

APPENDIX 6

30, 60, 90 Day DMC Action Plan

<p>Focus Area:</p>	<p>30 Days (January 15 – February 14)</p>	<p>60 Days (February 15 – March 14)</p>	<p>90 Days (March 15 – April 14)</p>
<p>Recommendation #3: Use of Data</p>	<ul style="list-style-type: none"> • The DMC Coordinator will take the lead on Points of Contact and reconvene PoC meetings. • The PoC Team will meet monthly. Three workgroups will be established at the first meeting: Data, Policy, and Community Resourcing. 1/13/2016 • Assign duties to workgroups 1/27/2016 <ul style="list-style-type: none"> ○ <u>Data</u>: Review 2015 quantitative, qualitative data (community input) and related assessment reports. Submit a written analysis identifying trends and giving insight into why disparities may exist. Submit to DMC Coord. by 3/7/2016 ○ Submit trend data to the Community Resourcing workgroup by 1/26/2016. ○ <u>Policy</u>: Review policies and procedures for all points of contact. Submit findings, and recommendations to DMC Coordinator by 3/7/2016. ○ <u>Community Resourcing</u>: Compile a list of relevant community resources and in high incidence communities. Create a narrative identifying what resources may be needed but are absent. Submit to DMC Coordinator by 3/7/2016. • PoC Team meeting 2/10/2016: <ul style="list-style-type: none"> ○ All workgroups give progress reports. 	<ul style="list-style-type: none"> • PoC Team meeting: All reports to be reviewed and recommendations discussed. 3/9/2016. • Assign duties to PoC Workgroups: <ul style="list-style-type: none"> ○ <u>Data</u>: Meet to begin analyzing first quarter data and trends. Submit analysis to DMC Coordinator by 3/7/2016 ○ <u>Policy</u>: Research best practices that focus on issues specific to our Juvenile Court (alternatives to detention, alternative to juvenile summons, and community-based/fault-based programs that could assist with delinquent juveniles). Submit findings to DMC Coordinator by 3/7/2016 ○ <u>Community Resourcing</u>: Contact service providers in the target areas and schedule meetings to discuss resource networking and potential partnerships. 2/15 thru 3/14. Submit notes and list of stakeholders with buy-in to DMC Coordinator by 3/7/2016 • DMC Coordinator submits recommendations to the court. 3/10/2016 	<ul style="list-style-type: none"> • PoC Team members present community specific data at the Raleigh Community meeting 3/17/2016 • Begin monitoring any implemented changes. 3/21/2016 • Receive work product from PoC workgroups: 4/8/2016 <ul style="list-style-type: none"> ○ <u>Data</u>: Data analysis ○ <u>Policy</u>: Best-practice model research ○ <u>Community Resourcing</u>: Attend community follow-up activities. Provide a community engagement report, inclusive of notes and recommendations stemming from meeting with potential resource providers/partners and the Raleigh community meetings • PoC meeting. 4/13/2016 <ul style="list-style-type: none"> ○ Focus discussion around 90 day accomplishments, insights gained, adjustments to be made and plans for upcoming quarter. • DMC Coordinator will draft and submit a report referencing early indicators and initial findings of changes implemented. 4/14/2016

Recommendation #4: PoCs & Court leadership must take active role.			
	<ul style="list-style-type: none"> • The Court DMC Coordinator will maintain current levels of involvement with specific groups, boards and consortiums. <ul style="list-style-type: none"> ○ CJJC, JJB, and JDAL: Attend monthly meetings, acting in the capacity of Court liaison sharing community concerns and feedback: <ul style="list-style-type: none"> ▪ JJB: 1/19/2016 ▪ CJJC: 1/28/2016 ▪ JDAL: 1/20/2016 & 1/28/2016 • Work on community efforts to educate and disseminate information to and from the Court as it pertains to DMC <ul style="list-style-type: none"> ○ The DMC Coordinator will make the request to present at various venues: 1/28/2016 <ul style="list-style-type: none"> ▪ CJJC, JJB, Community meetings, etc. ○ The DMC Coordinator will solicit the assistance of members of the JJB and CJJC as it relates to participating in focus groups where the topic is "Possible Contributing Factors to DMC in Shelby County". 1/19/2016 • The Court DMC Coordinator will research DMC community tools which might be used to educate the public. 2/8/2016 • The DMC Coordinator and Data Analyst will take over maintenance of the court's dashboard. 1/25/2016 <ul style="list-style-type: none"> ○ Implementation of Phase II which is updating the page: 2/7/2015 • The DMC Coordinator will research the development of a Court DMC webpage. 2/11/2016 	<ul style="list-style-type: none"> • The Court DMC Coordinator will collect multiple DMC community education tools that might be used during presentations. A community toolbox will be created by the DMC Coordinator by 2/19/2016 • The DMC Coordinator will implement the use of the educational tools. DMC Presentations: <ul style="list-style-type: none"> ○ Union University: 2/23/2016 • Prepare focus group questions by 3/4/2016 • Set focus group session with member of the JJB and CJJC by 3/14/2016. • The DMC Coordinator and Data Analyst will begin implementation of Phase III of the court dashboard <ul style="list-style-type: none"> ○ Development of a quarterly spotlight 3/14/2016 • The DMC Coordinator will update the pre-existing DMC related pages on the Shelby County Government -- Juvenile Court website. 3/14/2016 	<ul style="list-style-type: none"> • The DMC Presentations: <ul style="list-style-type: none"> ○ JJB Meeting: 3/15/2016 ○ Raleigh/Frayser: 3/17/2016 • Host DMC Focus Group. 4/7/2016 • Draft and submit focus group notes to PoC Team and the Court. 4/14/2016

<p>Recommendation #5: Collaborate with County DMC on strategic plan</p>	<ul style="list-style-type: none"> The Court DMC Coordinator will meet monthly with the County DMC Coordinator for the purpose of reviewing and revising the DMC Strategic Plan. 1/20/2016. The Court DMC Coordinator will revise the strategic plan to include all DMC activities/efforts planned and completed between August 2016 and December 2016 as well reflecting all proposed efforts. Likewise, they will clarify individual roles and responsibilities. 2/3/2016 Coordinators will work with JDAI Subcommittee monthly to establish a list of potential service providers and a list of potential alternative program 1/28/2016 	<ul style="list-style-type: none"> The DMC Coordinators will meet for their monthly strategic planning meeting. 3/7/2016 <ul style="list-style-type: none"> They will revise the strategic plan to include all DMC activities/efforts planned and completed to date and make revisions and adjustments where necessary. <ul style="list-style-type: none"> They will discuss, develop and begin planning for the 2nd quarter initiative: Community Resource Fair. <ul style="list-style-type: none"> Location and Date by 3/21/2016 Participants list 3/21/2016 The Coordinators will begin use of the JDAI Resource: sharing ideas and resources with the community; making resources known to the court; and, by making recommendations on resource or program usage to the court. 3/11/2016 	<ul style="list-style-type: none"> The DMC Coordinators will meet for their monthly strategic planning meeting. 4/4/2016 <ul style="list-style-type: none"> Update plan and make necessary adjustments. The DMC Coordinators will continue with organizing the Community Resource Fair. <ul style="list-style-type: none"> Call and/or meet with potential participants. 4/15/2016 Send out "Save the Date" card and invites by 4/22/2016. <ul style="list-style-type: none"> Proposed date is late May Coordinators will monitor and document the progress of implemented recommendations and submit initial findings to the court by 4/15/2016
<p>Recommendation #6: Reform Detention decision making</p>	<ul style="list-style-type: none"> The DMC Coordinator and Data Analyst will review DAT recommendations from University of Memphis to see what has been accomplished. 2/1/2016 The DMC Coordinator will meet with Court Services to discuss which recommendations have been implemented and which have not and why. 2/9/2016 The DMC Coordinator will create a suggested timetable for the implementation of recommendations not yet completed. 2/9/2016 The DMC Coordinator will request a written report from Court Services to be submitted to the DMC Coordinator by 2/12/2016 	<ul style="list-style-type: none"> The DMC Coordinator will examine the Casey Foundation's publication "Pathways" to determine which alternative detention programs will work best for the Juvenile Court 2/19/2016 The DMC Coordinator will compile a list of possible alternatives to detention programs and submit the list to the Court by 3/11/2016 The DMC Coordinator will review timetable to check on accomplishments and monitor progress of implemented changes. 3/14/2016 	<ul style="list-style-type: none"> The DMC Coordinator will continue to monitor the progress of recommendation being implemented and their affects. A report will be drafted and submitted by 4/14/2016. DMC Coordinator will continue with researching and recommending possible alternatives to detention programs.

<p>Recommendation #8: Strategic Planning Committee needs to evolve its mission</p>	<ul style="list-style-type: none"> Included in Recommendation #5 	<ul style="list-style-type: none"> Included in Recommendation #5 	<ul style="list-style-type: none"> Included in Recommendation #5
<p>Recommendation #9: PoC Committee needs to meet, interpret/discuss data, & develop recommendations to reduce DMC</p>	<ul style="list-style-type: none"> Included in Recommendation #3 	<ul style="list-style-type: none"> Included in Recommendation #3 	<ul style="list-style-type: none"> Included in Recommendation #3
<p>Recommendation #10: Community engagement</p>	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Community meeting date set: 3/17/2016 Duties assigned and are to be completed by 2/16/2016 <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Weeks of 2/15, 2/29 and 3/14. The Court DMC Coordinator will monitor and document progress of the team. 	<ul style="list-style-type: none"> 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

February 11, 2016

APPENDIX 7

30 Day Progress Report

Focus Area:	30 Days (January 15 – February 14)	Documentation
<p>Recommendation #3: Use of Data</p>	<ul style="list-style-type: none"> • The DMC Coordinator will take the lead on Points of Contact and reconvene PoC meetings. • The PoC Team will meet monthly. Three workgroups will be established at the first meeting: Data, Policy, and Community Resourcing. 1/13/2016 • Submit trend data to the Community Resourcing workgroup by 1/26/2016 • Assign duties to workgroups 1/27/2016 <ul style="list-style-type: none"> ○ Data: Review 2015 quantitative, qualitative data (community input) and related assessment reports. Submit a written analysis identifying trends and giving insight into why disparities may exist. 3/7/2016 ○ Policy: Review policies and procedures for all points of contact. Submit findings, and recommendations to DMC by 3/7/2016. ○ Community Resourcing: Compile a list of relevant community resources and in high incidence communities. Create a narrative identifying what resources may be needed but are absent. Submit to DMC Coordinator by 3/7/2016. • PoC Team meeting 2/10/2016: <ul style="list-style-type: none"> ○ All workgroups give progress reports. 	<ul style="list-style-type: none"> • Email sent on 1/9/2016 scheduling meeting for 1/13/2016 • Group met on 1/13/2016. Workgroups established. Agenda and minutes attached • Trends identified and data submitted to Community Resource workgroup on 1/26/2016. Trend data attached • Duties assigned to workgroup on 1/26/2016. Assignment attached <ul style="list-style-type: none"> ○ Data workgroup received data 1/28. Written analysis and recommendations due 3/7/2016. Data available upon request. ○ Identified specific personnel and the reviewing of all policies began 2/2/2016. Preliminary findings and recommendations due 3/7/2016. Identification list attached. • Community Resourcing Workgroup received trend data on 1/26. Resource list for high incidence zip codes due 3/7/2016. Data attached. • Team met on 2/10/2016. <ul style="list-style-type: none"> ○ No reports. New strategy developed. Team will first address two decision points: referrals and diversion. Plan attached.

<p>Recommendation #4: POCs & Court leadership must take active role.</p>	<ul style="list-style-type: none"> • The Court DMC Coordinator will maintain current levels of involvement with specific groups, boards and consortiums. <ul style="list-style-type: none"> ○ CJJC, JJB, and JDAI: Attend monthly meetings, acting in the capacity of Court liaison. <ul style="list-style-type: none"> ▪ JJB: 1/19/2016 ▪ JDAI: 1/20/2016 & 1/28/2016 ▪ CJJC: 1/28/2016 • Work on community efforts to educate and disseminate information to and from the Court as it pertains to DMC <ul style="list-style-type: none"> ○ The DMC Coordinator will make the request to present at various venues. 1/28/2016 <ul style="list-style-type: none"> ▪ CJJC, JJB, Community meetings, etc. ○ The DMC Coordinator will solicit the assistance of members of the JJB and CJJC as it relates to participating in focus groups where the topic is "Possible Contributing Factors to DMC in Shelby County". 1/19/2016 • The Court DMC Coordinator will research DMC community tools which might be used to educate the public. 2/8/2016 	<ul style="list-style-type: none"> • Court Liaison duties: <ul style="list-style-type: none"> ○ Attended monthly meetings: <ul style="list-style-type: none"> ▪ JJB meeting 1/19/2016. Asked board members to participate in an upcoming focus group (Possible Contributing Factors of DMC). No quorum and will revisit next month. Minutes not yet available. ▪ JDAI Alternatives Sub-Committee 1/20/2016. Suggested the group research a "citation to summons" alternative to referrals and ask faith-based communities to assist with alternatives to detention. First steps to the development of a community resource list has been completed. Created a Provider's Survey for the group. Minutes attached and Resource List attached. ▪ JDAI Governing Committee 1/28/2016. Developed a ervice Provider survey, for the group. Presented a DMC quiz to the group. Presented "How to Respond to Law Enforcement" initiative adopted by Shelby County Public Schools. Minutes, survey and quiz attached. ▪ Maintained monthly contact with CJJC via email. DMC Coordinator's suggestion to host a focus group was implemented and focus group notes submitted to Juvenile Court. Suggested job description for parent liaison be developed. Focus group notes attached. • Education and Dissemination of information: <ul style="list-style-type: none"> ○ Request made on 2/2/2016 to be placed on the March agenda of the JJB and CJJC for the purpose of discussing DMC in Shelby County and how we can work collectively and strategically to address the issue. No response to date. Email attached. <ul style="list-style-type: none"> ▪ Accepted invitation to speak on the issue of DMC at Union University on 2/23/2016. Email attached. ○ Invitation extended to JJB on 1/19/2016. No quorum at meeting. Will re-extend invite at February meeting. • Research remains on-going. Numerous resources gained by 2/8/2016. List of resources attached
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<p>Recommendation #5: Collaborate with County DMC on strategic plan</p>	<ul style="list-style-type: none"> The DMC Coordinators will meet to discuss, develop, plan, and/or implement one collaborative effort per quarter. 1/13/2016 The Court DMC Coordinator will meet with the County DMC Coordinator for the purpose of reviewing, revising and updating the strategic plan. Likewise, they will clarify individual roles and responsibilities. 1/20/2016 and 2/3/2016 The Court DMC Coordinator will revise the strategic plan to include all DMC activities/efforts planned and completed between August 2016 and December 2016 as well reflecting all proposed efforts. 2/8/2016 	<ul style="list-style-type: none"> Met on 1/13/2016. Plan to host Resource Fair in early Spring 2016. Notes attached. Met on 1/20/2016 and 2/3/2016. Notes and associated documents attached. Revised strategic plan template created and updated the plan. 2/8/2016 Updated Strategic Plan Template attached.
<p>Recommendation #6: Reform Detention decision making</p>	<ul style="list-style-type: none"> The DMC Coordinator and Data Analyst will review DAT recommendations from University of Memphis to evaluate accomplishments. 2/1/2016 The DMC Coordinator will meet with members of Court Services to discuss which recommendations have been implemented and the outcomes. 2/9/2016 The DMC Coordinator will report on the status of DAT recommendations. 2/12/2016 	<ul style="list-style-type: none"> U of M DAT Validation Report reviewed 2/1/2016 Met on 2/9/2016. All recommendations implemented. Notes attached. Report submitted 2/10/2016. Report attached.
<p>Recommendation #8: Strategic Planning Committee needs to evolve its mission</p>	<ul style="list-style-type: none"> Included in Recommendation #5 	<p style="background-color: #cccccc;">[Redacted]</p>
<p>Recommendation #9: PoC Committee needs to meet, interpret/discuss data, & develop recommendations to reduce DMC</p>	<ul style="list-style-type: none"> Included in Recommendation #3 	<p style="background-color: #cccccc;">[Redacted]</p>

<p>Recommendation #10: Community engagement</p>	<ul style="list-style-type: none"> The DMC Coordinator will develop a team inclusive of the County DMC Coordinator and members of JDAI, the community, and the DMC Statewide Representative for the purpose of organizing a community meeting in the Raleigh/Fraser community. 1/15/2016 The team will meet and begin planning for the community meeting: 1/20/2016 <ul style="list-style-type: none"> Community meeting date set: 3/17/2016 Duties assigned and are to be completed <ul style="list-style-type: none"> 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. 1/26 thru 2/5/2016 Report progress with community leaders to Court DMC Coordinator by 2/10/2016 	<ul style="list-style-type: none"> Team developed 1/15/2016. List attached. Team met on 1/20/2016. Agenda and notes attached <ul style="list-style-type: none"> Date set for community meeting (3/17/2016) and duties assigned. Team met with three leaders from the Frayer Community: <ul style="list-style-type: none"> Mrs. Stephanie Love (1/26/2016); Pastor Charlie Caswell (2/8/2016). Notes attached. Scheduled to meet with Marron Thomas and Joe Hunter the week 2/15/2016. Team members reported on progress. 2/2/2016, 2/4/2016. Notes and flyer attached
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APPENDIX 8

JUVENILE COURT OF MEMPHIS AND SHELBY COUNTY
616 Adams Avenue, Memphis, TN 38105

**MONTHLY MANAGEMENT REPORT IDENTIFYING CONDUCT OR DECISION-
 MAKING THAT INCREASES DMC OR FRUSTRATES EFFORTS TO REDUCE DMC**

Data

Referrals

Table 1: Delinquent Referrals by Type and Race:533

	Summons	Transport	Total
Youth of Color¹	341	121	462
White	57	14	71
Total	398	135	533

Table 2: Delinquent Referrals by Race and Gender

	Female	Male	Total
Youth of Color	108	354	462
White	22	49	71

Admits to Secure Detention

Table 3: Youth Admitted to Secure Detention by Race and Gender: 83

	Female	Male	Total
Youth of Color	6	69	75
White	0	8	8

Table 4: Misdemeanor Offense Admissions: 11

Domestic Assault	6
Assault	3
Theft of property \$500 or Less	2

¹ This category represents any non-White youth.

Table 5: Top Five Charges for Admitted Youth: 44

Aggravated Burglary	14
Aggravated Robbery	11
Hold for Other Agency -- Delinquent	7
Domestic Assault	6
Theft of Vehicle \$1000-\$9999	6

Analysis

Overview

Of the 135 youths transported to Central Detention Control (CDC), 83 youths were admitted. The 52 youths (39%) who were transported but not admitted were refused admittance due to release eligible DAT scores.

Referrals

Since 2006, referrals overall have decreased by forty-three percent (42.6%), and referrals for youth of color have decreased by forty-one percent (41.2%). The total number of delinquent referrals decreased from 424 for the month of November to 533 for the month of December. Eighty-seven percent (86.7%) of delinquent referrals to the Court were for youth of color.

Juvenile summonses accounted for seventy-five percent (75%) of delinquent referrals. Eighty-six (85.7%) percent of juvenile summonses were issued to youth of color. The number of juvenile summonses issued increased by 43% from November to December.

Twenty-five percent (25%) of delinquent referrals were transports with 90% of transports for youth of color. The number of transports to the Court decreased from 146 to 35 from November to December.

The data show that a disproportionate number of minority youth are still making contact with the Court via referrals. As pointed out by Dr. Leiber in his sixth compliance report on equal protection, this could be due to “differential offending, bias, and procedural or administrative factors (e.g., police referrals especially for minor offenses and domestic assaults, admission of these minor offenses into detention, etc.)” From Table 4 above, though, it is clear that only seventeen percent (16.8%) of youths admitted to secure detention were charged with misdemeanor offenses.

In Dr. Leiber’s sixth compliance report, Recommendation 2 says in part, “...it is recommended that the Court implement a policy directing its facility staff to refuse to receive youth involved in minor activity, including minor domestic assaults,” and in the Equal Protection Monitor Response it says, “...while the Court does not necessarily have control over referrals, there is continued need for the Court to develop policies, programs, and working relationships with

existing agencies to reduce the racial disparity in referrals and secure detention involving minor offenses and minor domestic assaults.”

Six of the 14 juveniles admitted to detention for misdemeanors in December were admitted for domestic assault. As acknowledged in November’s report, while the Court cannot control or influence referrals from law enforcement (who must transport juveniles for domestic assaults if they are determined to be the primary aggressor²), we do recognize our responsibility once they arrive. In addition, because there is no legal definition for “minor domestic assault,” we cannot begin to refuse admittance for such. However, at the latest POC meeting, the collective decided that one of our first focus areas should be referrals, so we will begin examining where we might have an impact on potential DMC.

With regard to impacting referrals, LEAP data reveals that law enforcement may be operating under guidelines or policies that are legal and make sense for their departments but that do not fall in line with the Court’s goals. For example, officers that have called in for a juvenile they have detained may be told the juvenile’s DAT score is not high enough to make them eligible for admission into detention; however, the officer ultimately ends up transporting them. There could be several reasons for this. For misdemeanors where a summons could be written, the officer may not have been able to make contact with a parent or guardian of the juvenile to sign off on the summons and take custody of their child, and being that law enforcement cannot hold a juvenile for an extended period of time, their last option was to transport them to the Court. Another possibility exists as well: officers will transfer no matter what the DAT score is for certain charges such as domestic assault and aggravated offenses (especially person crimes). Unfortunately, there is also the possibility of there being no other answer other than officer discretion.

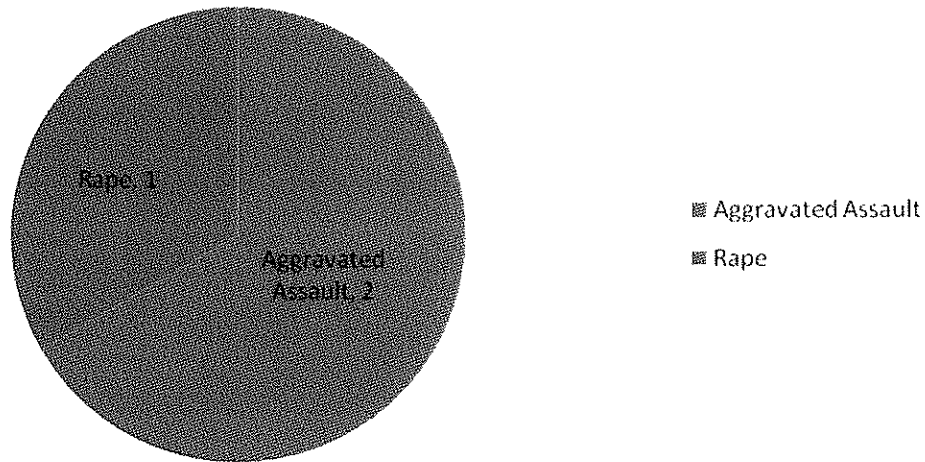
Admits to Secure Detention

Admissions to detention overall and specifically decreased by 84% since 2006. The data reveal that youth of color are overrepresented in admissions to secure detention, constituting 90% of admissions. The chart below shows the breakdown in ages of juveniles admitted to detention.

There were seven (7) DAT overrides up for the month of December. Of the total number of overrides, three (3) overrides were for felony offenses.

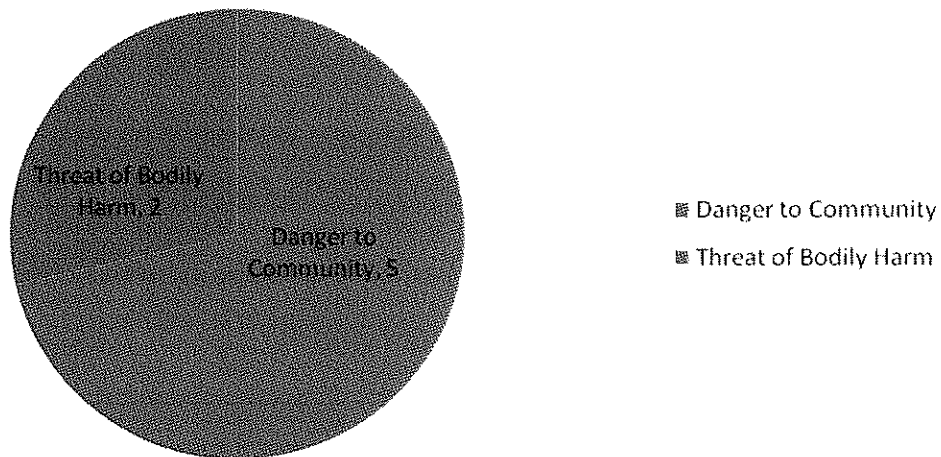
² Reference TCA 36-3-619(a), TCA 36-3-619(b), and TCA 36-3-601(7).

DAT Overrides for Felony Offenses



Eighty-sevenpercent (87%)of the overrides were for youth of color.The aggravating factors resulting in the seven (7) overrides up to admit were Danger to Community and Threat of Bodily Harm.

Aggravating Factors Resulting in Overrides Up



According to Rule 15 of the Tennessee Rules of Juvenile Procedure,any youth who poses a threat of bodily harm to himself or others and/or is a danger to the community shall be detained at the detention hearing.

The standard practice for the Detention Services Bureau (DSB) when a youth is not going to be admitted to detention is to attempt to make contact with the youth's parent/guardian. If the parent/guardian refuses to pick up their child from CDC, the child is considered abandoned in detention, and they are at risk of being placed in the protective custody of the Department of Children's Services (DCS) through a Protective Custody Order (PCO). DSB advises the parents of this possibility. They are also informed that a Detention Bill of Costs may be assessed if admitted. CDC staff also attempts to locate parents through police notifications if the parent cannot be reached by phone or the parent refuses to accept the call from CDC staff.

All contact information for parent and/or other family members is stored in JCS's *Family Member/Contacts*, and all attempts to contact are recorded on the DSB parental notification tracking form. Each time CDC staff attempt to contact an individual to pick up a child, the names and phone numbers are recorded on the tracking form. Once contact is made, that information is recorded on the youth's detention card.

When DSB is unable to locate a parent/guardian or the parent/guardian is unwilling or unable to pick up the youth, efforts to avoid detention for release eligible youth are taken. Contact is made with Porter-Leath which now has a total of six shelter beds available, and, if possible, the youth is relocated.

The DSB Management reviews the files of youths whose DAT scores indicate they should be placed in securedetention in order to identify any possible mitigating factors such as intellectual disability, no prior court contact, age, medical status, and no re-offense within one year. If these factors exist, the youth is released instead of being admitted to the Detention Center.

In Dr. Leiber's sixth compliance report, one of the findings stated, "...although the overall number of youth held in secure detention has decreased, a racial gap remains and in fact has increased AND race still matters once all other factors are considered. More specific, Blacks charged with domestic assault and other person offenses are more likely to be detained than similarly situated Whites."

While the Research Specialist would like to address those findings, more information is needed. Does the statement "race still matters once all other factors are considered" mean that legal factors (i.e. the number and seriousness of previous delinquent offenses) were considered? And along those same lines, how is "similarly situated" is defined? If comparing "similarly situated" juveniles merely means comparing Black juveniles and White juveniles with the same current offense, then it is the opinion of the Research Specialist that that is an insufficient comparison and will most certainly look as if discrimination is occurring. Using that definition of "similarly situated," consider the following example: two juveniles—one Black, one White—come in and are charged with Aggravated Assault; only the Black juvenile is admitted to detention. It is not enough just to take a snapshot there and say that this is a result of DMC. Further examination may show that the Black juvenile had multiple previous delinquent complaints (affecting their DAT score), but this was the White juvenile's first offense. Or perhaps there was an override such as parent refusal or danger to community. If "similarly situated" takes such things into account, we can certainly begin to address this finding, but we must understand the comparison being made first.

APPENDIX 9

Policy and Procedure Review Team

The DMC Coordinator will spend time with individuals from various departments and they will jointly review policies and procedures specific to each department. Recommendations will be submitted to JCMSC.

- Corrective Services Martha Jones and Mamie Rogers
- YSB Susan Gylfe
- Prosecutor's Office David Zak
- Intake Chief Kirk Fields, Lawrence Weichel (Detention)
Major Newell (MPD)
- Volunteer Services Nataki Oyeleye

APPENDIX 10



Memo

To: Bill Powell
From: Lisa Hill
cc:
Date: March 4, 2016
Re: Strategic Plan

I have attached portions of the Memphis and Shelby County Juvenile Court Strategic Plan, which identifies a timeline of events for which Juvenile Court is responsible for completing. I made every effort to provide an update for each item listed in the timeline. For items that have been completed, a status of **“done”** is shown. For items that are currently in progress, meaning, work is still needed, but some action has taken place, I've indicated a status of either **“refer to the court DMC Coordinator’s 30/60/90 day DMC Reduction Plan or in progress”**. For items where a current status is unknown, I've left these areas blank.

While going through the plan, and after having met with the Court DMC and JDAI Coordinators on 3/3/2016, I have discovered that in order to determine current status of certain items listed in the strategic plan, a major component is missing: the ability to identify current status of each action item; therefore, as the Shelby County DMC Coordinator, I am taking the responsibility of implementing a method that will clearly identify the status of each action item in the strategic plan. In addition, I am working with the two individuals previously mentioned to not only modify the strategic plan overall, but also to incorporate a community outreach component, reorganize and categorize items in order of required deadlines as determined by the DoJ, to establish a procedure in which accessing updates will be easier to obtain, and to create one location for storing information.

While this effort may be somewhat tedious and cumbersome, it is necessary to establish a single database where information is located and that will reflect the court’s current activities as outlined in the strategic plan. This will ensure that information is readily available upon request. To accomplish this, the Shelby County DMC Coordinator and the Court DMC Coordinator will work together on a weekly basis to

gather and organize the information needed to update each item as listed in the strategic plan. The Court DMC Coordinator will serve as the single point of contact for obtaining needed information from the Court in order to develop this record keeping initiative. The Shelby County DMC Coordinator will store and maintain the information.

Also, my roles and responsibilities will be redefined within the next week and a half with a major focus placed on developing a cohesive working relationship with the Court DMC Coordinator, as well as the role I will establish in the community, and the benefits this will offer the Court in its DMC reduction efforts. A meeting with the court CAO and Judge Michaels will be scheduled within the next three weeks to discuss this initiative.

Additionally, the strategic planning committee will be redesigned in order to create a group of individuals who will serve as overseers of the strategic plan. A meeting with John Hall, Heather McClemore, Kimbrell Owens, Bridgette Bowman and myself is scheduled for March 22 in which potential candidates will be selected, and an invitation letter to join the committee will be drafted.

As previously stated, additional work is needed in order to successfully guide Juvenile Court in carrying out the activities specified in the strategic plan. The ability to locate current status will provide for a more efficient way of obtaining information, as well as assisting the Court in meeting the requirements of the MOA.

Thanks,

Lisa Hill

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.

3/4/2016: Current JDAI Service Providers spreadsheet RECEIVED (attached via email)

Services that were developed to reduce DMC: LEAP, DAT Validation, Precinct Liaison Program, Evening Reporting Center, and Sports Program at Northwest Prep Alternative School.

In progress: The County DMC Coordinator has requested from the Court DMC Coordinator and JDAI Coordinator a spreadsheet that lists program descriptions, target populations and associated decision points. The Court recognizes that more work is needed in this area and a collaborative effort amongst the three Coordinators is underway to address this requirement.

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.

3/4/2016: The County DMC Coordinator has requested from the Court DMC Coordinator and JDAI Coordinator a status report for the alternative youth placement system and the success or failure of each program. The court recognizes that this is an area that requires more work. The Strategic Planning Committee will be redesigned with this particular action item incorporated as one of its responsibilities to oversee this process.

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.

3/4/2016:

Current RRI data for FY14 and FY15 is available and DMC is evident at multiple decision points. The court has implemented numerous intervention processes, DAT Validation, Graduated Sanctions Grid, YASI, etc., to reduce DMC; however, these programs need to be evaluated to determine its effectiveness in reducing DMC. The Court recognizes that data is needed to discuss the success of these programs. Currently, the Court has not been forthcoming in monitoring the programs and determining the effectiveness of these programs; however, the revised Strategic Planning Committee will take on this responsibility and develop an action plan for accomplishing this initiative. The first meeting will take place March 22, 2016.

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. This is addressed in the Court DMC Coordinator's 30/60/90 plan.

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 Shelby County DMC Coordinator and Court DMC Coordinator were hired.
- Research relevant literature and “best practices” in the DMC area, particularly those relevant to moderate size states and those with medium minority populations. This is an on-going initiative which is also addressed in the Court DMC Coordinator's 30/60/90 plan.
- Visit Cook County, Ill for ideas to reduce DMC. Site visits to Cook County (twice), Baltimore, MD, Philadelphia, Santa Cruz, California, Atlanta Georgia, Phoenix Arizona, Miami FL and visits from Juvenile Justice experts from Kentucky have taken occurred, as well as on-going TA from OJJDP and Mark Soler (Executive Director, Center for Children's Law and Policy).

Multiple initiatives have developed as a result of these visits:

Northwest Prep Alternative after school sports program

Evening Reporting Center

Precinct Liaison Program

No Your Rights Video

- Review OJJDP's DMC technical manual and other materials (Done)
- Identify 8 major decision points (Done)

- Identify all data collection needs at each major decision point along the stages of juvenile justice (Done)
- Identify DMC staffing needs to collect, evaluate and report DMC data) (Bridgette Bowman, Amy Burgdorf)
- Collect initial data for each of the decision points (Done)
- Identify points of contacts (POCs) for each decision point:
 - Bridgette Bowman DMC Coordinator, Juvenile Court
 - Lakeisa Martin Children's Bureau
 - Donna Gray Youth Services Bureau
 - Aimee Burgdorf IT
 - Shannon Caraway IT
 - Martha Roger Children's Bureau
 - Kimbrell Owens JDAI
 - Mamie Jones Court Services
 - Jasmine Newsome Judicial & Youth Court

Additional members will be selected to fill the gap: Detention, Volunteer Services, Aux. Probation Services, and Evaluation & Referral. The Court DMC Coordinator will identify these additional people the week of March 7, 2016.

- Assess the impact of juvenile courts current policies, procedures and programs on DMC level at each decision point (Addressed in the Court's 30/60/90 day DMC Reduction Plan).
- Revise policies, procedure and practices and existing agreements to reduce DMC at each decision point (Addressed in the Court's 30/60/90 day DMC Reduction Plan).
- Conduct inventory of all available services and diversion options by race, ethnicity and geographic region
Juvenile Court has developed an inventory. They are currently working on race/ethnicity by geographic region. The Court has solicited the assistance of outside consultants who will be visiting during the week of March 7, 2016 to do resource mapping.
- 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. The Graduated Sanctions Objective Decision Making Tools and YASI are used in Children's Services. Youth Services Bureau uses YASI, Detention uses the DAT and Judicial uses the Benchbook. The Benchbook can be located on Juvenile Court's Webpage.
- 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; Addressed in the Court's 30/60/90 day DMC Reduction Plan.

- A provision requiring the least restrictive options and alternatives to a detention setting to ensure DMC reductions; Listed in the Benchbook, which is located on the Juvenile Court Website. The Initial Probable Cause (Weekend Detention Hearings are on-going).
- 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; Listed in the Benchbook which is located on the Juvenile Court Website. The Weekend Detention Hearings are on-going.
- 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; The Weekend Detention Hearings are on-going.
- 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. (Some of the items listed above are addressed in the Court's 30/60/90 day DMC Reduction Plan).

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; Data is available
- A comparison of JCMSC, the County's, and the State's RRI with the national RRI data; Data is available
- 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 digging deeper spreadsheet)**; Data is available and will be reviewed. This will be incorporated in the new goals and responsibilities of the Strategic Planning Committee.
- 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**); (Need update)
- 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. The plan was developed in 2013. After meeting with the Court DMC and JDAI Coordinators on 3/3/2016 it was determined that the current strategic plan will be modified. Also, a newly formed strategic planning committee will take place. Potential members have been discussed and a meeting will take place on 3/22/2016.
- 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. (Need updates for all of the above items)

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: (Need update)

- 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. (Need updates for all items listed above).

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. (Revise to include the Court DMC Coordinator and clarify roles and responsibilities of each Coordinator).

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

	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	1 st 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/1 st 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	1 st and/or 2 nd 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

<p>Youth Services Bureau (YSB)</p>	<p>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</p>	<p>Court</p>	<p>Juvenile has exhausted non-custodial diversion options and/or probation; parent is willing to allow child to remain in home while being monitored/supervised</p>	<p>Court Hearing</p>	<p>Magistrate</p>	<p>Available to all juveniles regardless of geographical area</p>
<p>Youth Court</p>	<p>Peer-based justice program; juvenile/parent agrees to a court hearing with student and attorney volunteers; Pre-adjudicatory</p>	<p>Court</p>	<p>1st time offenders; minor offenses; ages 12-18</p>	<p>Youth Court Coordinator</p>		<p>Available to all juveniles regardless of geographical area</p>
<p>Operation Hope (Urban Youth Initiative)</p>	<p>Faith-based mentoring program; Pre-adjudicatory</p>	<p>Referral</p>	<p>High-risk youth; at risk of residential placement</p>	<p>Corrective Services</p>	<p>Supervisor</p>	<p>Program only offered to children in 38118 zip code/10 slots available</p>
<p>Juvenile Intervention and Faith-Based Follow-Up (JIFF) (Urban Youth Initiative)</p>	<p>Provides mentoring; tutoring; guidance in spiritual, physical & social health issues; employment assistance; culinary arts; GED programs; Pre-adjudicatory or Post-adjudicatory</p>	<p>Referral</p>	<p>Pre-adjudicatory-Learn to Earn program-ages 16-21; Post-adjudicatory supervised by YSB-Juvenile Case Mentoring ages 12-18</p>	<p>Corrective Services; YSB</p>	<p>PO</p>	<p>Available to all juveniles regardless of geographical area/program located in 38126 zip code</p>
<p>SHAPE</p>	<p>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</p>	<p>Referral</p>	<p>Identification of summonses issued at twenty-one (21) SHAPE schools</p>	<p>Target schools/See attached list for geographical location</p>	<p>Supervisor</p>	<p>Available in twenty-one SHAPE schools</p>