 2/16/2016
 - Location

- Publicity
- Agenda
- Presentations
- Individual team members will schedule and attend meetings with community leaders to solicit their influence and support for the community meeting and future DMC endeavors; i.e., identifying and/or developing alternatives to detention and community-based diversionary programs. 1/26 thru 2/5/2016
Report progress with community leaders to Court DMC Coordinator by 2/10/2016
- The Team will meet to report on progress and make necessary adjustments. 2/16/2016.
- The DMC Coordinator will take the lead on ensuring all of the logistics for the community meeting are finalized. 2/26/2016
 - Location
 - Agenda
 - Presentation
 - “Take-aways”
- The Team will maintain bi-weekly contact with community leaders prior to the action meeting date for the purpose of continued encouragement and relationship development
 - Weeks of 2/15, 2/29 and 3/14.

The Court DMC Coordinator will monitor and document progress of the team.

- The Team will host and facilitate a community meeting in Raleigh/Fraser. The DMC community tools chosen by the group will be implemented. 3/17/2016
- The Team will conference to debrief and critique the community meeting. 3/18/2016
- The DMC Coordinator will do “follow-up” with contacts gained from the community meeting and will schedule smaller community meetings to assist with any suggestions or ideas from the community. 3/24/2016
- The Team will meet to begin organizing the second community meeting which will take place in the Westwood community. 4/14/2016

SHELBY COUNTY GOVERNMENT HUMAN RESOURCES COMPENSATION JOB DESCRIPTION

JOB TITLE: Community Outreach Coordinator
DIVISION: Juvenile Court

JOB CODE:
PAY GRADE: POSITION
FLSA: Exempt

Position Summary: Works under limited supervision to complete mandated Department of Justice requirements outlined under the Department of Justice's Memorandum of Agreement with Memphis & Shelby County Juvenile Court. Will be required to prepare and maintain an approved Community Outreach plan as one of the main duties.

Reports To: Chief Administrative Officer

Duties and Responsibilities

1. Creates and implements a community outreach opportunities plan.
2. Responds to public and community inquiries and briefs management on matters of concern.
3. Organizes, coordinates, and attend meetings with outside agencies (churches, neighborhood associations, businesses, organizations, etc.) to educate the broader community about the purpose and objectives of the Outreach Plan.
4. Attends community meetings; participates in panel discussions with other government agencies and community leaders during community events.
5. Coordinates outreach activities within the communities Juvenile Court serves.
6. Develops & coordinates the dissemination of public education and information materials, presentations, and/or displays regarding Juvenile Court and the Outreach Plan through various news/media outlets.
7. Represents Juvenile Court at requested speaking engagements.
8. Assists the public with understanding the processes of how Juvenile Court works.
9. Maintain relationships with collaborative partners and cultivate new ones.
10. Performs other related duties as assigned or directed.

JOB TITLE: Community Outreach Coordinator
DIVISION: Juvenile Court
POSITION #:

JOB CODE: C5604
PAY GRADE: 53
FLSA: Exempt

Minimum Qualifications

Five (5) years of practical, responsible experience in Community relations, Customer Service, Public Speaking, Public Affairs, or closely related field; and Graduation from an accredited college or university with a bachelor's degree in organizational management, public administration, or closely related field. **(PROOF OF EDUCATION, TRAINING, AND/OR EXPERIENCE IS REQUIRED).**

Special Requirements

- Must possess a valid Tennessee Driver's License or secure one upon date of employment.
- Must have daily access to an operable automobile and meet County standards for automobile insurance upon date of employment.

Knowledge, Skills, and Abilities

- Knowledge and experience in working with diverse communities.
- Ability to perform several tasks concurrently, time management, planning, and organizational skills.
- Ability to facilitate public meetings and other public forums.
- Verbal communication skills, including the ability to speak without notes and under questioning.
- Exceptional Interpersonal skills.
- Ability to work independently with little or no direct supervision.

Approval

Date

TMG: 12/7/2015

APPENDIX 17

PUBLIC FEEDBACK REPORT NO. 3

FOCUS GROUP
GUARDIANS OF CHILDREN WHO HAVE
HAD CONTACT WITH THE COURT
SEPTEMBER 17, 2015

Countywide Juvenile Justice Consortium (CJJC), Shelby County, Tennessee



BACKGROUND

DATE/TIME OF MEETING: September 17, 2015, 5:30 pm to 7:00 pm

LOCATION: Shelby County Schools, 2485 Union Avenue, Memphis, Tennessee, 38112

CJJC ATTENDEES: Sandra Boyd, Quincy Hughes, Bishop Mays, Kimbrell Owens, Bridgett Stigger, Dorothy Thomas

OTHER NON-PUBLIC ATTENDEES: Marlinee Iverson (Assistant County Attorney), Bridgette Bowman (DMC Compliance Officer)

FACILITATOR: Dorothy Thomas

MEETING NOTICE DISSEMINATION: Attendees were privately contacted in order to preserve confidentiality

OVERVIEW

CJJC members met with three women who were either parents or grandparents of children who had had one or more contact with juvenile court in delinquency matters. One woman (Parent A) reported about her ongoing experience beginning about eight years ago involving her grandson. Two women (Parent B and Parent C) reported about their experiences from several years ago when each of their sons were roughly fifteen to seventeen years old. The sons are now in their early twenties.

Parent A background: Parent A is actually the grandmother of the child who had his first contact with the Court eight years ago. He began having delinquency problems after he was sexually molested by a man in his neighborhood. The perpetrator has never been charged although the child knows who he is and has seen him around since the assault. In addition to the delinquency problems, the child became suicidal, and that continues on today. His father is in and out of prison, and his mother does not provide as much support as his grandmother. The child, now sixteen years old, has been transported to Lakeside on multiple occasions (by Juvenile Court) due to being a suicide risk. Parent A did not believe this intervention has ever been effective. She complained that her grandson was given medication that is contra-indicated for a heart problem he has. So, she believes his life was and is put in danger every time he is sent to Lakeside. She stated that some of the people at Lakeside did not seem to care or “look out” for these potential problems on the front end, such as by doing a physical exam and determining what medications he could take before administering them to him. She would have liked her grandson to have

Countywide Juvenile Justice Consortium (CJJC), Shelby County, Tennessee



received immediate psychological assistance following the abuse he suffered. She did not think sending him to Lakeside for two days and then sending him back home did anything for her grandson. She believes that if he had received this assistance, he would not have had the delinquency problems. She reported asking someone in the Evaluation and Referral Bureau for more assistance, and she was told that there was too much of a “backlog.” This occurred this year. She also mentioned several times that it appeared to her that people at Juvenile Court were overly concerned about collecting or assessing money for the detention, supervision, and general administrative costs of handling her grandson’s delinquency matters. They seemed more concerned about money than about helping her grandson.

Parent B background: Parent B has a son who has had two contacts with the Court, once when he was fifteen years old and again when he was seventeen. She was incarcerated for about five years while her child was younger, and she has been actively trying to avoid making the same mistakes for herself, for him, and for her family. She believes that the Court over-charged and over-disciplined him. His first contact with the Court involved a group fight and a bike being stolen. He admits being involved in the fight but maintains his innocence about the stolen bike. He nevertheless entered a guilty plea to a robbery charge due to force being used in the incident. Two years later, he was charged with unlawful possession of a weapon (a gun), and he faced a transfer proceeding due to the prior robbery conviction. In lieu of transfer, he opted to go to Wilder for several months. Parent B said that he had a good experience at Wilder. She did not think that he should have faced a transfer proceeding though because the facts of his prior case were less dangerous than it appeared on his record.

Parent C background: Parent C reported that her son had two contacts with the Court, once when he was sixteen and again when he was seventeen. She stated that she was concerned with gang intimidation and/or recruitment while he was in detention. She said he was there for ten hours and she did not have any specific problems with detention. She was the least talkative of the group, but she agreed with the concerns about juvenile court personnel in general being focused on the financial aspect of a case instead of being focused on helping the child. She also shared in the recommendations for improvements voiced by the Parent A and Parent B (see below).

The women were asked whether they had any recommendations for improvements, and they responded as follows:

1. One recurring complaint by all three women was the concern about money. They mentioned that the first thing that got mentioned to them was money—costs were mentioned “right up front.” This gave them the impression that the priority for the Court was money first and juveniles second.

2. They would like some sort of quicker, long-term intervention for juveniles, especially for juveniles who have been traumatized by things like physical abuse. Parent A does not think she has ever gotten that for her grandson, and he is still having contact with the Court.

3. They recommended that parents have access to a free mentor or liaison that they can go to (instead of relying on their child's attorney) and ask questions about the delinquency process. They would like this person to be available in person and by phone. They did not think the social services people they had contact with were useful in this regard. They could not always get this information from their child's attorney. They said this was a necessary part of the process because parents are kept ignorant about what is going on while their children are "run through the system." They would also like the Court to provide resources that can point them "in the right direction" in helping their children.

4. Parent B wanted there to be some sort of "checks and balances" to make sure that the "PDs were PD-ing" and the "counselors were counseling."

ISSUES AND CONCERNS

Consortium members have met and discussed items brought up at the public meeting, and we have the following concerns:

- 1.

RECOMMENDATIONS

- 1.

Approved:
Countywide Juvenile Justice Consortium
September 2015

Countywide Juvenile Justice Consortium (CJJC), Shelby County, Tennessee



CJJC FOCUS GROUP
SEPTEMBER 17, 2015
TEACHING AND LEARNING ACADEMY
2485 UNION AVE., MEMPHIS, TN 38112
5:30 p.m.

Members Present:

Mr. Bishop Mays, CJJC Chairman/Panel Member
 Mrs. Quincy Hughes-Scribe
 Dr. Dorothy Thomas- Facilitator
 Mrs. Sandra Boyd-Panel Member
 Mr. Jeremy Calhoun-Panel Member
 Marlinee Iverson, Legal Counsel-Observer
 Kimbrell Owens-Observer
 Bridget Stigger-Observer

The meeting opened with introduction of the members present and Dr. Dorothy Thomas, facilitator giving an overview of the CJJC's role. She thanked the participants for their willingness to share their stories. Dr. Thomas also advised them that they should feel free to share and that this is an attempt to gather data related to experiences with Juvenile Court. The participants were also advised that their responses would be recorded anonymously.

Question	Responder 1	Responder 2	Responder 3
<ul style="list-style-type: none"> When your child was engaged in the Juvenile Court system, how long was it before you were informed of the pending charges that your child faced? 	Within 24 hour	About 10 hours	Within 24 to 48 hours
<ul style="list-style-type: none"> How old was your child when he /she first experienced an episode with the Juvenile Court system? Follow-up question - Were there other encounters and if so, how many? 	8 and ongoing since age 8	16 first time and 17 second time	15 first time and 17 second time
<ul style="list-style-type: none"> What concerns did you have or 	<ul style="list-style-type: none"> Took too long to address issue 	<ul style="list-style-type: none"> Took child to JC and gave me 	Concerned about how he was treated

<p>do you have about the treatment that your child received during their time in Juvenile Court?</p>	<ul style="list-style-type: none"> No arrest of offender No therapy for child although child was suicidal and continues to struggle with suicidal attempts and ideations. When child disclosed victimization (sexual) the worker at JC threw her hands in the air and stated, "We have a backlog in that area." 	<ul style="list-style-type: none"> 10 minutes to come and get him. Was billed \$75.00 for child's stay. 	<p>by the courts. They blew a school fight out of proportion. Neither Child nor parent had contact with attorney prior to court case. The punishment was too extreme for the offense. (Child was involved in a bike theft and adjudicated on a robbery charge that resulted in a determinate sentence.)</p>
<ul style="list-style-type: none"> Did your child report-feeling safe in Juvenile Court? If not, please explain. What things in the Juvenile Court system are you satisfied with? What things are you dissatisfied with? 	<ul style="list-style-type: none"> Child was transported between Lakeside and JC and no one did anything to help him. He has a lot of issues. I am not satisfied with anything about the court. A mentor was assigned but never did anything. He avoided contact and was never available when we called. 	<ul style="list-style-type: none"> The short amount of time there he did feel safe. Gang members attempted to recruit him. 	<ul style="list-style-type: none"> He was at JC for a short time and he felt safe. I am dissatisfied with the end result. A lot of red tape to get nothing. Attorney was not helpful at all. Attorney really did not represent child well. Good experience with Wilder. (Where child was placed post adjudication).
<ul style="list-style-type: none"> Follow-up Question: What is your current opinion of JC and how is your child now? 	<ul style="list-style-type: none"> It is all about the money. I cannot afford to get the therapy he needs. If you miss a session that the court provides, you are fined. Families cannot afford services. He is 16 now. 	<ul style="list-style-type: none"> He is 22 now and still getting into trouble. 	<ul style="list-style-type: none"> He is working and still has issues. Parents and children are stereotyped and so are the parents by the courts. Because I spent time in prison, my child and I were judged. We were not treated fairly by the courts. No support within the system. No true assessment. Services do not address identified issues.
<ul style="list-style-type: none"> Follow-up Questions: What could be done to change the system? 	<ul style="list-style-type: none"> A quicker intervention is needed to see changes within the Juvenile Court system. Something needs to be done about the amount of charges 	<ul style="list-style-type: none"> No comment 	<ul style="list-style-type: none"> Checks and balances are needed at all levels. The school fight at 15 was blown out of proportion; he was taking up for a girl. Since

	(fines) leveled against parents.		<ul style="list-style-type: none"> he had that on his record when he was later charged with the bike theft (he did not take the bike but was there) the punishment was too harsh. Parents need someone available to help them navigate the system as well as understand the process. We need to know what resources are there and they need to be free. If the court had not overreacted with first offense. If the court appointed attorney had worked harder. A process like Restorative Justice to give opportunity to process concern and give child a chance to make things right.
<ul style="list-style-type: none"> Follow-up: Based on your encounter, what would have made you satisfied? 	<ul style="list-style-type: none"> Work to resolve problem. Lakeside (JC sent him to Lakeside) to approach issue holistic. They gave him medication without medical history. Child has heart issues and medication given caused problems. Child struggled and continues to struggle. Perpetrator had been arrested. The child knew him and the courts were provided the information and did nothing. 	<ul style="list-style-type: none"> No comment 	
<ul style="list-style-type: none"> Follow-up: Are the fathers involved with the children? 	<ul style="list-style-type: none"> In and out of his life due to incarceration. When father is involved, the child is better. Father does better than the mother does. 	<ul style="list-style-type: none"> His father was murdered when child was 10 years old. Child also witness his 30-year-old uncle murdered. 	<ul style="list-style-type: none"> He has always had access to his father. He has had a continual father figure in my paramour.

The CJJC asked the panel if they had any suggestions or questions for us. The consensus was that they felt valued and heard. They did suggest that the seating be more family like and we all sit together. They wanted to know what the CJJC could do to help them individually. The members offered their individual and collective expertise to assist them and shared contact information. Each stated that this type focus group was valuable to those who have had contact with Juvenile Court.

Agenda

Countywide Juvenile Justice Consortium 949 E. H. Crump Blvd October 22, 2015, 5:30pm

I. Reports of Officers, Boards, Standing Committees, Reports to CJJC 60 mins

- A. Juvenile Court Report/ Bill Powell 7 mins
- B. Legal Advisor/ Marlinee Iverson 7 mins
- C. DMC Report/Lisa Hill & Bridgette Bowman 10 mins
- D. JDAI/ Kimbrell Owens 7 mins
- E. Due Process/ Sandra Boyd, Chair 7 mins
- F. Equal Protection/ Gwen Wright, Chair 7 mins
- G. Detention/ Mickey Williams, Chair 7 mins
- H. Com. Outreach/ Thurston Smith, Chair 8 mins

II. New Business 30 mins

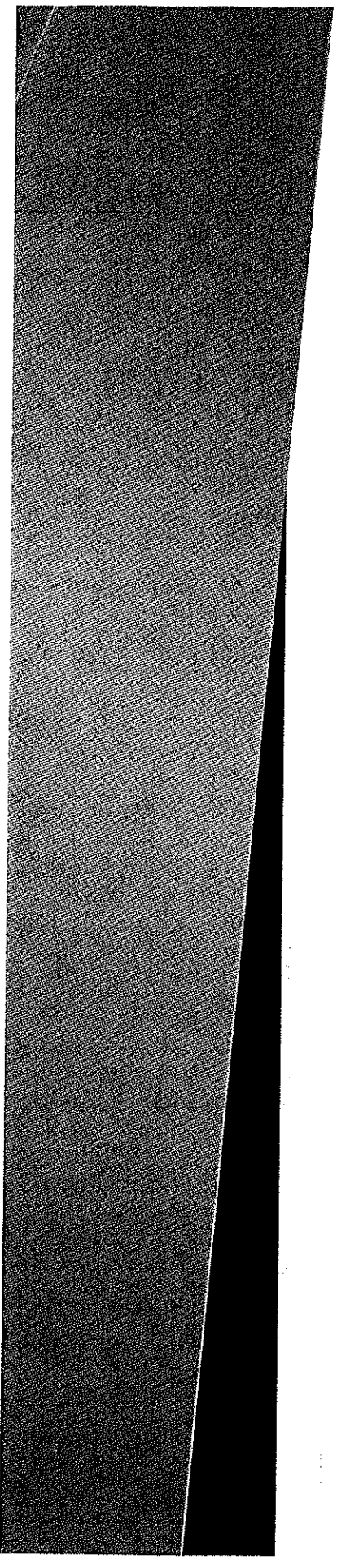
- A. September Focus Group Review
- B. DOJ October Visit
- C. Truancy Conference

III. Adjournment

***The next meeting of the CJJC will be Thursday, November 19, 2015, 5:30pm**

CJJC FOCUS GROUP ANALYSIS

**SUBMITTED IN PART BY
DR. DOROTHY J. THOMAS**



RESPONSE TO QUESTIONS

▶ Q#1

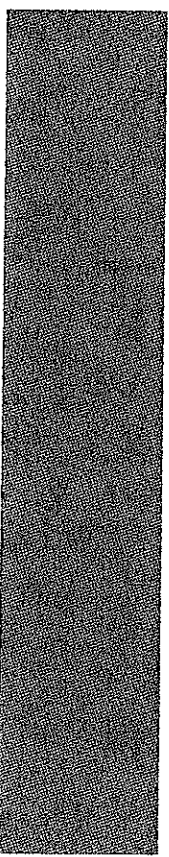
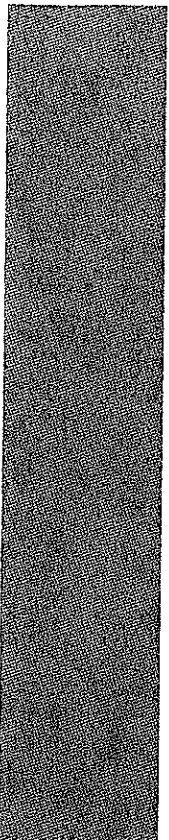
▶ Parents were informed on average of 24 hours regarding pending charges.

▶ Q#2

▶ Average age of first encounter= 13

▶ Q#4

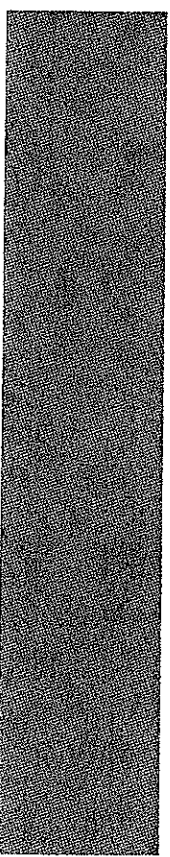
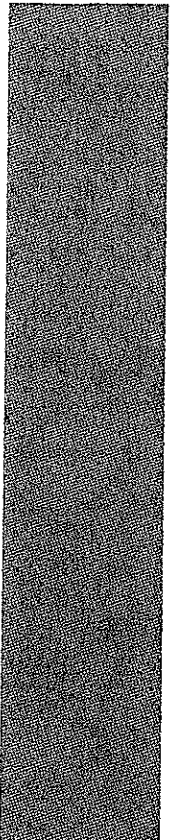
▶ 33% of parents interviewed reported youth feeling safe.



RESPONSE TO QUESTIONS

▶ Q#3

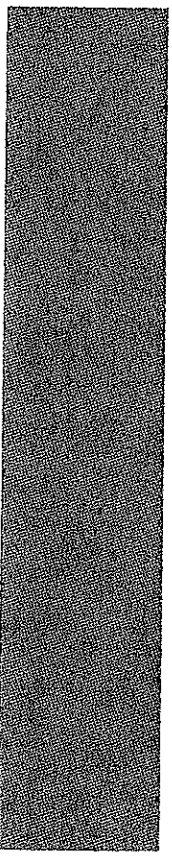
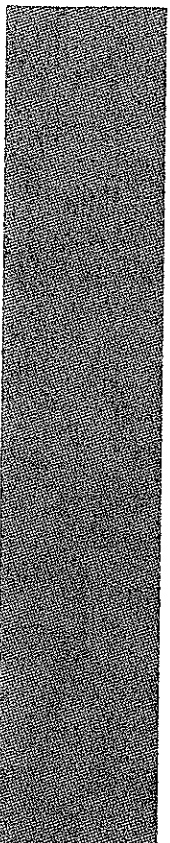
▶ Their were numerous concerns, including billing for retention, excessive punishment for offense and lack of involvement by the court.



RESPONSE TO QUESTIONS

▶ Q#5

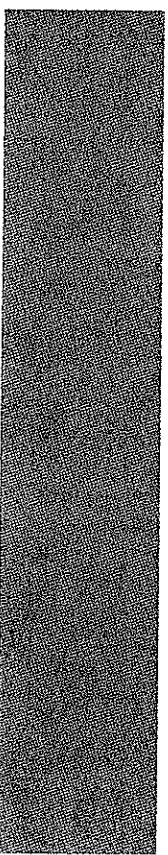
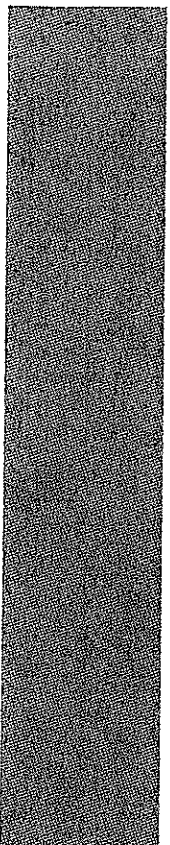
- ▶ Mentoring program was not productive. Should be monitored and held accountable.
- ▶ There should be separation for the kids from gang members.
- ▶ Assessments are not complete and services indicated do not address the child's issues.



FOLLOW-UP QUESTIONS

▶ #2

- ▶ Quicker Intervention needed
- ▶ Charges are inappropriate
- ▶ Checks and balances needed at all levels



FOLLOW-UP QUESTIONS

▶ Q#3

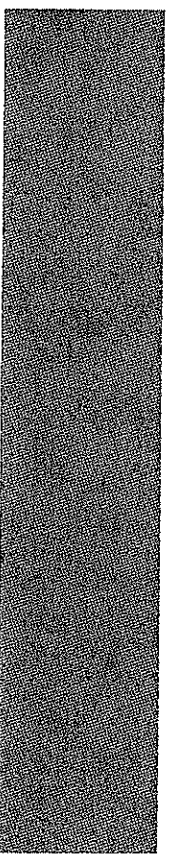
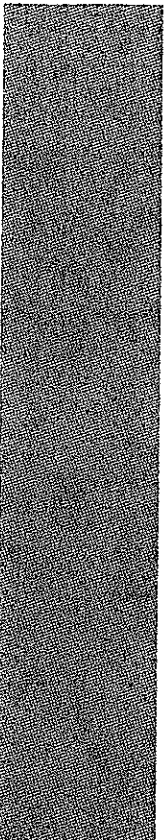
▶ To work more diligently to resolve the problem.

▶ Court assigned

attorneys should be more vested in the interest of the child.

▶ 66% of those on the panel indicated no father influence in the child's life.

▶ Q#4



APPENDIX 18

Powell, Bill

From: Gayle, Winsome (CRT) [Winsome.Gayle@usdoj.gov]
Sent: Monday, February 29, 2016 9:47 AM
To: Powell, Bill; Leiber, Michael; Goemann, Richard (CRT); Iverson, Marlinee
Subject: RE: Information to distribute to attorneys and CJJC

Thanks Bill, it's good to see this project finally getting underway.
All the best,
Winsome

-----Original Message-----

From: Powell, Bill [mailto:Bill.Powell@shelbycountyttn.gov]
Sent: Sunday, February 28, 2016 10:04 AM
To: Leiber, Michael; Gayle, Winsome (CRT); Goemann, Richard (CRT); Iverson, Marlinee
Subject: FW: Information to distribute to attorneys and CJJC

Hi Folks,
Pam Skelton asked that I share the information below on the community survey.

Thanks,
BP

From: Skelton, Pamela
Sent: Friday, February 26, 2016 4:04 PM
To: Powell, Bill
Cc: Shoaf, Jina
Subject: FW: Information to distribute to attorneys and CJJC

Bill, see information below on the start date of the community survey...thanks so much and have a good weekend.

Pam

Pamela Skelton
(901) 405-8472

From: Laura Harris [mailto:dataforgoodllc@gmail.com]
Sent: Friday, February 26, 2016 9:46 AM
To: Skelton, Pamela
Subject: Information to distribute to attorneys and CJJC

I am writing to offer an overview of a survey project that is about to begin, as required by the MOA with the Department of Justice. On December 17, 2012 the federal government, Shelby County, and the Juvenile Court entered into a Settlement Agreement "...to address the administration of juvenile justice for children facing delinquency charges before JCMSC...". In order to monitor the overall improvement in practice required of the Court, the Memorandum of Agreement stipulated, in part, that JCMSC conduct a survey on "...the quality of encounters with the court by Children and their families..." for "...Children appearing before JCMSC on delinquency matters...". In 2015, the US Department of Justice Civil Rights Division (USDOJ) requested that Development Services Group, Inc. (DSG) conduct this survey.

DSG will conduct brief 20-minute structured interviews with approximately 400 children and 400 accompanying parents/guardians upon their exit from either a probation conference or a courtroom hearing during the course of 2016. The survey will be anonymous and no information will be collected that could identify survey participants. The survey project has been designed according to strict ethical standards to protect survey participants. Focusing on the quality of their encounters with the court, with a particular interest in due process and equal protection, representative questions in the interview will ask, for example,

- * if an overview of the court process was provided and understood,
- * if alleged charges were adequately explained and understood,

- * if the court personnel were considered helpful and/or respectful,
- * if subjects were advised of their right to have an attorney present,
- * if subjects were advised of and understood the right to remain silent,
- * if representation by defense counsel was considered adequate, and
- * if the judge or probation officer was perceived as fair.

The overall purpose of the survey is to facilitate internal management processes of the Court which involve quality assurance, quality improvement, and customer/client satisfaction. Simple analytics reporting preliminary survey findings will be provided to JCMSC, USDOJ, and the appointed federal court monitor on a quarterly basis to gauge improvement in the quality of encounters and to identify potentially unresolved problems. DSG and the survey team (composed of graduate students from the University of Memphis) will conduct a training session on the afternoon of March 10th, and begin conducting surveys March 11. The survey coordinators will be happy to meet in person on those days if you have any questions, and have also offered to have you attend any part of the afternoon training on 3/10 if you'd like.

Project Research Director:

Dr. Tom Harig dr.tom.harig@roadrunner.com<mailto:dr.tom.harig@roadrunner.com>,
(518)222-7393

Local Survey Manager:

Dr. Laura Harris: dataforgoodllc@gmail.com<mailto:dataforgoodllc@gmail.com>, (901)896-7741

--

Data for Good LLC

Laura E. Harris, Ph.D.

901/896-7741

dataforgoodllc@gmail.com<mailto:dataforgoodllc@gmail.com>

Consulting with public and nonprofit organizations to measure and evaluate program impacts.