

Annual Report

JUVENILE COURT OF MEMPHIS AND SHELBY COUNTY

616 Adams Avenue

Memphis, Tennessee 38105

2019

Dan H. Michael, *Judge*



Garland Erguden, *Chief Judicial Officer*

David. S. Walker, *Chief Magistrate*

James Franklin, *Juvenile Magistrate*

Alicia Chism, *Juvenile Magistrate*

Harold W. Horne, *Juvenile Magistrate*

Terre Fratesi, *Juvenile Magistrate*

Mitzi Pollard, *Juvenile Magistrate*

Carlyn Addison, *Juvenile Magistrate*

Lyttonia Cunningham, *Child Support Magistrate*

Sheldon Y. McCall, *Child Support Magistrate*

Nancy Kessler, *Chief Child Support Magistrate*

Debra Sanders, *Child Support Magistrate*

Pamela Skelton, *Chief Administrative Officer*

Gary Cummings, *Director of Court Services*

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This annual report of the activities of the Juvenile Court of Memphis and Shelby County for calendar year 2019, represents my fifth year as presiding Judge, after taking the oath of office on September 1, 2014. I begin this year filled with the optimism of a team leader in charge of an outstanding group of men and women who make up the JCMSC Team. Over the past year we have worked to towards and completed tasks and new best practices programming that allows us to continue to lead the nation as a Model Juvenile Court. The content of this annual report would not be possible without the professionalism, dedication and hard work exhibited by each of you every day. I am truly blessed to lead this team as we serve the citizens of Shelby County in this capacity.

This report serves as a synopsis of the tireless work of hundreds of dedicated employees and volunteers responding to the needs of the children and families in Shelby County. For more than a century, Juvenile Court has been involved in a quest for excellence by constantly searching for ways to improve services while building upon our research and evidence-based practices. Many juvenile justice initiatives carried out at this Court have been adopted as models for other programs in Tennessee and across the nation; but over the past 4-years our pursuit to become and remain a model court has allowed us to create new programming and services which other courts around the country are beginning to try and replicate.

Our quest for developing new initiatives continues and several significant events in 2019 have planted seeds which are growing now. My prayer is for a plentiful harvest which will yield the expected fruits of our labor.

I have tremendous hope for the continued progress of The Summonses Review Team (SRT) Program, an initiative created by the Children's Bureau in 2017. The goal of the program was to reduce the number of youth receiving formal judicial records for minor delinquent behavior. The initiative continues to target first time offenders who have allegedly committed misdemeanor offenses. The



The Honorable Dan H. Michael
Judge
**Juvenile Court of Memphis and Shelby
County**

initiative allows those youth and parents to participate in an informal conference, which in some ways resembles group counseling, which is intended to educate, empower and encourage both parties (the child and the parent/s). They are educated on Juvenile Court processes and consequences of poor choices; empowered with information and resources that allow for better decision-making, reduced recidivism and lastly encouragement to strive to be better than their previous choices. We've collected data throughout the program and the numbers literally speak for themselves. In 2019, the Summons Review Team Program served 1,840 youth. We tracked our recidivism on the 2018 youth and there was a 10% recidivism rate. Ultimately, 90% of the youth didn't come back in contact with the system (this is from the 2018 youth in which we tracked for 1 year). I am optimistic and proud of this measured success in intervention from the Court's perspective and I as applaud many of our Court Initiatives the Summons Review Team Program is gleaming its own national attention.

In 2012 Memphis and Shelby County was designated by the Annie E. Casey Foundation as a Juvenile Detention Alternatives Initiative (JDAI) Site and over the last 6-years Juvenile Court led the efforts to create the organizational structure and develop and improve upon a viable work plan designed specifically to reduce the number of children who needed to be housed in our Detention Center. Subcommittees were created for specific tasks in the areas of data collection and analysis focused on the reduction of Disproportionate Minority Contact (DMC) now more commonly referred to as Racial & Ethnic Disparities (RED). We consistently review and validate the Detention Assessment Tool (DAT), which, when appropriately used by Law Enforcement, can determine whether a child should be transported to the Detention Center.

In 2014, our JDAI representatives visited Santa Cruz, CA to learn more about the operation of an Evening Reporting Center (ERC). The visit paved the way for a partnership with the non-for-profit Juvenile Interventions with Faith-based Follow-ups (JIFF) which launched the successful pilot program the Juvenile Court utilizes thanks to funding by the Shelby County Board of Commissioners, as both an alternative to detention and as a requirement for youth on supervised probation. Today, thanks to conversations with a working group assembled by Shelby County Schools, we have a second ERC called The Pursuit Center now housed at the George Washington Carver High School which opened September 23, 2019. During sessions lasting 20-days, teens between the ages of 14 and 17, who are recommended to the center by Juvenile Court, will attend in the evenings following school for guidance and instruction to help shape them into productive citizens.

JDAI is now operating in more than 200-counties across 39-states and the District of Columbia. This Court's efforts have resulted in improved collaboration among community agencies, significant reductions in the number of children detained for less serious offenses, and fewer transports to the Detention Center by law enforcement officers.

In 2019 Juvenile Court of Memphis & Shelby County has vigorously continued to implement changes in our programming and operations accordance with the directives of the Memorandum of Agreement (MOA)

between the U. S. Department of Justice (DOJ), the Juvenile Court and Shelby County Government. As a result of the outstanding efforts put forth by all the members of our TEAM, on October 19th 2018, the U.S. Department of Justice ended its agreement to monitor Juvenile Court operations and the operations of the Shelby County Detention Center.

Youth Court, the statutorily based program begun in February 2011, with student teams from four Legacy Memphis City Schools (today Shelby County Schools), expanded to 17 high schools in 2015. Youth Court is a juvenile delinquency diversion and peer restorative justice program dedicated to rehabilitation of first-time nonviolent offenders. The program holds the children who commit delinquent acts accountable for their behavior and educates them about citizenship. Local attorneys as well as law students from the University of Memphis guide the student team members in their roles as prosecutors, defense counsel, jurors and court officers. Over 50-hearings were held in Youth Court in 2019, involving nearly 350 students and over 50-volunteer attorneys.

Hope Academy continues to be one of the brightest lights for children being detained at Juvenile Court. Shelby County Schools turned up their emphasis on making the facility a true Alternative Education Facility and we certainly applaud their efforts. Working with limited space in the Detention Center, Hope Academy classrooms also become areas for recreation and physical education activities when classes are not in session. The New Principal, Roger Jones and his staff take pride in reaching out to young people who in some cases have not been in school for 1 to 3-years and even longer in some cases. This is the ninth full academic year for Hope Academy. Shelby County Schools joins the Juvenile Court of Memphis & Shelby County in looking to forward to a new detention facility which will be more accommodating for education and recreation for our children. The Shelby County Board of Commissioners have followed the lead of Mayor Lee Harris and voted to fund the purchase and renovation of the Shelby Training Center (STC) which will become known as the Shelby County Youth Education and Justice Center.

In the meantime Hope Academy will continue to provide six hours of classroom instruction in English, math, science, social studies and guidance/life skills. SCS has worked to update the entire facility including the computer lab and the necessary software to connect detained youth to be able to study courses which try and mirror the actual SCS classroom curriculum. To better serve each child's individual learning needs several detained students are placed on remedial class pathways to allow them to the opportunity to try and complete courses they missed while not attending classes at their assigned schools. A recreation director has worked to implement a program to provide an hour of physical education and training each day. This program has proven to be of great benefit to the youth it serves. It has significantly reduced recidivism among those who have attended Hope Academy. When released from detention following the disposition of the Court, key SCS faculty and administrators are authorized to monitor the students' academic progress and school attendance as conditions of probation. The SCS staffer members are also encouraged to serve as mentors and advocates for the probationers. The objective is to help prevent their return to the juvenile justice system.

The Court maintained two special grant agreements with the Tennessee Department of Human Services that provide funding for four child support magistrates, six principal court clerks and two management/supervisory personnel. The grants also support the Court's Office of the Non-Custodial Parent Advocate and provide for design and development of new computer software programs. The technological assistance reinforced the Court's initiative to provide for electronic filing of orders and petitions on child support cases. E-filing of IV-D child support petitions became operational October 5, 2011.

The Office of Non-custodial Parent Advocates, established in 2006, continues to function effectively in 2019. Its attorney staff assists daily pro se or self-represented litigants by explaining Court procedures and by providing them with general guidance through the different offices involved with their cases.

The Office of Non-custodial Advocate has served more than 30,000 people and has been studied as a model

for establishing such programs in other Tennessee counties. The Court successfully concluded its participation in School Pathways to Justice, a project of the National Council of Juvenile and Family Court Judges (NCJFCJ). The Court was one of only 16 juvenile courts in the nation selected by NCJFCJ. The project was strongly supported by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and several foundation partners.

The Court also continued its work as an Implementation Site for the National Council of Juvenile & Family Court Judges dependency project. One of eight juvenile courts selected from across the nation, the Court serves as a laboratory for improving processes in dependency and neglect cases. The NCJFCJ also worked with the Court to conduct a full trauma audit of the Court and its day-to-day operations, the completion of which satisfied one of the Courts main goals for 2019. As judge, the Court has now begun to implement the strategies and recommendations from the audit, which will be an on-going project in years to come and will assist the Court in becoming an even more trauma informed court. Before my eight year term as Presiding Judge officially began September 1, 2014, I explored ways to collaborate more effectively with local agencies, community partners, schools and law enforcement. I have been a member of the NCJFCJ for over 15-years and currently serves as Treasurer of the Board of Directors and during the 2019 National Meeting my colleagues have selected me as NCJFCJ's President-elect to be sworn-in as President in July of 2020.

Since Shelby County Sheriff Bill Oldham and I agreed the Juvenile Court Detention Center should be run by the Sheriff's Office and our County Commissioners approved the transition which occurred July 1, 2015, we have continued to experienced exciting progress and a more secure environment for juvenile detainees, additional programming, and continued efforts for a much higher level of training for the Detention staff. Upon his election in August, Sheriff Floyd Bonner, Jr. has continued working

and providing the best qualified staff for all positions in the Detention Center.

It is an honor to have the support and encouragement of so many outstanding individuals who come to work each day, intent upon helping children and youth discover better paths for their life journeys. I am inspired by their example of dedicated service. I am also grateful for the countless hours of voluntary services rendered by the Auxiliary Probation Service, the Foster Care Review Boards, CASA, the Chaplaincy Corps, the Youth Court attorneys and law students, and so many others. The Court could not operate efficiently and effectively without the generous contributions of time, talent and energy by its volunteers. Their loyal support enables the Court to fulfill its mission. This report is available in electronic format, accessible via the Court's website: www.juvenilecourt.shelbycountyttn.gov



Juvenile Court Judge and Magistrates

Standing left to right: Lyttonia Cunningham*, Sheldon McCall*, Harold Horne*, James Franklin*, Mitzi Pollard*, Nancy Kessler**, Alycia Chism*, and Debra Sanders*

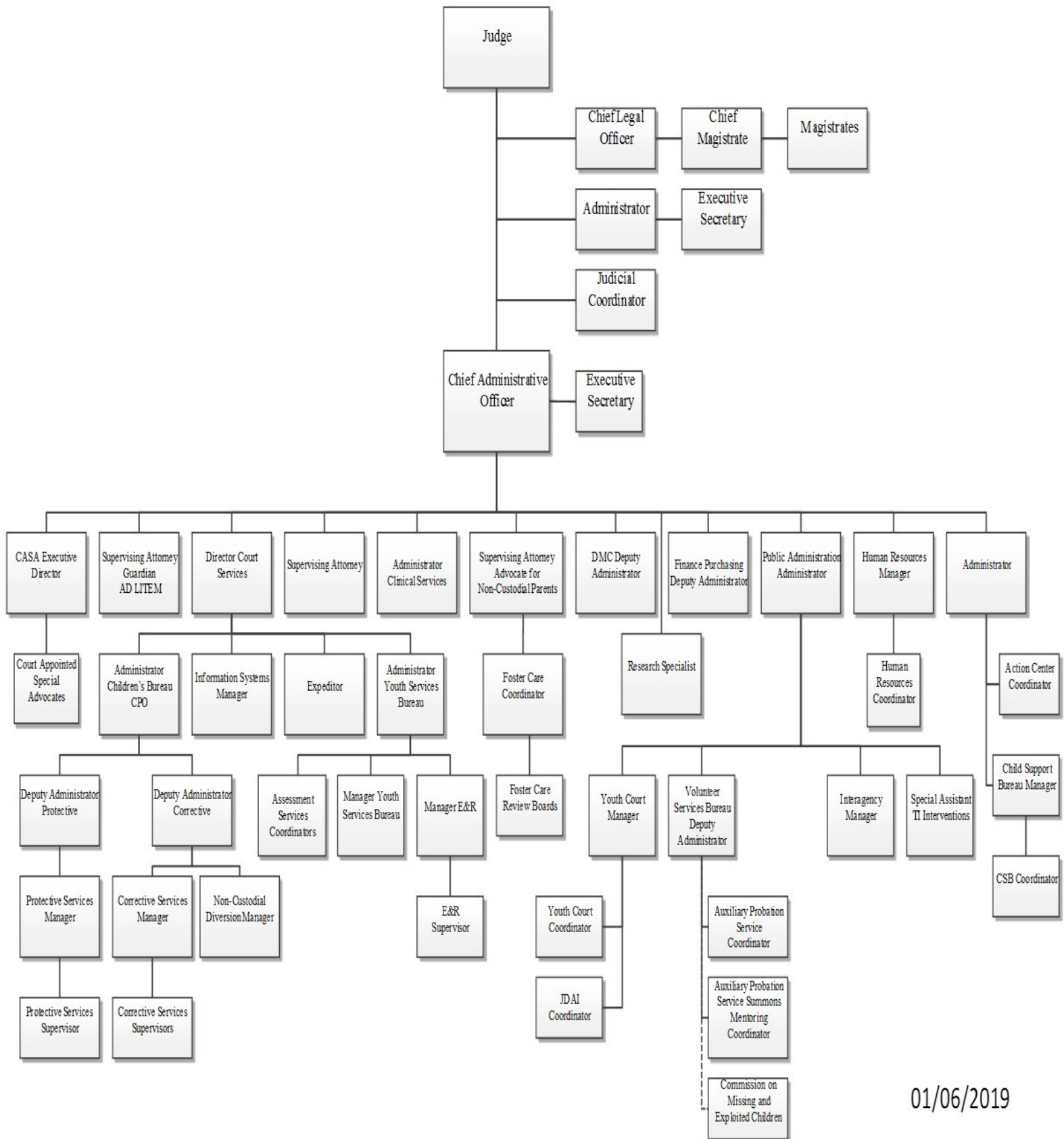
Seated left to right: Carlyn Addison*, Garland Erguden****, Judge Dan H. Michael, David Walker***, and Terre Fratesi*

(Seated below Judge Dan H. Michael)The Official Therapy Dog of Memphis & Shelby County Juvenile Court, Roxie

- * *Juvenile Magistrate*
- ** *Chief Child Support Magistrate*
- *** *Chief Magistrate*
- **** *Chief Judicial Officer*

Juvenile Court of Memphis and Shelby County, Tennessee

Organizational Chart



01/06/2019

Statistical Summary

The following table is a brief statistical summary that reveals to some extent the Court's progress and the effectiveness and efficiency of its services during the past five years.

	2015	2016	2017	2018	2019
Staff	164	157	161	156	160
Budget - Fiscal Year 2015-2019	\$13,414,658	\$12,923,677	\$12,818,468	\$13,296,767	\$13,169,400
Children's Cases					
Other - Custody, Etc.	951	980	1,031	1,169	1,431
Dependent and Neglected	2,697	2,501	2,568	2,187	2,465
Unruly and Runaway	1,245	859	1,029	653	621
Delinquent	6,200	4,958	5,095	5,290	5,026
Traffic (Summoned/Taken into custody)	29	34	16	23	10
Total Children's Cases	11,122	9,332	9,739	9,322	9,553
Traffic Citations	2,789	2,618	2,483	2,199	2,141
Children Admitted to Detention Center					
Dependent and Neglected	2	0	4	11	23
Unruly and Runaway	0	0	4	1	10
Delinquent	938	871	850	897	921
Traffic	0	0	0	0	0
Transient (Previously included in Unruly.)	7	3	2	8	9
Special (Previously included in Delinquent.)	21	25	9	9	17
Federal (Previously included in Delinquent.)	0	0	0	0	0
Total Children Admitted	968	899	869	926	980
Children Committed to DCS Corrective	155	182	236	213	170
Children Committed to DCS Protective	570	644	653	662	930
Children Committed to YSB	300	313	298	294	277
Children Transferred as Adults	47	71	92	78	90
Child Support cases heard	22,410	25,359	28,314	27,465	25,962
All other children's cases heard	14,610	16,219	17,448	19,002	20,233

*** SRT Summons #'s have been added into the 2019 Children's Cases total of 9,553 for 2019. The SRT Summons #'s reflect a total of 1,840 summonses comprised of 1,571 Delinquent cases and 269 Unruly Cases.**

JUVENILE COURT CLERK'S OFFICE

Janis Fullilove

Juvenile Court Clerk

Matt Kuhn, *Chief Administrative Officer*

Felecia Hogan, *Special Assistant*

Richard Snodgrass, *Administrator*

Ann Turner, *Chief Administrative Assistant*

Adreine Williams, *Central Records Department*

Helen Stewart, *Collections Department*

Katha Robards, *Minute Department*

Captain Larry Swain, *Process Department*

Lori Reece, *Parent Location*

LaDonna Graham, *Minute Clerk Training Coordinator*

Karen Brooks, *Appeals Coordinator*

Chamyane Hart, *Executive Assistant HR*

Bill Pope, *Accounting Department*



Janis Fullilove

Juvenile Court Clerk

Welcome to a new era! I am honored to serve as the first African American female as your Juvenile Clerk Court. I believe in my heart, when people feel disappointed and alienated, that giving people hope and encouragement is needed in our community. I strive to help people retain their self-respect and it is always better to displease the people by doing what you know is right, than to temporarily please them by doing what you know is wrong.

The goal of the Clerk's Office in 2020 is to continue to function respectfully, efficiently and effectively, and to respond to the needs of the families of our community, and to generate revenue through collection of court ordered fines and fees, grant contracts and state reimbursement to offset the cost of court operation.

In 2009, the Child Support Services Division at Juvenile Court was not awarded the state contract for the first time since 1976. The state contract for child support services for Shelby County went to Maximus, a private agency, beginning in July 2009. Unlike in previous years, the IV- D Child Support Agency is no longer located in the Juvenile Court building but at an off-site location. This transition in child support services has impacted the Clerk's Office operation in all areas from processing petitions filed for establishment, enforcement, genetic testing and all other related child support issues as well as "Clerk Services" reimbursement from the State. The Clerk's Office staff continues to work closely with Maximus to help meet and process the workload efficiently. In 2018 Maximus was awarded another 5 year contract for IV-D Child Support services and the Clerk's office continues to work with State Child

Support and Maximus as child support operations continue to expand.

In 2020, the Clerk's Office secured a grant contract with the State of Tennessee for the sixteenth consecutive year in the amount of \$1,872,456 for "service of process" in all Title IV-D child support cases. This grant shifts 66% of the total cost of funding twenty-two full time positions to the State leaving the Clerk's Office budget responsible for the remaining 34%.

The Juvenile Court Clerk's Office and staff will continue to serve the public to the best of our ability with proven effective leadership, accountability and integrity.

COLLECTIONS DEPARTMENT

Helen Stewart, *Manager*

The Collections Department within the Court Clerk's Office is responsible for the collection and processing of all monies assessed and paid through the Juvenile Court system. This includes child support payments by mail or in person, employer payrolls, all cash window activity generated from courtroom dockets, walk-ins, as well as fees and fines assessed non-judicially such as conferences, court costs, and traffic ticket violations. This area of the Clerk's Office also handles the writing of all appearance bonds, juvenile or adult, cash or surety, and collection and disbursement of court-ordered restitution payments.

Beginning in October 1999, most child support collections were re-directed to the “centralized collections” process through the State of Tennessee in Nashville. However, the Court Clerk’s Office still processed \$5,017,298.84 in child support transactions in 2019. The Clerk’s Office also received in 2019 a total of \$727,815.77 in state reimbursements for “Clerk Services” associated with these collections/transactions and filings under the IV-D Child Support Program.

Adreine Williams, *Manager*
Charita Harris, *Supervisor*

Central Records Department personnel are responsible for building, housing and securely maintaining all Juvenile Court records. Currently there are over 1,396,954 records housed in the Clerk’s Office. In 2019, there were 5,520 legal records created and 1,887 social records created. This department also serves to provide assistance and information to the general public, court personnel, social service agencies, attorneys and law enforcement agencies by providing accurate and appropriate information required in the processing and handling of cases through the Juvenile Court.

ACCOUNTING DEPARTMENT

Bill Pope, *Manager*
Deona Wimbley, *Accountant*

This department is responsible for accounting and internally auditing the bookkeeping procedures of the Collections Department on a daily and monthly basis. At the end of each month, collected revenue that has been deposited daily through the Shelby County Trustee’s Office is remitted to the County Department of Finance to be deposited into the County general fund, and all account balances are reconciled to their respective bank statements. At the end of each fiscal year, reports are prepared for the state-mandated external audit by an independent accounting/auditing firm. In addition to these routine banking responsibilities, the Accounting Department along with the Clerk has the fiduciary responsibility of managing approximately 668 victims’ compensation accounts.

These funds, issued by the state Treasury Department under the Criminal Injuries Compensation Program, are put into interest-bearing trust accounts for minors, and currently total almost \$4,631,110.28.

MINUTE DEPARTMENT

Katha Robards, *Manager*
Michelle Jones, *Supervisor*

The minutes of the Juvenile Court constitute the official record of the Court. There are eleven Minute Clerks, who are responsible for recording all the Court’s proceedings and decisions and for preparing Court orders and entering those orders in the minutes. Minute Clerks attend eighty-one scheduled dockets weekly, in addition to special dockets, special hearings, and Foster Care Review Board. In 2019, there were approximately 113,043 pages of minutes were compiled representing over 51,144 individual Juvenile Court orders.

PROCESS/PARENT LOCATION

Captain Larry Swain, *Manager*
Lori Reece, *Supervisor Parent Location*

The process Department is responsible for the service of all legal documents that require appearance in court. In 2019, 10,087 summons, subpoenas, and scire facias were successfully served. Except in rare and extreme cases, all documents are received ready for service by the Process Department within a minimum of five days prior to a scheduled court date.

The Parent Location Department is responsible for preparing jail arrest papers for the court dockets. In addition, direct access to the Sheriff’s Department computer system known as the Offender Management System (OMS) allows staff to enter and update current status of all juvenile and adult warrants in a timely manner.

Staff in Parent Location funded under the IV-D State Contract is responsible for all tasks specific to the grant. First and foremost, this staff must enter time-sensitive data daily into the Tennessee Child Support Enforcement System relative to the status of service on all IV-D Child Support Cases.

Juvenile Court Legal Departments

The Office of the Chief Administrative Officer provides assistance to the Court staff in pursuit of their administrative responsibilities. In addition, the Chief Administrative Officer serves as liaison between Juvenile Court and the Office of the Shelby County Attorney. The Chief Administrative Officer also serves as liaison between Juvenile Court and state and federal government and as legislative liaison between the Court and the General Assembly of the State of Tennessee. This office ensures compliance with and implementation of extensive federal and state regulations and legislation relating to the operation of Juvenile Court.



Pamela Skelton
Chief Administrative Officer

Advocate for Noncustodial Parents

Laurie Neale, *Supervising Attorney*
Blake Morrison, *Attorney*
Nancy Schiller, *Attorney*
Jina Shoaf, *Attorney*

People representing themselves in court often need help. In 2006, the Office of the Advocate for Noncustodial Parents was established. Attorneys provide assistance to pro se litigants in understanding their rights and responsibilities under the law, and guidance in the use of the proper legal forms. Help is available with child support related issues such as modifications, paternity, and parenting time. This innovative office reflects Judge Michael's commitment that Juvenile Court be open and accessible to self-represented individuals, and in 2019 provided them with assistance for 3,573 legal issues.

Judge's Action Center

Thomas W. Coupé, *Supervising Attorney*
Yolanda Joshua, *Coordinator*

The Judge's Action Center was created in 2008 to serve as a liaison between Juvenile Court and the public to help answer questions or address concerns for people who have issues involving Juvenile Court of child welfare matters.

The Action Center provides helpful and timely answers for those who have questions concerning Juvenile Court, assists people with problems that have previously gone unresolved and receives suggestions on how to improve court.

Office of the Guardian ad litem

Belynda Dwyer, *Supervising Attorney*
Sarah Kyle Gilmer, *Coordinator*

The Office of the Guardian ad litem is charged with assuring competent legal representation for children and parents in required Juvenile Court

cases in compliance with Federal and State laws and Juvenile Court policy and procedure. The Office is also charged with serving as a liaison between Guardians ad litem, appointed counsel, private attorneys, the Tennessee Department of Children's Services, departments within Juvenile Court and other stake holders to promote the best practices and policies in children's cases.

The Attorney Coordinator facilitates the appointment of a Guardian ad litem, an appropriately trained and licensed lawyer, to advocate for the best interests of a child in any proceeding in which:

- The child has no parent, guardian, or other custodian appearing on the child's behalf
- The child's interest may conflict with those of the parent, guardian, or custodian
- The child is alleged to be abused
- The allegation of harm falls within the mandatory child abuse reporting laws; or
- The proceeding is a contested termination of parental rights case

The Attorney Coordinator also facilitates the appointment of counsel for qualified indigent parents in dependency and neglect and termination of parental rights cases and parents involving application of the Federal Civil Service member Act. In 2019, approximately 1,711 Guardians ad litem and 1,301 parents' counsel were appointed in children's cases, with a total number of 3,012 cases assigned.

Juvenile Defender Panel

Dorothy Miller, *Supervising Attorney*

The Juvenile Defender's office is managed by a Supervising Attorney who supervises a staff of 16 private attorneys, known as the Juvenile Defender Panel, and one investigator. Of those attorneys, all handle detention and delinquency dockets. Some of those attorneys also handle the child support contempt dockets and education neglect/truancy dockets. All attorneys are duly licensed and in good standing to practice, and have juvenile and criminal defense experience ranging from 3 to 38 years. The Panel defends juveniles charged with delinquent offenses ranging from disorderly conduct to first degree murder.

The Defender's Office is appointed to provide legal defense to all indigent juveniles within 24 hours of their detention in delinquency matters (offenses classified as felony and misdemeanor). In felony classified cases, (for example, aggravated robbery, robbery, aggravated kidnapping, kidnapping, aggravated assault, aggravated rape, rape, sexual battery, murder first, murder second, and voluntary manslaughter), panel attorneys work diligently towards a disposition that will avoid transfer to adult court and retain the child in the juvenile system for rehabilitation. All cases classified as misdemeanor, truancy and unruly are heard in Juvenile Court and rehabilitative services are provided within the Juvenile System.

The Defender's Office also works with the families, support organizations, schools and mental health facilities to protect the juvenile's interest and litigate for placement in the appropriate program for rehabilitation.

Defenders are also appointed to represent indigent adults (both incarcerated and walk-ins) charged with contempt of court for either failure to pay child support or failure to comply with parental visitation orders.

From January 1, 2019 to December 31, 2019, the Juvenile Defender Panel represented 1,785 cases assigned on the delinquency docket. There were 12,747 adult defendants cited for failure to comply with orders of child support in contempt proceedings and of those, 4,871 (38.21%) utilized services of the Defender Panel.

Office of Clinical Services

Tucker Johnson, *Ph.D.*

Paige Myrick, *Admin Tech*

The Office of Clinical Services is responsible for conducting comprehensive psychological evaluations ordered by the Court for youths facing delinquent/unruly complaints. Assessments are individualized and address such issues as behavior and mental health; intellectual, achievement, and adaptive functioning; substance use; history of trauma; psychosexual development; malingering; emotional and cognitive maturity; treatment amenability; cultural and gender considerations; risk and protective factors related to violent offending; and treatment/ intervention needs. Seventy evaluations were completed in 2019.

The primary objective of the Office of Clinical Services is to provide the Court with comprehensive, individualized information about each assessed youth to assist with adjudicatory or post-adjudicatory disposition, consistent with the philosophy of the Juvenile Justice system.

Court Services Division

Gary Cummings, *Director*

The Court Services Division includes the Children's Bureau and the Youth Services Bureau, which now contains the Evaluation and Referral Section. Court Services provides both pre- and post-adjudicatory services to children brought to the attention of Juvenile Court. The Court Services Division is mandated by Tennessee Code Annotated, Title 37 to meet the following statutory requirements:

- Provide for the care, protections, and wholesome development of children coming within its provisions;
- Remove from children committing delinquent acts the taint of criminality and the consequences of criminal behavior and substitute a program of treatment, training and rehabilitation;
- Avoid whenever possible separating children from their parents only when necessary to protect the child's welfare or in the interest of public safety;
- Assure that all parties are assured a fair hearing and their constitutional and other legal rights are recognized and enforced;
- Deinstitutionalize children who have not been found to be delinquent.

In 2019, 9,553 children were brought to the attention of Juvenile Court on matters relating to delinquency, unruly behavior, and dependency and neglect. This is an increase of 2.48% from the 9,332 cases that came to the Court in 2018. An additional 2,141 children were issued traffic citations representing a 2.64% decrease over the 2,199 cases the previous year. (See chart below-note that the traffic offenses included in the chart below are considered delinquent per TCA).

While the number of cases has dropped significantly over the past ten years, the Court continues to see more children diagnosed with serious mental health and physical issues that contribute to the difficulty of finding appropriate treatment and placement resources. The Evaluation and Referral Section of the Youth Services Bureau is responsible for finding the appropriate mental health services ordered by the Court. They are also responsible for monitoring the progress of the treatment to ensure compliance of court orders.

Over the past 13 years, the Court has worked with the Shelby County Schools in the School House Adjustment Program Enterprise (SHAPE) to help reduce the number of children taken into custody from 42 targeted city schools. The Juvenile Court has partnered with the Memphis Police Department and the Shelby County Sheriff's Department to implement the Juvenile Summons Program. This program requests that law enforcement officers issue juvenile summonses in lieu of physical arrest on seven designated offenses.

JUVENILE COMPLAINTS	2019	2018	% CHANGE
DELINQUENT	5,023	5,290	-5.05%
UNRULY & RUNAWAY	624	653	-4.44%
DEP. & NEG.	2,401	2,132	12.62%
CUSTODY/VISITATION	1,064	901	18.09%
TERM. PARENT RIGHTS	64	55	16.36%
TRAFFIC	10	23	-56.52%
OTHER	367	268	36.94%
TOTAL (includes summons)	9,553	9,322	2.48%

Children's Bureau

Dr. Bernard Williams, *Chief Probation Officer*

Jason A. Tate, *Deputy Chief Probation Officer*

The Children's Bureau is responsible for handling a diverse caseload. The Corrective Services Department handles all delinquent matters while the Protective Services Department handles cases alleging dependency and neglect as well as visitation and custody issues. In 2019, the Children's Bureau handled 9,542 cases.

To handle such a diverse caseload, the Children's Bureau maintains a close working relationship with other departments of the Court. Additionally, the Children's Bureau works with law enforcement and child placement agencies outside the Court.

The Corrective Services Department, consisting of the Juvenile Services and the Non-Custodial Diversion Section, handles a wide range of juvenile offenses. Dispositions in these cases vary from community service to probation, placement in the Youth Services Bureau, commitment to the Tennessee Department of Children's Services or transfer to Criminal Court.

The Juvenile Services Section is responsible for the majority of pre-hearing investigations and casework in delinquency cases including juvenile summonses issued by law enforcement agencies throughout Shelby County.

In 2018, the Corrective Services Department began utilizing pre-adjudicatory Global Positioning Satellite (GPS) monitoring as a detention alternative. GPS monitoring of pre-adjudicatory youth prevents those youth from being held in the Detention Center and allows them to remain in the community while waiting on their court appearance. There were 214 referrals for 2019.

Corrective Services Department

Lakeisa Martin, *Manager, Corrective Services*

Jacqueline Parsons, *Manager, Non-Custodial Diversion Section*

Brigitte Rodgers, *Supervisor, Corrective Services*

The Non-Custodial Diversion Section provides assistance for unruly children, processes truancy

complaints, handles thousands of traffic violations each year, and coordinates the Community Service and Mediation and Restitution/Reconciliation Services.

The Non-Custodial Diversion staff handles walk-in clients that are experiencing difficulty with the behavior of unruly children. Appropriate cases are referred to local agencies for counseling. In 2019, this section handled 316 unruly cases.

In 2018, the non-custodial diversion section began its Ceasefire Program. Ceasefire is a collaborative effort between Juvenile Court, the Tennessee Department of Corrections, the US Attorney's Office and Memphis Police Department. Ceasefire is a court-ordered program that works toward deterring serious gang and youth gun violence. There were 171 Ceasefire referrals in 2019.

The Community Service Program is a symbolic restitution program for children who have committed various types of offenses. Delinquent youth are placed with public and private non-profit agencies that provide work assignments and supervision. There were 214 referrals to the program in 2019.

Protective Services Department

Erica Glynn, *Deputy Administrator*

Robert Michael Blancett, *Manager*

Demetria Maxwell-Hughlett, *Supervisor*

The Protective Services Department consists of Juvenile Services Counselors that are responsible for handling all matters that involve child abuse, neglect, custody and visitation. Protective Services counselors held conferences with approximately 5,023 individual clients during 2019 as well as provided assistance to approximately 7,526 children. Protective Services provides assistance to individuals, both relatives and nonrelatives; agencies, such as the Tennessee Department of Children's Services; and both private and court appointed attorneys in preparing and filing petitions that contain allegations of abuse and neglect against children. The Protective Services Department processed a total of 3,529 complaints during 2019. There were approximately 2,465 dependency and neglect complaints filed, and 1,064 custody and visitation complaints filed in 2019.

The Protective Services Counselors ensure that all cases are set on the docket to be heard by a magistrate

or the Judge. Protective Services counselors are also responsible for making referrals to the Tennessee Department of Children's Services on each case that comes into their office so that the allegations on the petitions may be properly investigated and the results can be presented to the Judge or Magistrate that hears the case. The counselors are also responsible for ensuring a referral is made requesting a guardian ad litem (court appointed attorney) be appointed for each child's case.

The Protective Services Department also assists clients with obtaining protective custody orders for removing children from environments or persons that are found to be an eminent harm or danger to the child. Counselors in this department also assist noncustodial parents in filing petitions for visitation of children born out of wedlock. Obtaining emergency medical treatment orders for doctors to provide medical treatment to children in life threatening situations is also a very important responsibility of this department.

The Protective Services Department works closely with the Tennessee Department of Children's Services, Court Appointed Special Advocates, private attorneys, law enforcement personnel, Memphis and Shelby County School officials, and private child placing agencies. The staff also works closely with other organizations such as the Child Protection Investigation Team housed at the Child Advocacy Center. The Child Protection Investigation Team is a coordinated interagency multidisciplinary response to prevent, detect, investigate, treat and prosecute child sexual abuse and severe physical abuse.

The Protective Services Department plays an important role in the Shelby County Interagency Domestic Violence Fatality Review Team. This team assists local agencies in identifying and reviewing domestic abuse deaths, including homicides and suicides, and facilitating communication among the various agencies involved in domestic abuse cases. Determining whether or not children were witnesses to or exposed to these fatalities and if they were related to either the victim or the offender is also an important concern of this team. Members of this team include personnel from the coroner's office, law enforcement, District Attorney's office, Family Safety Center, Department of Children's Services, and other governmental and private agencies.

The Protective Services Department of the Juvenile Court of Memphis and Shelby County also is involved with other initiatives and collaborations. The Protective Services Department is an Endorsing Partner of the Shelby County

Early Success Coalition. The mission of the Early Success Coalition is to promote and expand effective outreach, education and direct services for families with young children, preconception to age six, that together offer families an integrated, comprehensive set of resources to help them provide their children with the strongest foundation for lifelong success.

Protective Services also works with the Tennessee Citizen Review Panel. The purpose of the CRP is to examine the effectiveness of state and local child protection systems in accordance with: (1) the state Child Abuse Prevention and Treatment Act (CAPTA) plan, child protection standards and (2) other criteria the panel considers important including (a) child protective services coordination with foster care and adoption and (b) review of child protective services cases. This panel is to submit an annual report each year to the Commissioner of DCS and the state's Governor documenting work activities and progress toward the achievement of statewide outcomes.

The Protective Services Department works with the Tennessee Commission on Children and Youth. TCCY's vision is that all children in Tennessee are safe, healthy, educated, nurtured and supported, and engaged in activities that provide the opportunities to achieve their fullest potential. The Tennessee Commission on Children and Youth mission is to advocate improving the quality of life for children and families and providing leadership and support for child advocates. The Protective Services Department in the Children's Bureau of the Juvenile Court of Memphis and Shelby County is very pleased to be working with all of these organizations in their efforts to ensure the safety and well-being of the youth and children in Memphis and Shelby County.

Youth Services Bureau

Martha Rogers, *Administrator*

Felicia Banks, *Manager*

The mission of the Youth Services Bureau (YSB), is to develop, manage and supervise community-based programs for youth in Shelby County who require supervision by the Court. Using a sensible, not sanctimonious approach, the goals of the Youth Services Bureau are to correct, re-educate, redirect, and habilitate delinquent youth who come before the Court. The Bureau received 277 referrals in 2019.

All children placed on YSB probation resides in the home of their parent or guardian, and are monitored by YSB Case Managers or Intensive Case Managers. YSB uses a strength based individual placement plan and assessment chart, and Community Risk Assessment. This is developed through an interview with the parent/guardian and child, and a review of the youth's Juvenile Court file. After this information is assembled a "staffing" is held involving the Bureau Administrator, Manager, and the Assessment Services Coordinator. Based on the assessment, a consensus is reached as to which program best benefits the youth. The youth is placed on the appropriate form of supervision which includes: Case Management or Intensive Case Management (ICM). The GPS monitor is placed on any youth that require a higher level of supervision.

Youth who require closer supervision are assigned to Intensive Case Management. Their cases are supervised by an Intensive Case Manager, who makes home visits, school visits, job visits, and helps secure community resources that may assist the youth from having further contact with the Court. The Intensive Case Manager may also use electronic monitoring. Each Intensive Case Manager supervises a caseload of approximately 12 to 15 cases.

The Youth Service Bureau continues its collaborative efforts with community-based initiatives such as Juvenile Intervention and Faith Based Follow-up (JIFF) program, which provides counseling and mentoring services to youth in selected zip codes.

YSB continues to partner with Shelby County Schools in the School Based Probation Liaison Initiative. Teachers in selected schools will act as a liaison for youth placed on YSB. They will address

educational and behavioral problems a youth may be having in school and work with the YSB case manager in addressing these issues.

The Evening Reporting Center continues to be an effective pre and post-adjudicatory program. The program receives pre- and post-adjudicatory youth. The mission of the Evening Reporting Center is to hold court involved and court diverted youth accountable for their delinquent behavior in a positive, controlled, safe and restorative environment while they continue their education while remaining in their homes and community. The Evening Reporting Center will provide a community based alternative to secure detention. The short term (20 days) intensive supervision program provides effective programming in structured environment for youth 12-17 years of age, while ensuring the safety of the community and the youth. The program is designed to assist participants to remain in the community and influence their live in a positive way.

The Youth Services Bureau continues to utilize its Pre- Release Graduation Program. The class encourages the youth to remain out of the criminal justice system and provides a plethora of community based resources. During the class, a variety of community- based agencies speak with the class on various topics such as: employment opportunities, interviewing, record expungement and restatement of Driver's License. These topics are designed to enable the youth from having further contact with the court.

Children consigned to the YSB in 2019 compared to the previous nine years:

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
579	576	624	368	319	300	313	298	294	277

The Evaluation and Referral Section

SaTina Williams, *Manager*

Established in 1989, the Evaluation and Referral Section (E&R) is mandated with seeking treatment and rehabilitation of court involved youth. The bureau was changed to a section in 2016, and placed with the Youth Services Bureau. E&R recognizes that many children who present to the court do so for a number of reasons, including having unidentified and/or untreated mental health, substance abuse or other special needs. These unmet needs gravely affect decision making and behavior. The E&R Section works closely with other areas of the Court to identify the needs specific to each family. During 2015, the Court implemented the Youth Assessment and Screening Instrument, which identifies youth with high risk factors. E&R also utilizes the Child and Adolescent Service Intensity Instrument (CASII) to identify children exposed to trauma. This assessment tool has provided E&R with the opportunity to identify youth with high risk factors. Once these needs and risk factors are identified, referrals are made to community service providers and compliance and progress in treatment are closely monitored. Ultimately, the goal of the Evaluation and Referral Bureau is to promote healthy development and resilience, reduce recidivism and assist youth in developing into productive members of society. Each child's life circumstances and experiences effect their development. The Evaluation and Referral Section takes a holistic, strength-based approach when working with court- involved youth and their families.

During the 2019 calendar year, 587 youth were referred to E&R for services. The substantial increase in referrals necessitated hiring new staff.

Office of Outcome Evaluation and Performance Improvement

Dr. Aimée Burgdorf, *Research Specialist*
Tamika Williams, *Data Analyst*

In 2005, the Office of Outcome Evaluation and Performance Improvement (OEPI) was established to augment the existing statistical data collection efforts of Juvenile Court. This office gathers and examines data relevant to the many duties and activities of the Court Services Division in order to assist in the continuous examination of the systemic performance and to measure the effectiveness of:

- Intervention initiatives of delinquent youth whose Court case proceedings result in adjudication or are handled non-judicially
- The level of monitoring and supervision according to dispositions and referral sources
- The impact of interventions based on youth development, accountability, and/or public safety

Ongoing trend analysis will assist the Court in planning for the timely and appropriate allocation of resources to manage the changing needs of an unpredictable caseload. Informative internal evaluations serve to provide objective and quantifiable data to promote, support, and guide development and sustainability of effective programs offered by the Detention Services Bureau, Children's Bureau, Youth Service Bureau, and the Evaluation and Referral Bureau, and Volunteer Services Bureau.

The OEPI also assists with addressing equal protection issues relative to Disproportionate Minority Contact.

Juvenile Detention Services

Assistant Chief Deidra Bridgeforth,
Sheriff's Office, Juvenile Facilities
Inspector Dora Benn, *Sheriff's Office,*
Juvenile Detention Services

On July 1, 2015, the operation of the Juvenile Detention Services center was transferred to the Shelby County Sheriff's Office from Judge Dan Michael and the Juvenile Court. The Juvenile Detention Services center (JDS) is designed for those youth identified to be a danger to themselves, a danger to the community, or a flight risk. JDS is a 135 bed single occupancy secure detention center. Youth are usually held for a short period of time awaiting court hearings or further placement decisions. While housed at JDS, supervised youth are provided education, programming, recreation, health assessments, counseling, and other intervention services.

The Shelby County Sheriff's Office and Juvenile Court, in collaboration with Shelby County Schools, provides an education program for all detained youth in Juvenile Detention Services. Highly trained staff provide for the care, safety, welfare, and security of every child in the custody of the court. It is the expectation that Juvenile Detention Services ensures that every child is protected from harm and self-incrimination by ensuring due process. In 2019, JDS admitted 980 youths with 1002 youths being released to a parent or guardian.

Juvenile Detention Services is comprised of three units: Boy's Detention, Girl's Detention, and Central Detention Control. JDS is a twenty-four (24) hour, seven (7) day a week, 365 days a year operation. JDS necessitates a staffing ratio of 1 to 8 during waking hours and 1 to 12 during sleeping hours.

Youth are engaged daily in constructive activities that reduce idleness and promotes positive development physically, mentally and spiritually. Program activities include daily Circle- up, W.O.W (words of wisdom) Wednesdays, Anger Management classes, Art Therapy through collaboration with Crosstown Arts, Music Therapy through collaboration

with Memphis Symphony Orchestra, Religious and Baptismal services, Creative Writing and Book Clubs. All youth are afforded the opportunity to participate in the Positive Behavior Management System (PBMS). PBMS is designed to place emphasis on recognition and reinforcement of positive behavior to promote the development of self-control.

Juvenile Detention Services has partnered with the Annie E. Casey Foundation to work toward developing alternatives to detention, thus reducing the number of youth from being introduced to the Juvenile Justice System. All youth admitted to Juvenile Detention Services are informed of their rights and their charge(s). Youth who are admitted to Juvenile Detention Services are appointed counsel by request.

In an effort to safeguard every youth in Juvenile Detention Services, Well Path Medical Services provides twenty-four (24) hour medical and mental health services to all youth in the custody of Juvenile Detention Services.

Juvenile Detention Services will continue to strive to work towards improving its efforts in the reduction of youths being introduced into the Juvenile Justice System, by adhering to national and federal best practices used throughout the United States.

Hope Academy

Roger Jones, *Program Administrator*

Hope Academy is a partnership with Shelby County Juvenile Court and Shelby County Schools that provides a quality education to address the academic and social needs of scholars detained at Juvenile Court. All educational programs are staffed by certified Shelby County School staff in the following subjects: Science, Social Studies, Math, and English.

The outcome of HOPE Academy will focus on academic success; drop-out prevention, recovery of out-of-school youth, increased graduation rates, educational, emotional and counseling services, and diversion from the criminal justice system.

Administrative Services Division

Pamela Skelton, *Chief Administrative Officer*

Trisha Monteil, *Deputy Administrator, Finance and Purchasing*

Brenda Johnson, *Manager, Human Resources*

The Administrative Division of Juvenile Court is responsible for:

- Development and administration of budget, contracts and grants
- Human resources
- Procurement of equipment and supplies
- Support services (materials control, print shop, and office services)

The Juvenile Court budget increased from \$12,837,867 in FY2018 to \$13,169,400 in FY2019. Revenue to support expenditures comes from the following sources:

Department of Human Services, Child Support & Advocate Services	\$2,116,734
Tennessee Commission on Children and Youth (TCCY), CASA	\$9,000
Miscellaneous Revenue	\$3,601
County General Fund	\$11,010,065
Total Operating Funds	\$13,139,400

Volunteer Services Bureau

Leon Gray, *Administrator*

Volunteer Services Bureau oversees and provides administrative support for Juvenile Court of Memphis & Shelby County volunteer programs. The volunteer programs at Juvenile Court are essential to providing effective and efficient services to children and families in our community. In 2019, approximately 550 individuals and organizations throughout Memphis and Shelby County donated over 55,000 hours of volunteer services and other contributions to assist children and families served by the Court. The dedication of our volunteers is truly admirable.

Volunteer opportunities at Juvenile Court include:

- Auxiliary Probation Service (APS)
- Ambassador Program
- Ceasefire Program
- Community Services Program
- Commission on Missing and Exploited Children (COMEC)
- Court Appointed Special Advocate (CASA)

- Foster Care Review Board (FCRB)
- Juvenile Alternatives to Detention (JDAI)
- Therapy Dogs & Handlers
- Youth Court

As a part of community outreach, during 2019 Volunteer Services Bureau visited several schools and organizations as well as provided onsite tours. Site visits and onsite tours are provided to motivate youth to refrain from inappropriate behavior and to educate the public on Court programs and operations.

Volunteer Services Bureau continued partnerships with Rhodes College, City of Memphis MPLOY and Shelby County Commissioner Summer Youth Program to provide students with internship opportunities in juvenile justice.

On October 10, 2019, the 55th Annual Volunteer Recognition was held in the Court Main Lobby. Music entertainment was provided by the Central High School orchestra.

Ambassador Program

Pam Taylor, *Deputy Administrator, Volunteer Services Bureau*

Implemented in 2007, the Ambassadors Program is based in the Court's main lobby and serves as the central location for Court visitors to receive information and assistance. The Ambassadors Program provides visitors with a customer friendly atmosphere by greeting them with a smile, guiding them to various locations within the building and providing accurate information. Each Ambassador has a positive affect with hands on services to the families and children who come to the Court. Volunteer Services Bureau is in the process of recruiting and training more volunteers to serve as Ambassadors.

Auxiliary Probation Service (APS)

Eric Roberts, *Coordinator*

Created in 1964, the Auxiliary Probation Service (APS) was the first probation program of its kind in the nation. Volunteers are trained to serve as sworn Auxiliary Probation Officers (APOs) of the Court. Auxiliary Probation Officers (APOs) are responsible for

supervising and mentoring youth placed on Court ordered probation; and, providing status reports on the effectiveness of probation and the welfare of the child.

In 2019, the Auxiliary Probation Service (APS) continued to thrive. Approximately 121 active Auxiliary Probation Officers (APOs) volunteered over 20,328 hours supervising and mentoring approximately 100 youth placed on supervised probation and the BYPASS Program. The BYPASS Program (Bringing Youth Positive Assistance through Special Services) is an alternative to probation for very young children with minor offenses. The BYPASS Program is very successful in detouring many youth from future delinquent behavior.

During 2019, members of the Auxiliary Probation Service (APS) were honored for their outstanding contributions and dedicated service: Officer Candisha Macklin (Officer of the Year), Chief Nathaniel Moody (District Chief of the Year), Officer Angela Kirby (Outstanding Service), Officer Bridgette Bradley (Leadership Award), Chief Terrence Brittenum (Clara Hill Award) and Chief Tommy Evans (Jesse H. Bishop Award).

Members celebrating anniversaries include:

- 50 Years: Chief Nathaniel Moody
- 40 Years: Officer Robert Carter
- 30 Years: Officer William Gilmore, Chief Tommy Evans, Officer Leroy Davis
- 25 Years: Officer Freddie Terrell, Chief Curt Evans
- 15 Years: Officer Martez Taylor
- 10 Years: Chief Eric Boyland
- 5 Years: Officer Teresa Banks, Officer Cyril Bethea, Officer Deonta Hampton, Officer Andre Kemp, Officer Jessica Pegues, Officer Taneshia Davis, Officer Taquilla Davis

Auxiliary Probation Service (APS) - Summons Division

Olivia Campo, Coordinator

In 2010, Juvenile Court of Memphis & Shelby County spearheaded a movement for local law enforcement to issue a summons instead of arresting and detaining first and second time juvenile offenders who commit a misdemeanor offense. The seven (7) misdemeanor offenses included: criminal trespass, simple assault, simple possession of marijuana, theft of property (\$500 or less), vandalism of property (\$500 or less), gambling, and disorderly conduct.

The Auxiliary Probation Service (APS)-Summons

Division was created in September 2010 to address the increased volume of summons received by Juvenile Court due to the success of the innovative summons policy. Auxiliary Probation Officers (APOs) conduct summons conferences at Juvenile Court. During the conference, the arrest ticket is reviewed. The youth is counseled to determine the reason for the crime and to discourage the youth from additional contacts with the juvenile justice system. The Auxiliary Probation Officer (APO) documents any special observations to determine if the youth may benefit from participation in available youth programs and/or needs to be referred for specialized counseling such as anger management, substance abuse and/or depression. Youth who participate in the APS-Summons program will not have a juvenile record.

In 2019, Volunteer Services Bureau received 155 summonses. Approximately four (4) active Auxiliary Probation Officers conducted 83 conferences and made 56 referrals to programs such as APS-Mentoring, Bringing Youth Positive Assistance through Special Services (BYPASS), Ceasefire, Evaluation & Referral, MPD Don't Follow Me Program, Youth Villages, Shelby County Schools Counseling Services, South Memphis Alliance, Memphis Urban League, Boys & Girls Club Juice Plus Technical School and TN Volunteer Academy and Job Corp.

Auxiliary Probation Service (APS) - Mentoring Division

Olivia Campo, Coordinator

The APS-Mentoring Division was established in 2012 to enhance the APS-Summons Division with hands on follow up. Data shows that increasing the number of contacts with children who have received summons can help change their past behavior.

The mission of the APS-Mentoring Division is to redirect children identified by the Court as being in the very early stages of delinquency by effectively using a combination of mentoring activities such as:

- Life Skills Training
- Job Skills Training
- Motivational Speeches
- Recreational Activities
- Common Sense Counseling
- Anger Management Counseling

The APS-Mentoring Division utilizes Auxiliary

Probation Officers (APOs) along with Juvenile Court employees. APS-Mentoring Division collaborates with and makes referrals to established youth programs.

Additionally, effective guest speakers are recruited to motivate children and create greater involvement for parents/guardians. A main goal for changing potential delinquent behavior is increasing parental involvement.

Foster Care Services

Laurie Neale, *Supervising Attorney*
Joponica Truitt, *Coordinator*

Foster Care Services is responsible for the oversight and review of post-adjudicatory children placed in the custody of the Tennessee Department of Children's Services subsequent to findings of dependency, neglect, and unruly or delinquent behavior to ensure their safety, well-being, permanency, and rehabilitation. In 2019, 1,200 children were docketed before Magistrates to approved permanency and transitional living plans. The children in foster care are also reviewed by Foster Care Review Board, a quasi-judicial board comprised of volunteers. Board Members review quarterly reports, treatment plans, health, and educational records submitted by the Department of Children's Services and make recommendations to the Court.

These findings and recommendations pertain to:

- Necessity of continuing foster care, the appropriateness of the placement, and the projected date a child can exit by adoption or permanent placement.
- Level of participation of all involved parties in fulfilling their plan responsibilities.
- Extent of progress in the elimination of issues that
- Necessitated placement in care.
- Necessity of filing a termination of parental rights action if timely progress has not been made towards reunification.
- Development of Transitional Plan and life Skills for those aging out of foster care.

In 2019, the Foster Care Review Board has reviewed 1,200 cases resulting in approximately 2,360

volunteer hours. The boards also review youth ages 18-21 accepting Extension of Foster Care. These board members in conjunction with the Tennessee Board of Regents were able to retain the 129 young adults in EFC by ensuring they are getting the necessary support to remain academically eligible for the program, There are currently approximately 45 active and dedicated Foster Care Review Board Members, and they are to be commended for the dedication and service to the children and families of our community.

Commission on Missing and Exploited Children

Len K. Edwards, *Executive Director Sgt.*
LeChelle Clark, *Memphis Police Liaison Officer*

The Commission on Missing and Exploited Children (COMEC), a non-profit charitable agency, began its life at the Juvenile Court of Memphis and Shelby County in 1984 after a series of highly publicized child disappearances. COMEC was designed as a collaborative effort to better address the prevention and intervention efforts in regard to missing children and children who had been exploited by adults.

COMEC is one of this area's premier resources for promoting the safety of children and the identification of those that would do harm to them. COMEC collaborates with the Memphis Police Department, the Shelby County Sheriff's Department and many other local, state and national Law Enforcement Agencies. COMEC also receives walk-in citizen traffic from the Juvenile Court who seek information regarding child custody issues, children with behavioral issues and many other issues that affect children.

In 2019, COMEC:

- Presented over 100 Runaway/Abduction/Trafficking/Internet Safety programs throughout the community
- Provided 33 free trainings on Child Safety Issues at schools, churches and other public gatherings.

- Participated in 27 Foster Care Review Board hearings.
- Assisted searching parents of Runaway/Abducted Children.
- Provided free substance abuse screenings to children whose parent's suspected drug use.
- Provided 62 free counseling sessions to parents and children.
- Distributed thousands of pieces of free Child Safety Prevention literature.
- Distributed over 500 free Child Safety Fingerprint Identification Kits.

COMEC's mission is to provide meaningful and beneficial complementary services in an effort to support the work of the Juvenile Court of Memphis and Shelby County, area Law Enforcement and parents/children who are in crisis. Most importantly, COMEC provides services free of charge.

Court Appointed Special Advocates

Kimberly Weiss, *Executive Director*

Court Appointed Special Advocates (CASA) became a program of Juvenile Court of Memphis and Shelby County July 1, 2018. CASA began in Memphis in 1986 under the late, Kenneth A. Turner, former judge of the Shelby County Juvenile Court as a result of a national movement by juvenile court judges to look for alternative ways to make sure the best interests of children would be consistently presented to the court. CASA operated as a non-profit agency for more than 30 years before becoming a program within the court. Our mission is to support and promote court-appointed volunteer advocacy so every abused and neglected child in Shelby County can have a voice to be heard, have a permanent home, and the opportunity to thrive.

CASA volunteers receive in depth training to support their role as an advocate and are appointed by the Juvenile Court Judge to advocate for the best interest of an abused or neglected child in court. Once assigned to a child's case, volunteers are professionally supervised through the investigative process of gathering information from the child, their families, educators, social service professionals, health care providers, and any other persons having information regarding the child's case. Upon

completion of the investigation, the findings are presented to the court outlining the volunteer's concerns, evaluations, and recommendations for the child's future.

CASA's role in court is powerful and significantly improves how justice is administered in dependency and neglect cases. Juvenile Court Magistrates use the report to respect the child's sense of time, avoid unnecessary continuances and make informed, timely decisions regarding the best interest of the child. For children, CASA volunteers are a lifeline in complex legal proceedings offering trust, advocacy, and a means to express their own opinions and hopes. As a CASA volunteer stated "I am the leap from where that child is and where that child wants to be."

Interagency Services

Sherry C. Schedler, *Manager*

The Office of Interagency Services develops and maintains youth services initiatives and projects shared by Juvenile Court and outside agencies. Interagency Services endeavors to expand services to children and families through community partnerships, collaborations and program development.

Juvenile Court continues one such partnership with the **National Council of Juvenile and Family Court Judges (NCJFCJ)** on important initiatives including:

- Juvenile Court participated in a comprehensive **NCJFCJ Trauma Audit**. One of the most pervasive factors staff encounters with children and youth is exposure to trauma. To be truly effective, juvenile courts must fully understand the role of traumatic exposure in children's lives and deploy resources addressing traumatic stress. The NCJFCJ works with juvenile and family courts to define and operationalize what it means to be a trauma-responsive court. Traumatic exposure, delinquency, and school failure are related. Since trauma impacts a child's development and health throughout his or her life, juvenile justice systems must be trauma-informed at all levels and insure the environment, practice, and policy are trauma-responsive.

Throughout 2019, Juvenile Court staff continued Trauma and Resilience Training as part of the

ongoing efforts to be a more trauma-informed and responsive Court. Several Court staff members have completed additional training hours to become trauma trainers.

Juvenile Court continues an excellent partnership with schools on several successful programs including:

- In 2019, **Shelby County Schools Enrollment Representatives** were onsite each week assisting families with school registration.
- Juvenile Court and Shelby County Schools launched a partnership to increase accountability and school success for students on probation in 2014. The **School-Based Probation Liaison (SBPL) Initiative** authorizes trained faculty at schools to provide intervention to students on probation. Liaisons maintain regular contact with students and their Juvenile Court counselors. They monitor daily attendance and academics while also serving as mentors and educational advocates. During the 2019-2020 school year, 14 Shelby County Schools participated in the SBPL Initiative. Results continue to show improved academics, attendance and behavior.
- **School House Adjustment Program Enterprise (SHAPE)** provides a successful intervention with students who commit minor offenses at 42 Shelby County Schools by offering an alternative to detention. Coordinators in SHAPE schools assign dispositional alternatives such as community service, restitution, and counseling. SHAPE was selected as a DMC Best Practice by OJJDP in 2011.
- **Hope Academy** provides academic instruction and programming for detained youth. In 2019, Hope Academy celebrated its ninth anniversary at Juvenile Court having served thousands of students since inception. A new Principal, Roger F Jones, was welcomed to Hope Academy in the 2019. Enhanced services are provided to students through a federal grant. **Project STAND** (Student Transition Acceleration and National Career Readiness Certificate Demonstration) provides academic assessment and tutoring at Hope Academy to prepare youth for career exploration and readiness. Students transition to support services and career readiness training. Services

include Career, Tutoring and Technical Education (CTE) instruction/tutoring, workforce training, individualized career planning, job shadowing, internships, job placement and National Career Readiness Certification.

- **The Memphis and Shelby County Juvenile Justice Board** supports the community by improving coordination among agencies serving youth, serving in an advisory capacity, and by lending assistance and support with strategies aimed at reducing youth violence and improving school and community safety.
- The **Memphis and Shelby County Truancy Prevention Initiative (TPI)** is a group of school representatives from all Shelby County Districts and community-based agencies that meet monthly during the school year to study and formulate truancy reduction strategies.
- The **109th Annual International Association for Truancy and Dropout Prevention's (IATDP)** Conference was held from October 20-23, 2019 in Downtown Memphis. Congratulations are extended to Leon Gray, Master of Ceremonies for the Keynote Address, and Magistrate Judge Carlyn Addison for receiving the 2019 Truancy Champion of the Year Award.
- **Youth Court**, a partnership with the Tennessee Bar Association, Memphis Bar Association, Memphis Area Legal Services, and Shelby County Schools has prospered since it began in 2011. Youth Court is a model program of OJJDP and integrates elements of restorative justice to hold youth accountable for offenses while preventing future delinquency. Youth courts are an alternative sentencing mechanism for first time, non-violent offenders appearing before Juvenile Court and sentenced by a jury of peers. Local attorney volunteers advise and mentor participants, which has become a model in Tennessee.

We are delighted to join local law enforcement in several community partnerships. Examples include:

- The **Law Enforcement Assessment Phone-In (Pilot) Program (LEAP)** was created 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 officers to call Detention about a youth in custody to determine if they may be issued a juvenile summons in lieu of transport. Since LEAP's inception in 2013, the following agencies joined the Shelby County Sheriff's Office (SCSO) expanding the Program; Memphis, Collierville, and Germantown Police Departments.
- A formal partnership was established creating the **Juvenile Court Precinct Liaison (JCPL) Initiative** in 2015. The Initiative calls for Juvenile Court to assign experienced youth service officers to Memphis Police Department (MPD) precincts. The JCPL assists in screening and/or referral of youth brought to the precinct and serves as facilitator for communication and coordination with Juvenile Court. The goal is to reduce the need for detention when possible and assist law enforcement in communicating and assisting youth. In 2019, Juvenile Court staff serving as JCPLs increased to three at separate police precincts.

Much gratitude is extended to our valued community partners as we continually strive to improve and increase services to children and families.

Disproportionate Minority Contact (DMC)

Dr. Bernard Williams, Deputy Administrator

As an administrator, I am proud to announce that we have provided an array of services for youth to improve Disproportionate Minority Contact. The objective was to collaborate with community partners to ensure that children and their families are equipped with pro-social opportunities and need-based services that will influence positive behavioral outcomes. We connected youth to sports programming (football, baseball, boxing, and mentorship) and provided them with the necessary equipment to be successful. For example, we have provided youth with over 200 pairs of football and baseball cleats through a partnership with Nike.

We have provided approximately 100 summer jobs for youth through a partnership with the Office of

Memphis Youth Services, the YMCA of the Mid-South, and Federal Express. In addition, parents are being employed daily through our partnerships to eradicate poverty and to improve the healthy development of children. We enrolled youth through Shelby County Schools pre-registration and provided immunizations for the students at Juvenile Court. Finally, sustainability is a core component to the Office of DMC. We also conducted DMC trainings for the entire staff at Juvenile Court and refresher courses are ongoing. We have trained staff with Shelby County Sheriff's Office, Memphis Police Department, and School Resource Officers to eliminate racial and ethnic disparities at the point of arrest. We will continue to stride and build collective ingenuity through collaborations with community service agencies that will render successful services for children and their families.

Trauma Informed Intervention

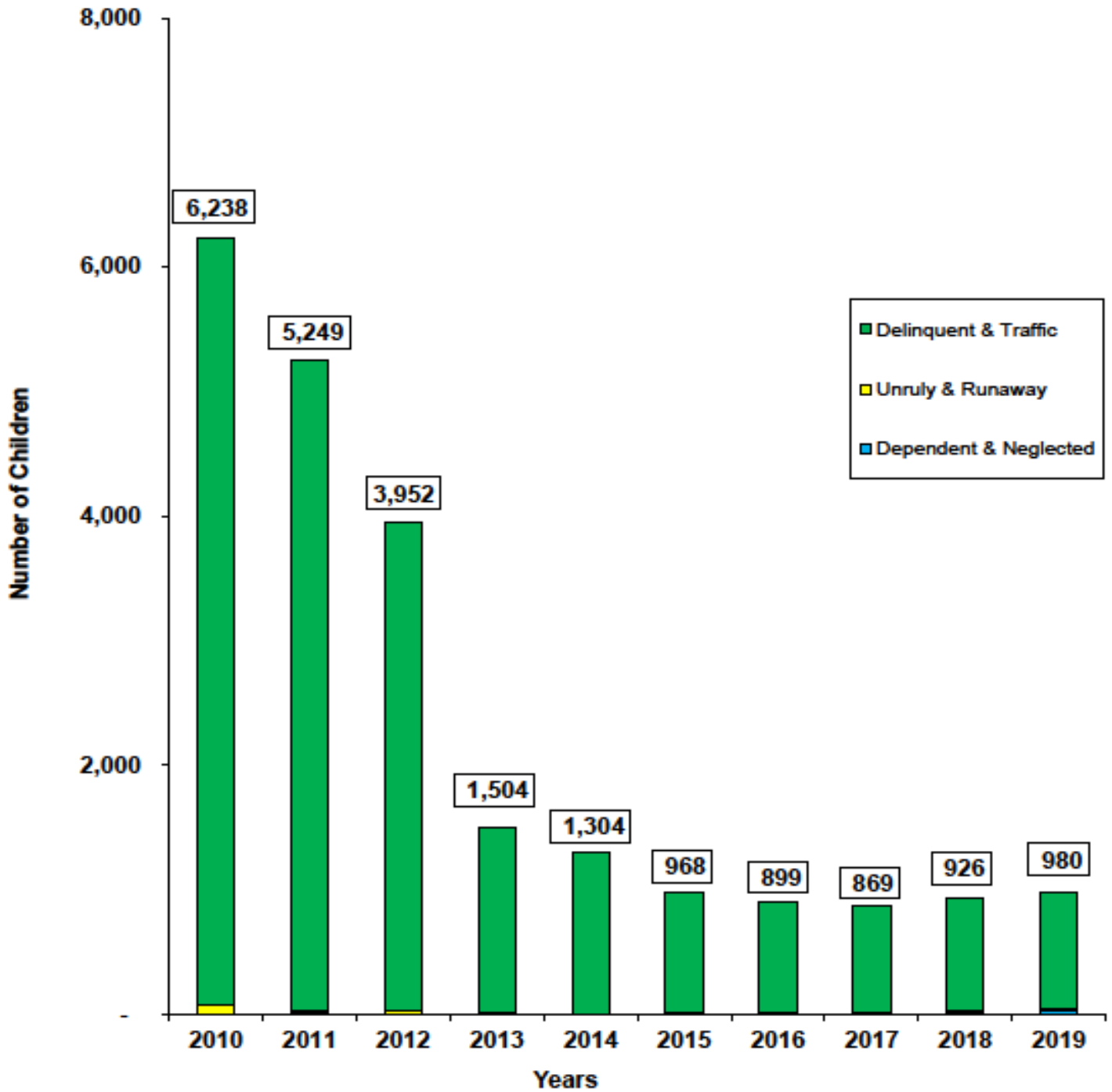
**Dr. Audrey Elion, Special Assistant – Trauma
Informed Interventionist**

Dr. Audrey Elion is the Special Assistant- Trauma Informed Interventionist for Juvenile Court. A study of data gained from testing and interviewing court-involved children and their families during Judge Dan Michael's tenure revealed a traumatic incident(s) present in the lives of over 90% of the children we see. Trauma is defined as a deeply distressing and disturbing experience affecting an individual mentally, physically or in both areas. Since 2014, the Juvenile Court has worked extensively to become trauma informed as well as trauma responsive, focusing on trauma training for every employee who comes in contact with children and families we serve.

This office, managed by Dr. Elion, is responsible for providing the oversight for trauma trainings, screenings, policies and procedures for juvenile court staff and the community. Dr. Elion conducts mental health presentations/trainings for the court staff, attorneys, Shelby County Schools' staff, the Memphis Police and Sheriff's departments, community partners and mental health organizations. The trainings provide education about adverse childhood experiences and Juvenile Court's efforts to address and minimize the trauma that our youth and families experience.

2019 Charts & Graphs

Juveniles Detained by Type 2019

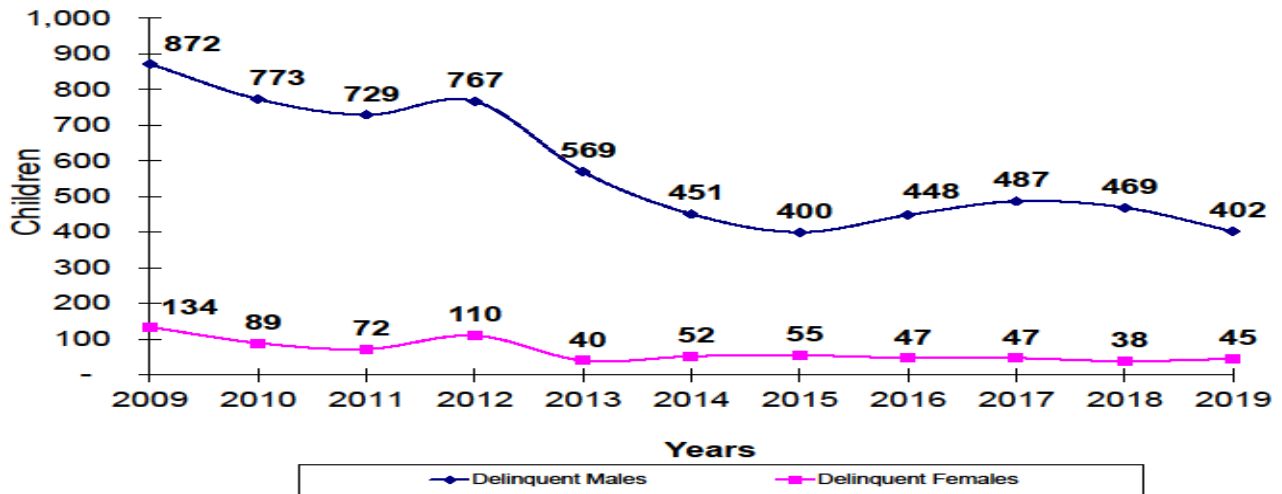


Institutional and Agency Placements

Delinquency Placements

TEN YEAR COMPARISON

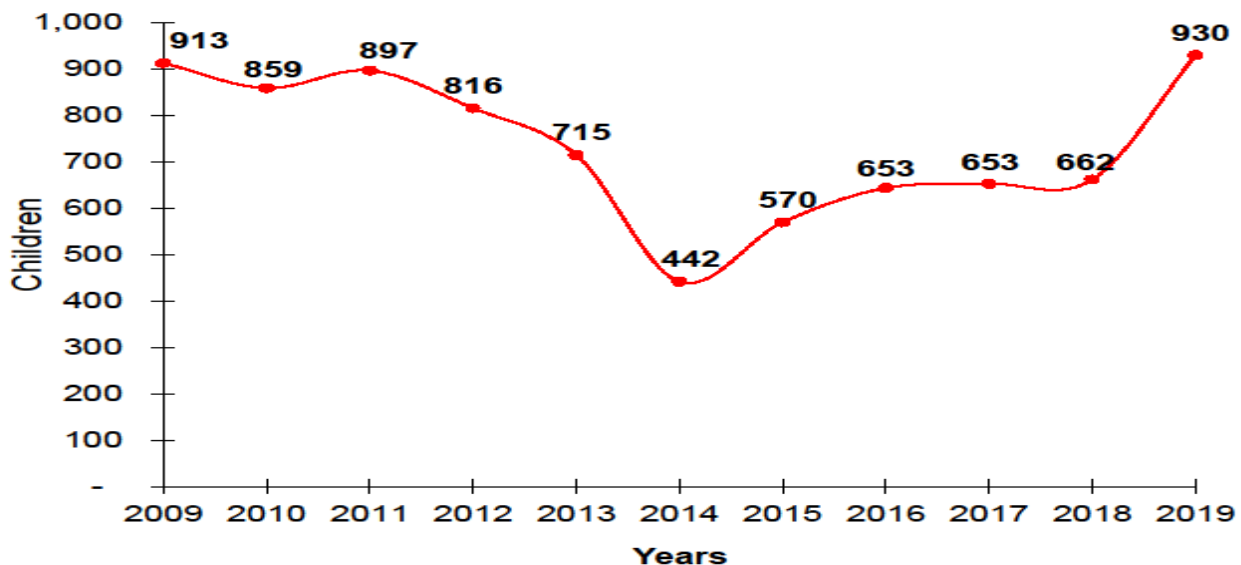
Delinquency Placements 2009 - 2019



Dependency and Neglect Placements

TEN YEAR COMPARISON

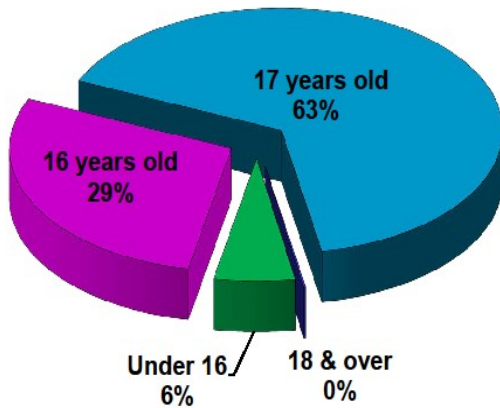
Dependency and Neglect Placements 2009 - 2019



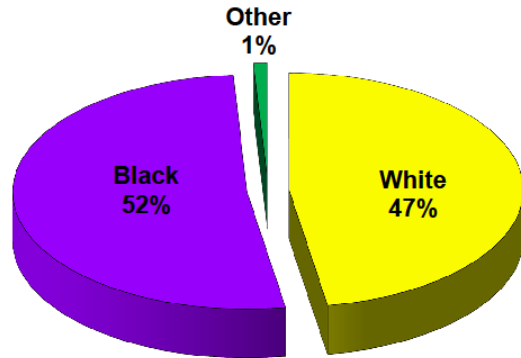
Traffic Violators

2019

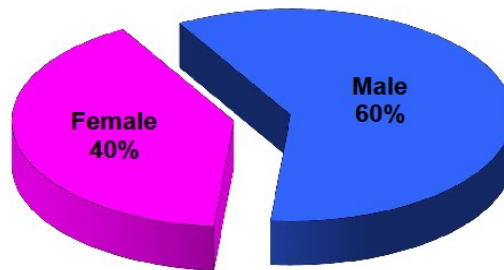
Traffic Violators by Age 2019



Traffic Violators by Race 2019



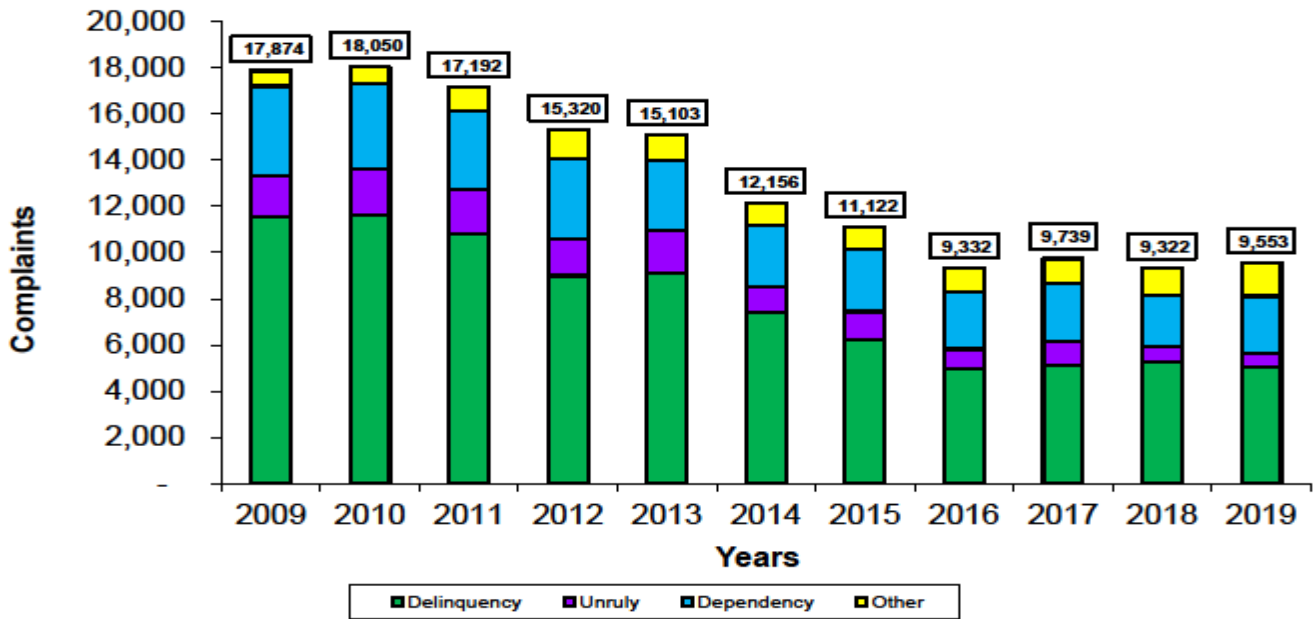
Traffic Violators by Gender 2019



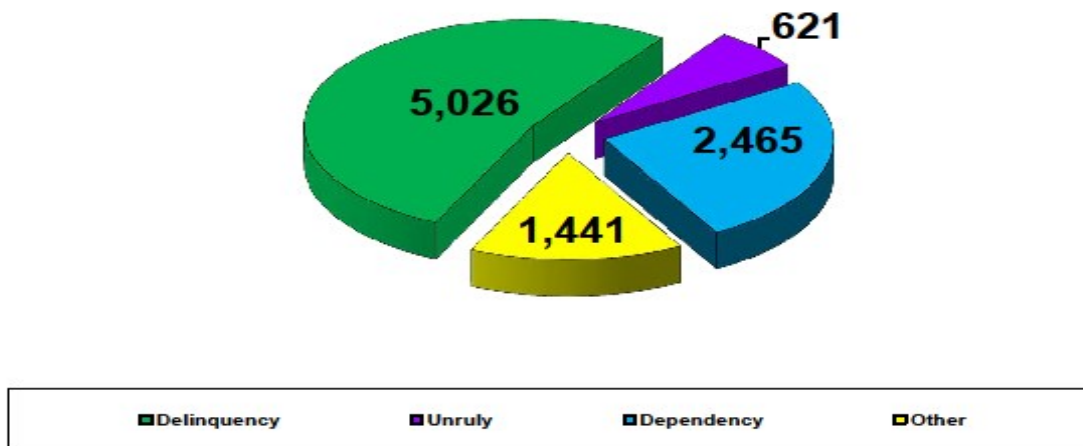
	Citations Received	Amount of Forfeitures	Closed	Open	Total Required Conferences	Conferences Held	Handled Non- Judicially	Handled Judicially
Totals	2,199	\$87,266.00	2,092	107	942	1,0273	0	0

The Juvenile Court of Memphis and Shelby County has waived jurisdiction in all cases in which a child sixteen (16) years of age or over is charged by officers of the Shelby County municipalities of, Collierville, Germantown, and Millington with violation of a state traffic law or a municipal traffic ordinance, except when a child is taken into custody in connection with the offense, in which case the child must be brought to the Juvenile Court Detention Center. Juvenile Court expressly retains jurisdiction over all juveniles charged with traffic law violations by other law enforcement agencies within Shelby County.

Juvenile Complaints by Type 2009 - 2019

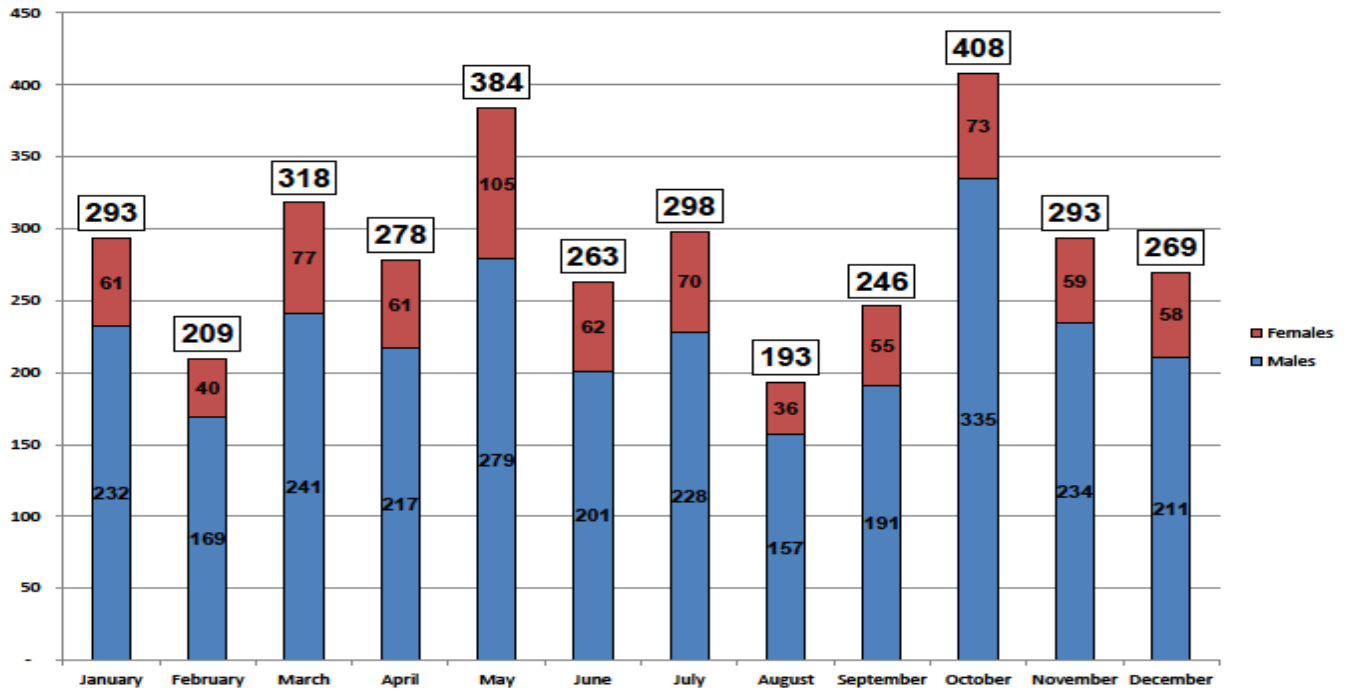


Juvenile Complaints 2019

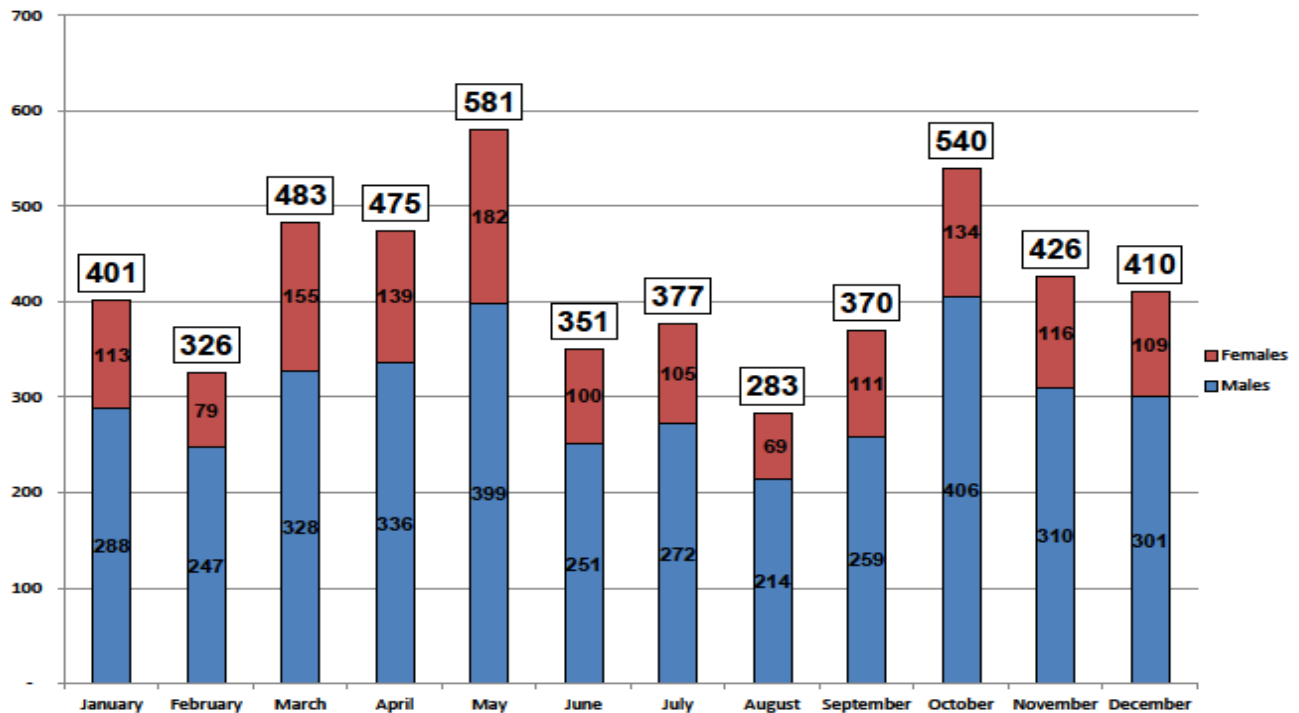


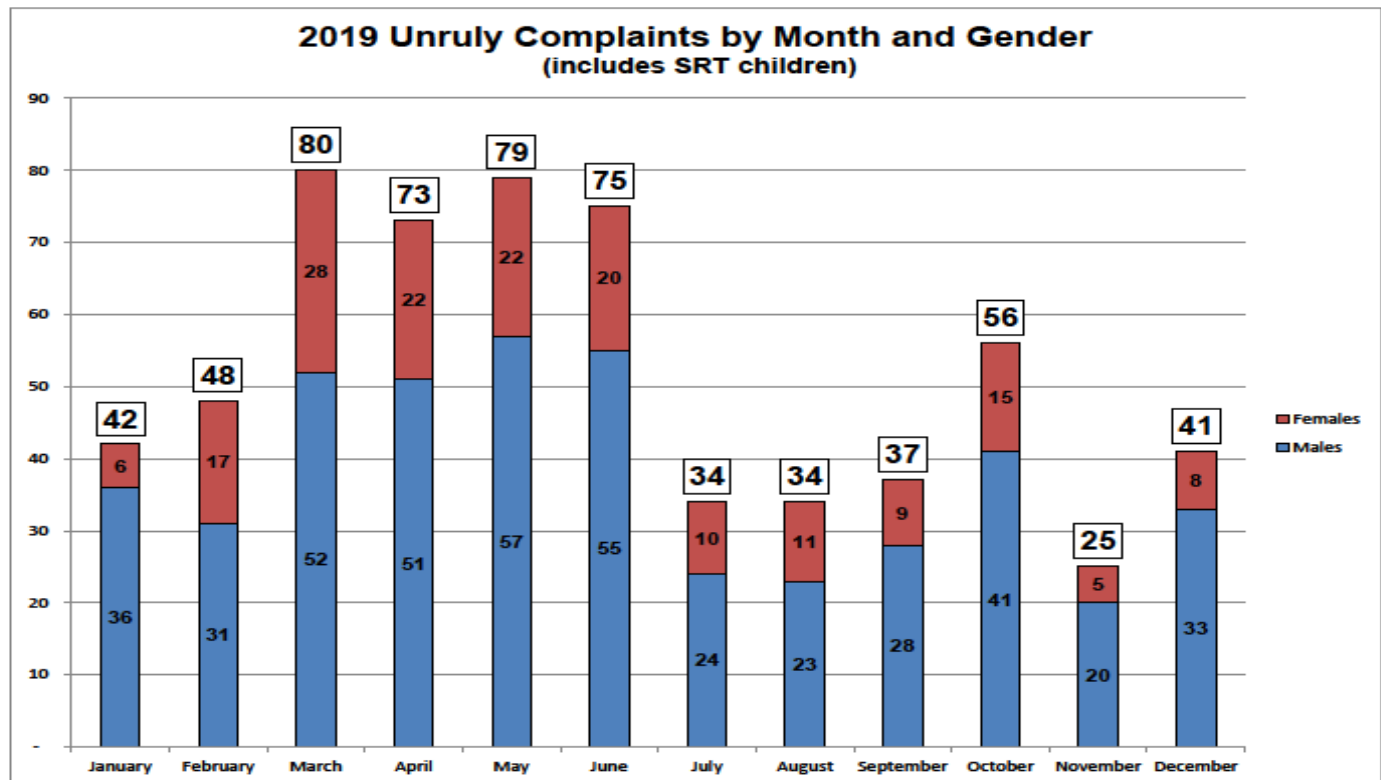
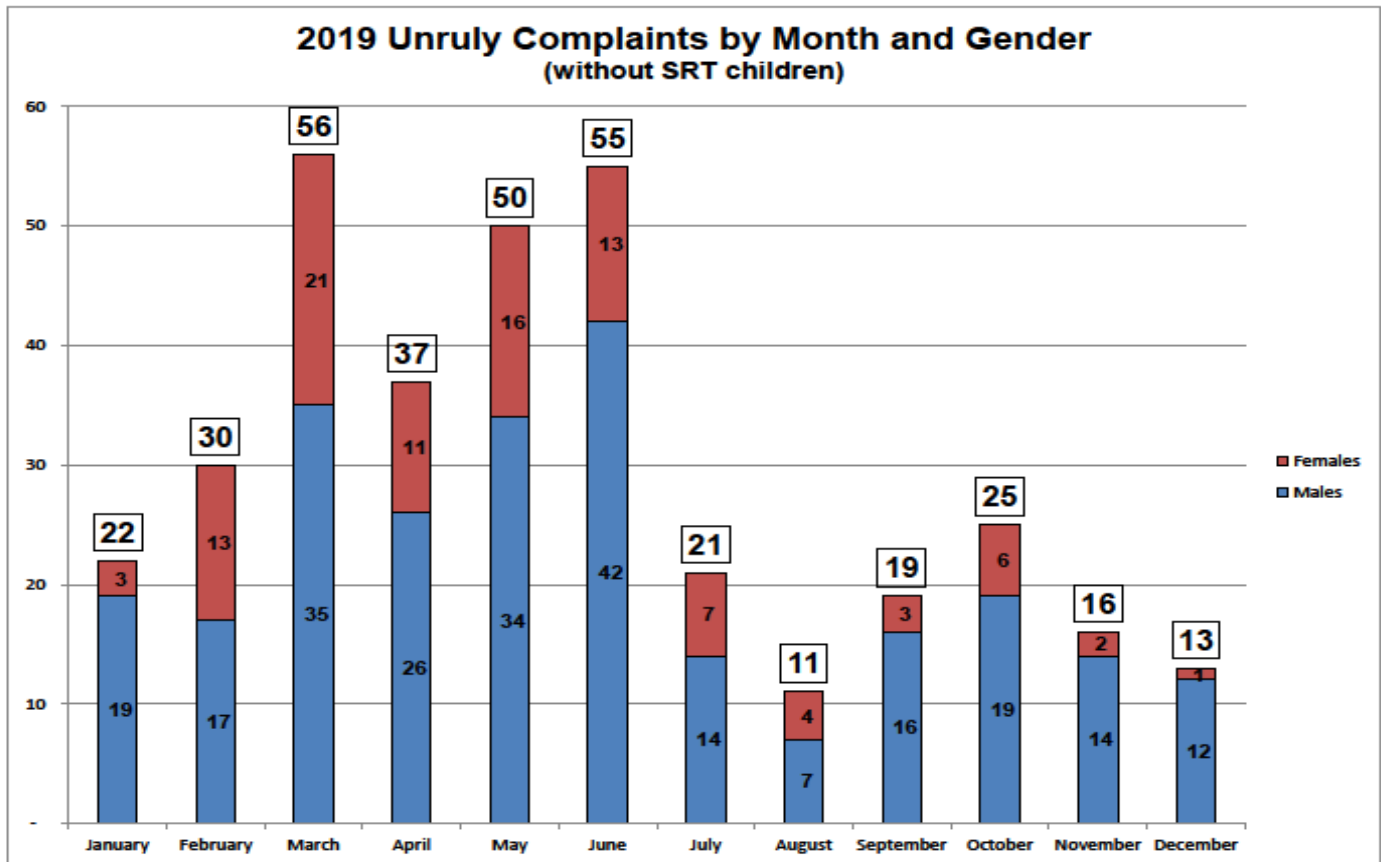
“Other” category includes Custody, School Admissions, Visitation, and Traffic Charges that are not considered delinquent per TCA.

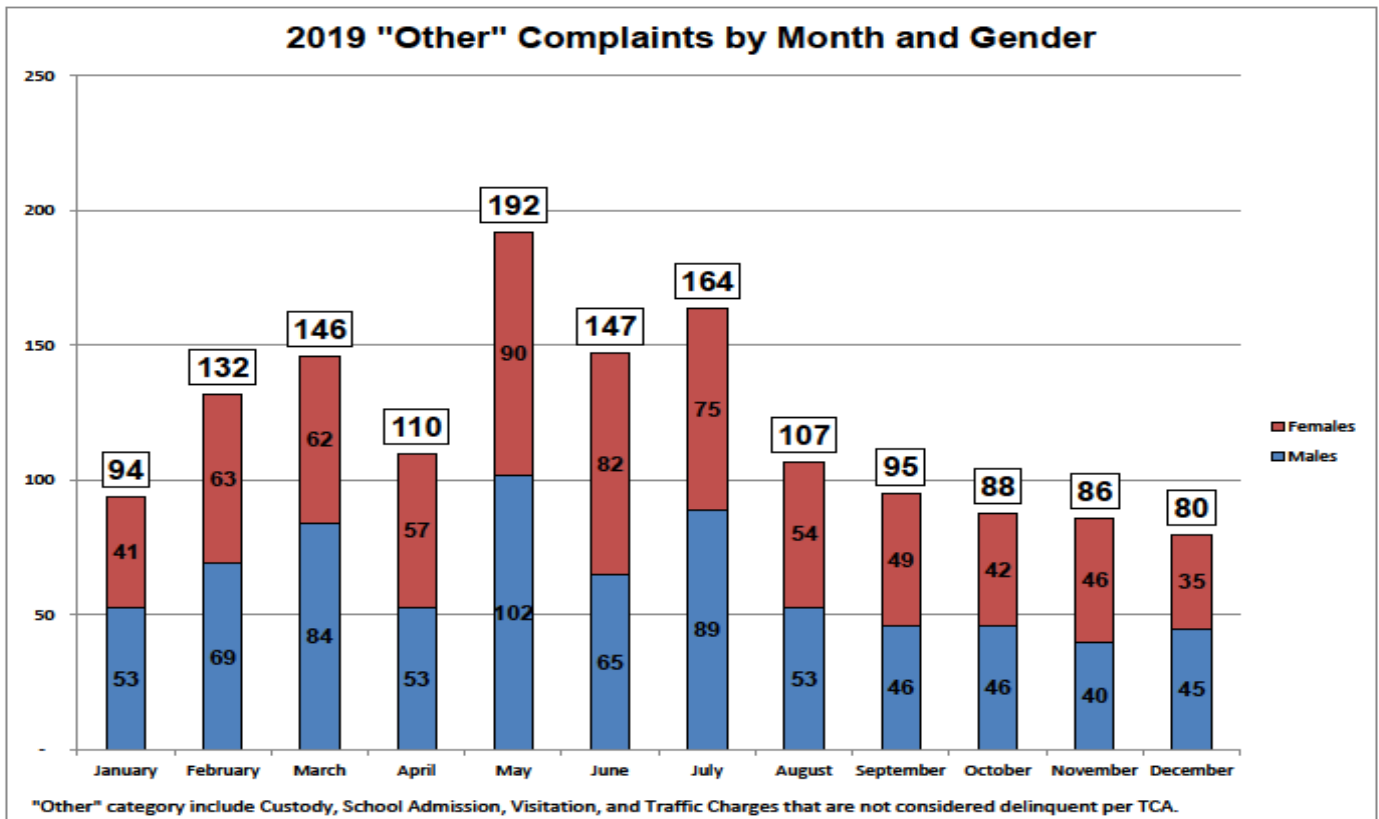
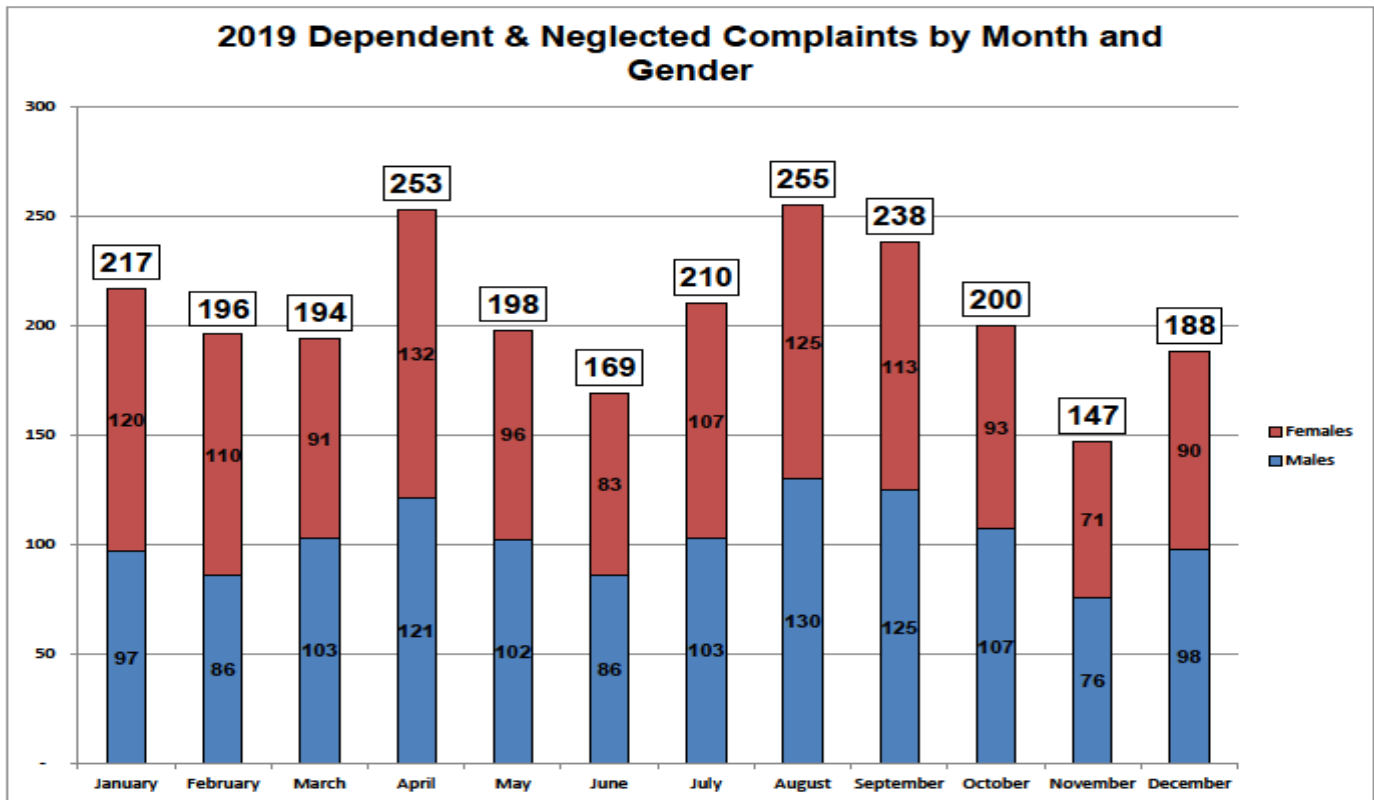
**2019 Delinquent Complaints by Month and Gender
(without SRT children)**



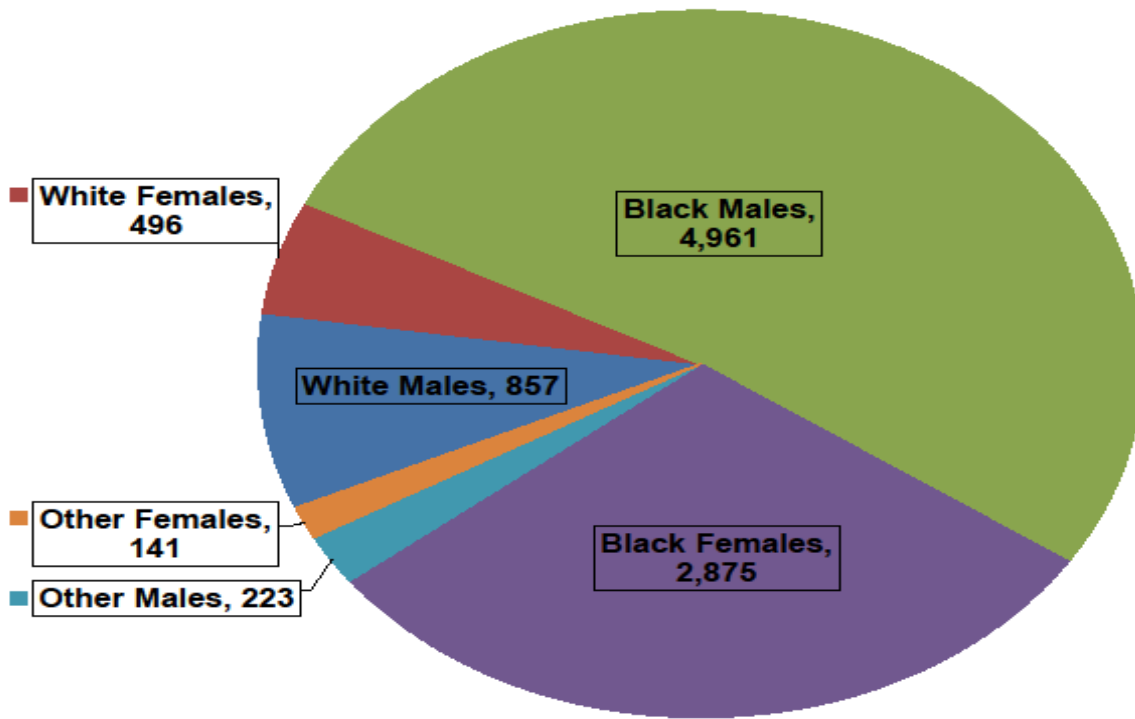
**2019 Delinquent Complaints by Month and Gender
(includes SRT children)**



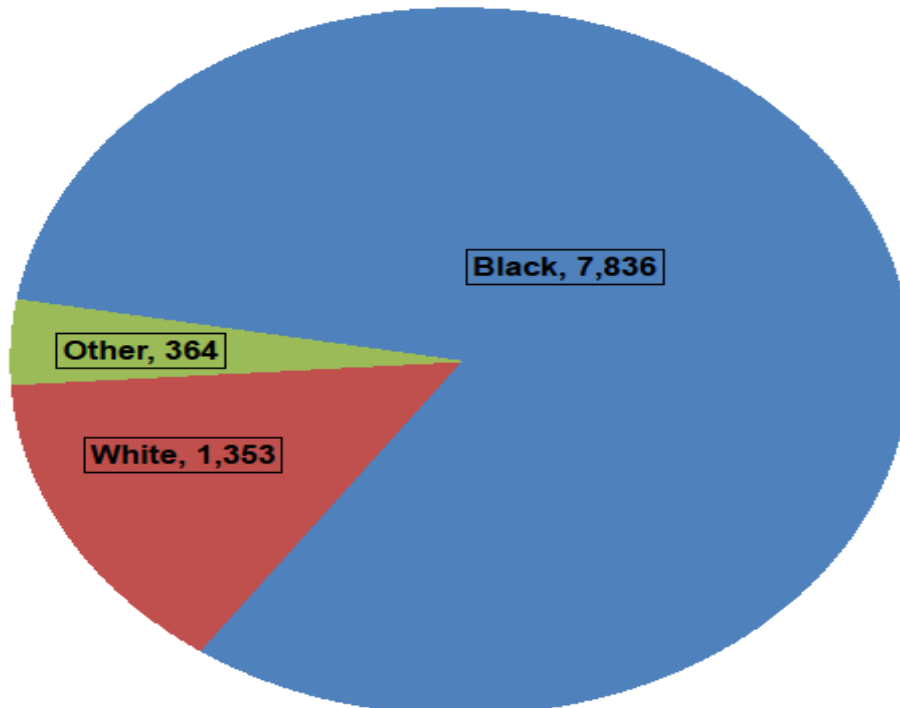




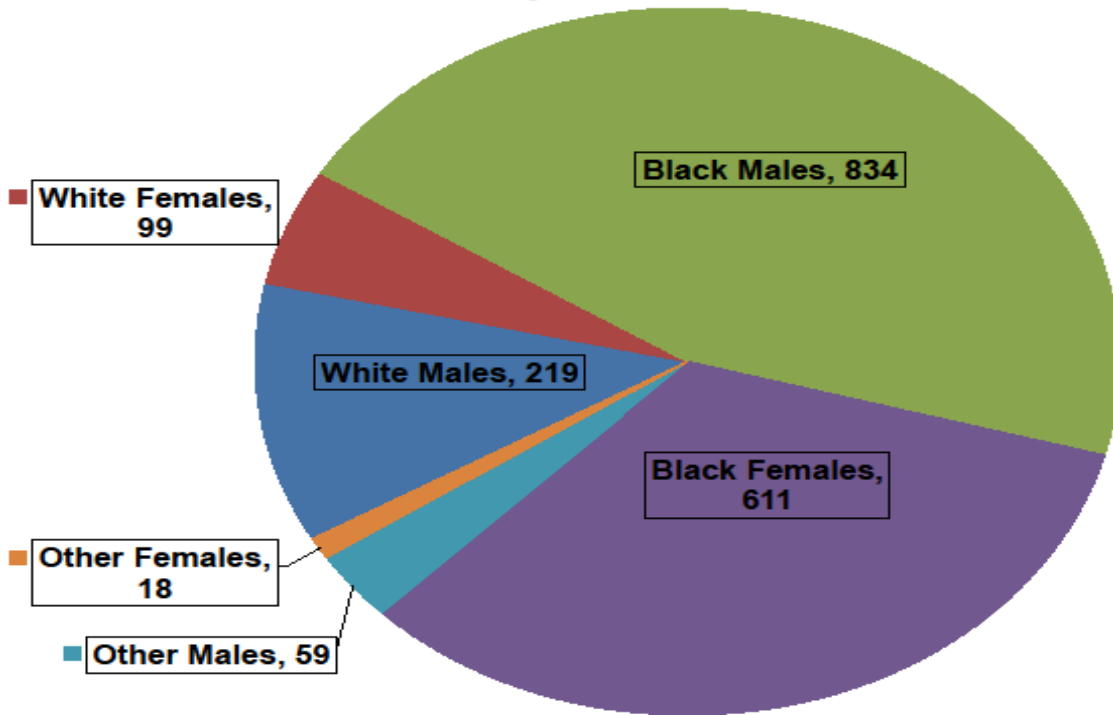
2019 All Children (including SRT) by Race and Gender



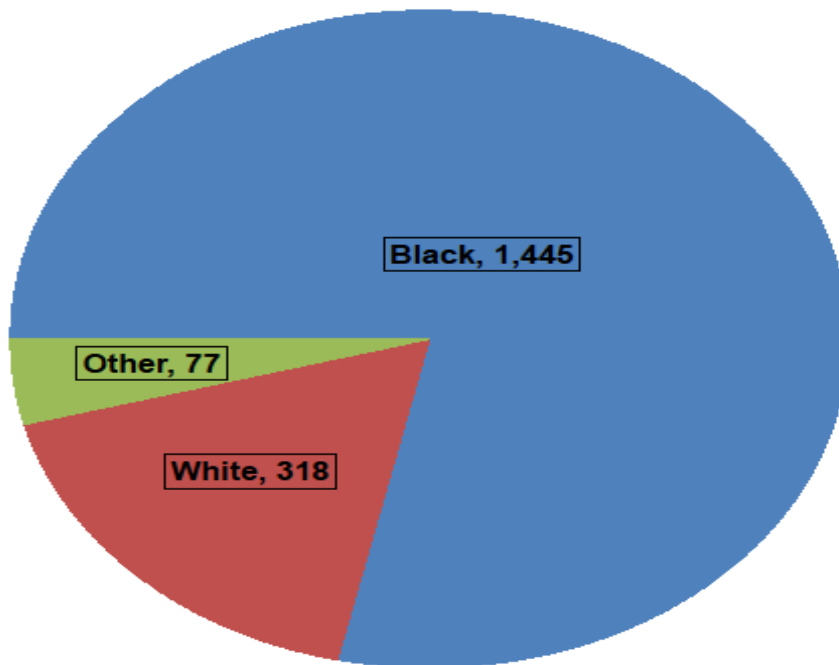
2019 All Children (including SRT) by Race



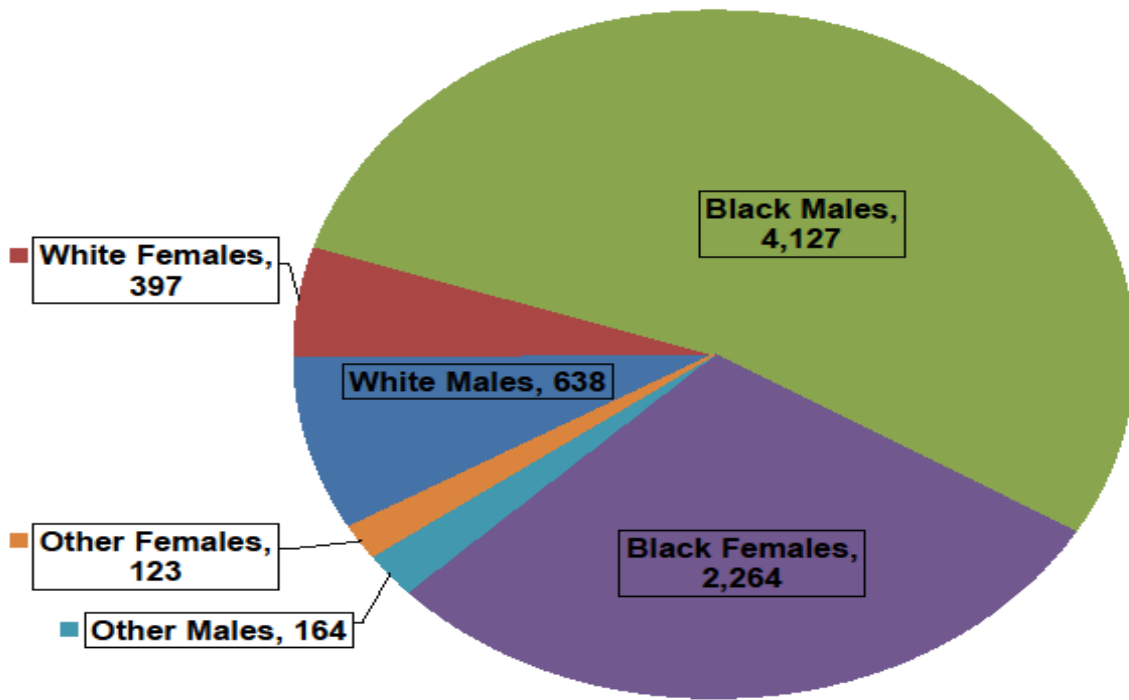
**2019 Children in the Summons Review Team Program
by Race and Gender**



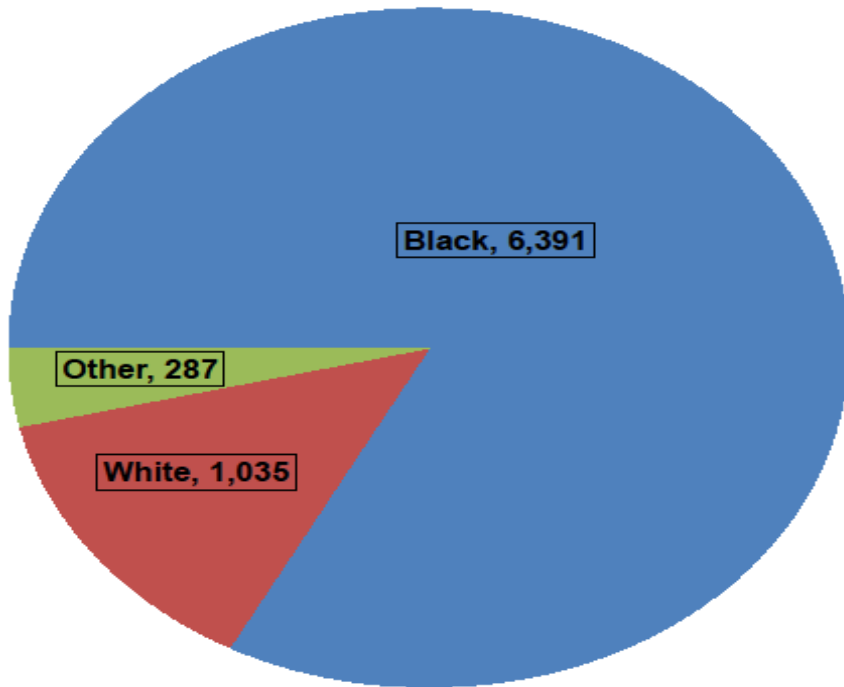
2019 Children in the Summons Review Team Program by Race



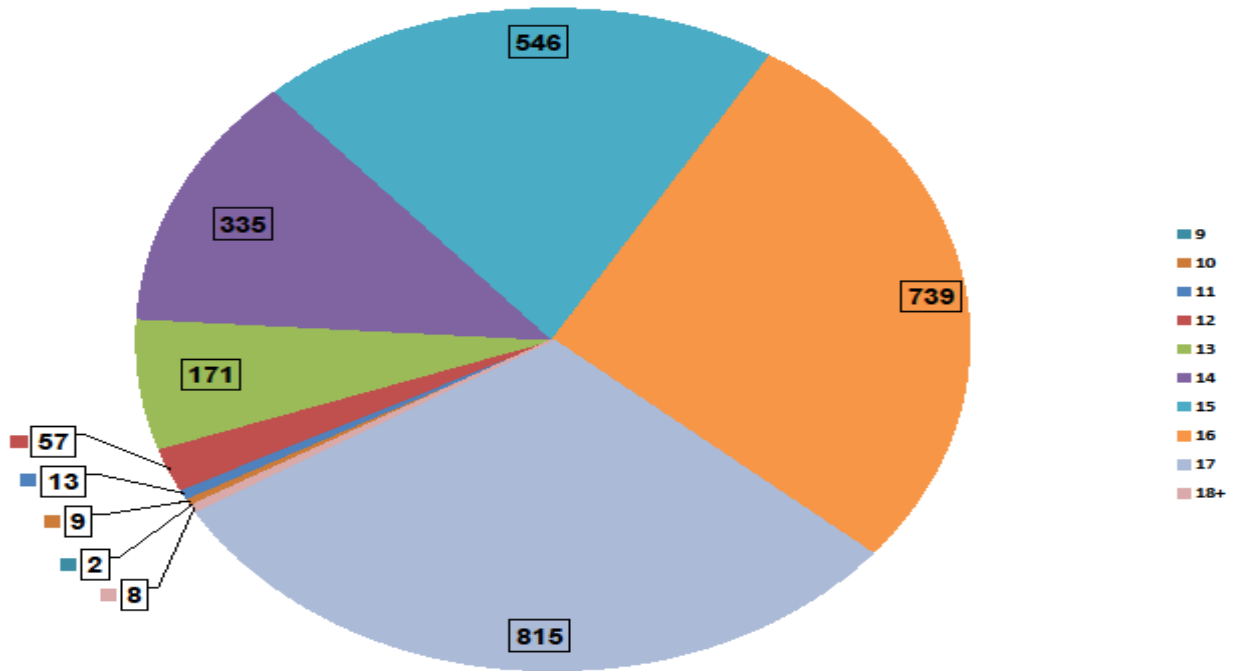
2019 Children (without SRT) by Race and Gender



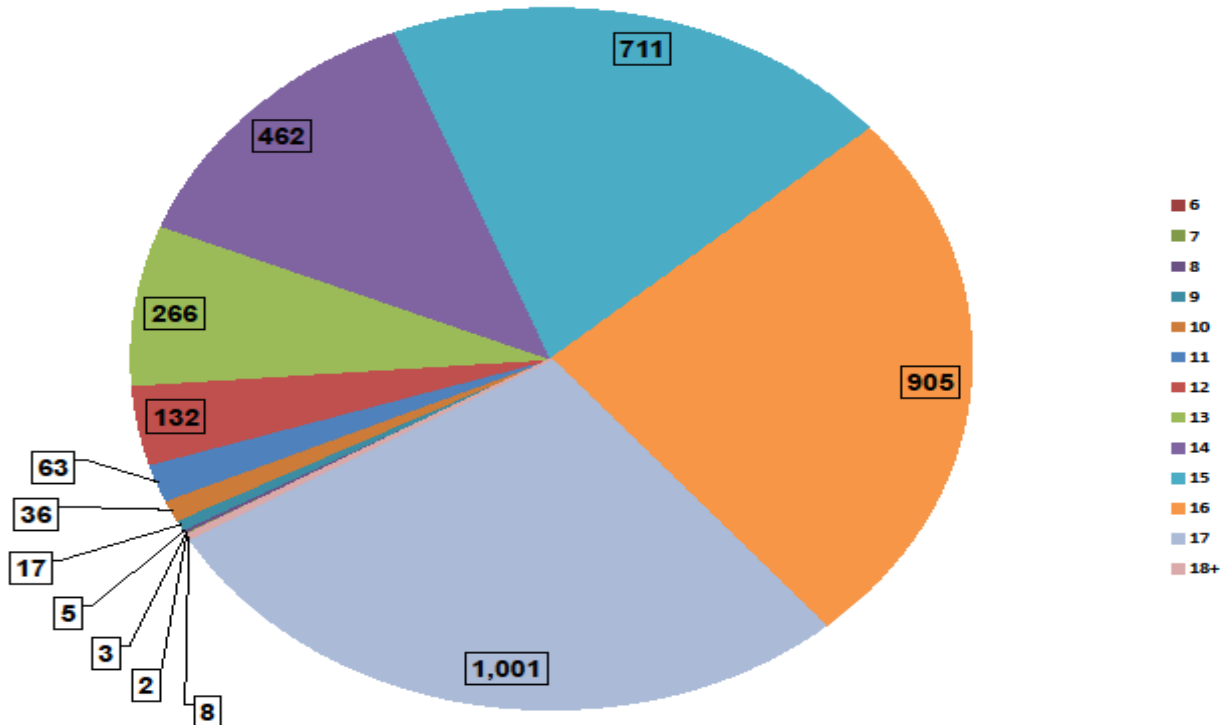
2019 Children (without SRT) by Race



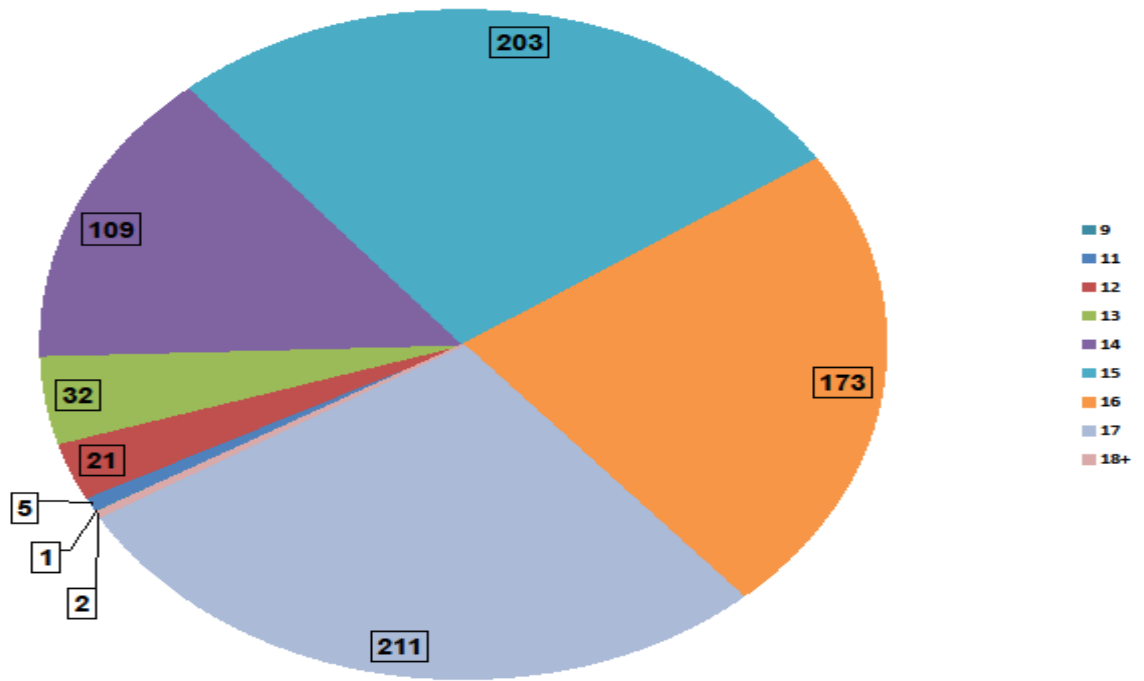
2019 Delinquent Males by Age (without SRT children)



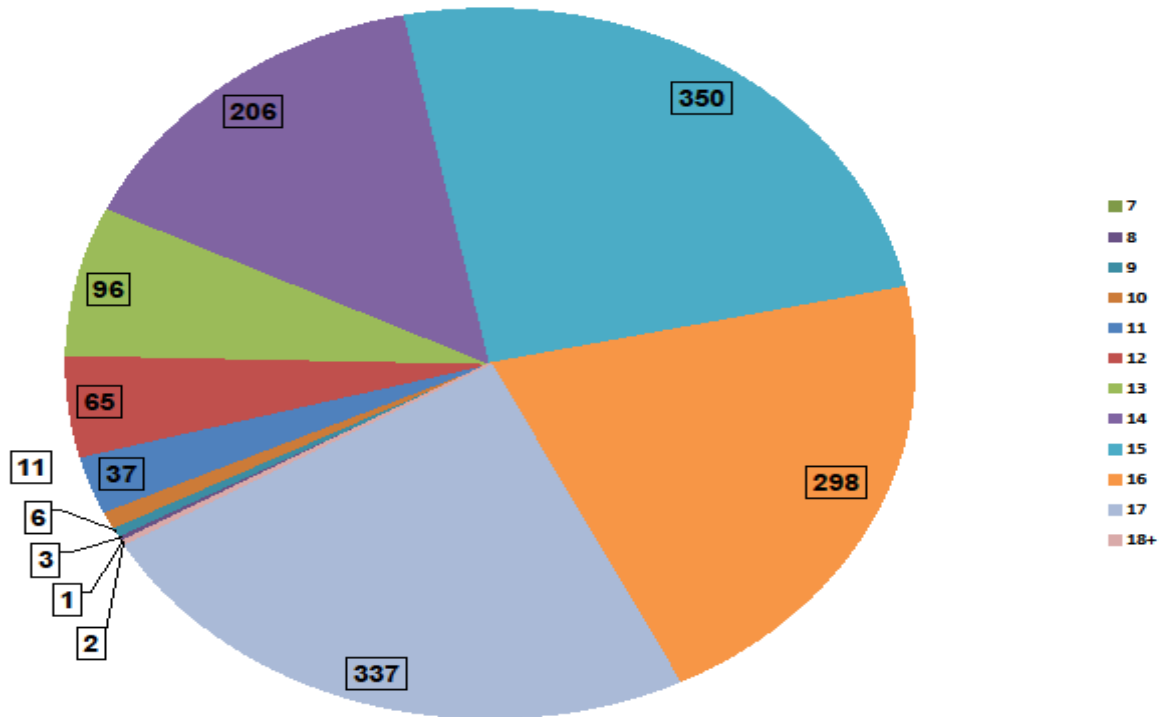
2019 Delinquent Males by Age (includes SRT children)



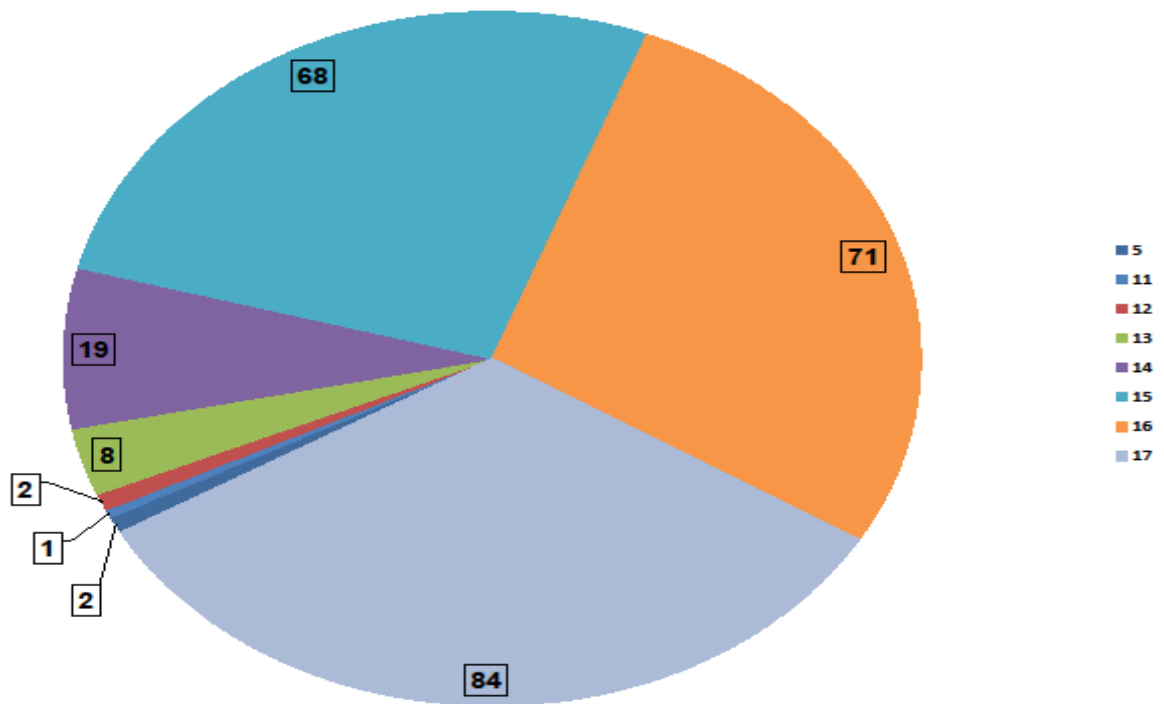
2019 Delinquent Females by Age (without SRT children)



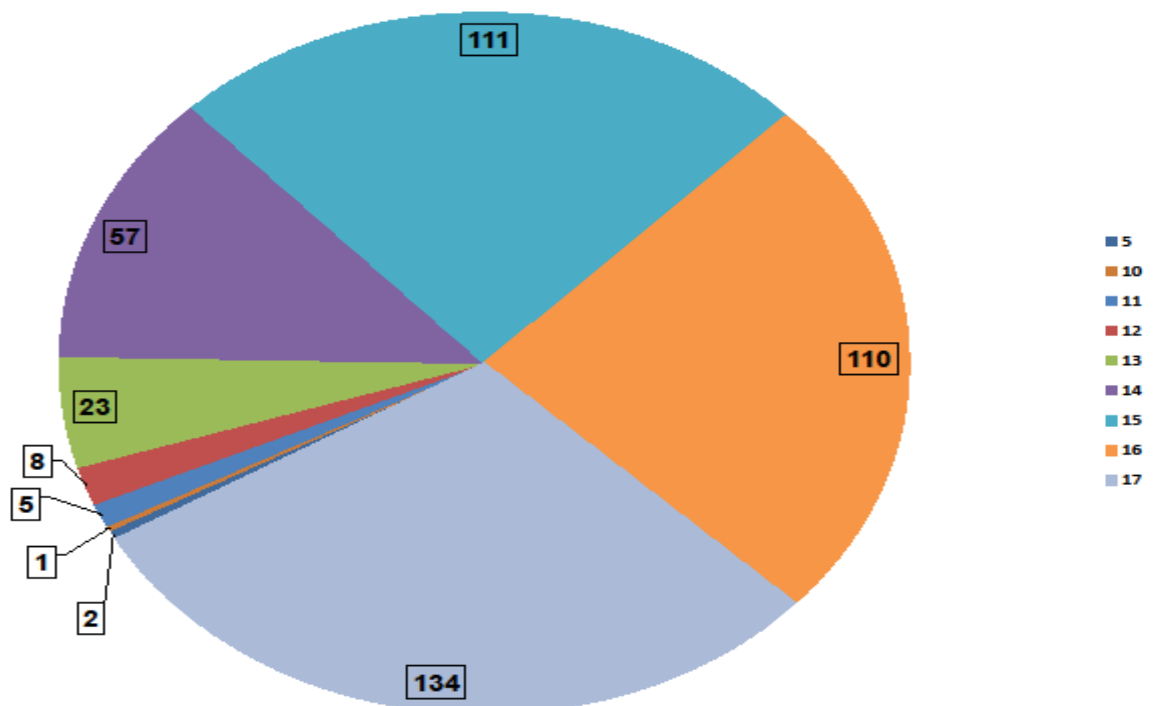
2019 Delinquent Females by Age (includes SRT children)



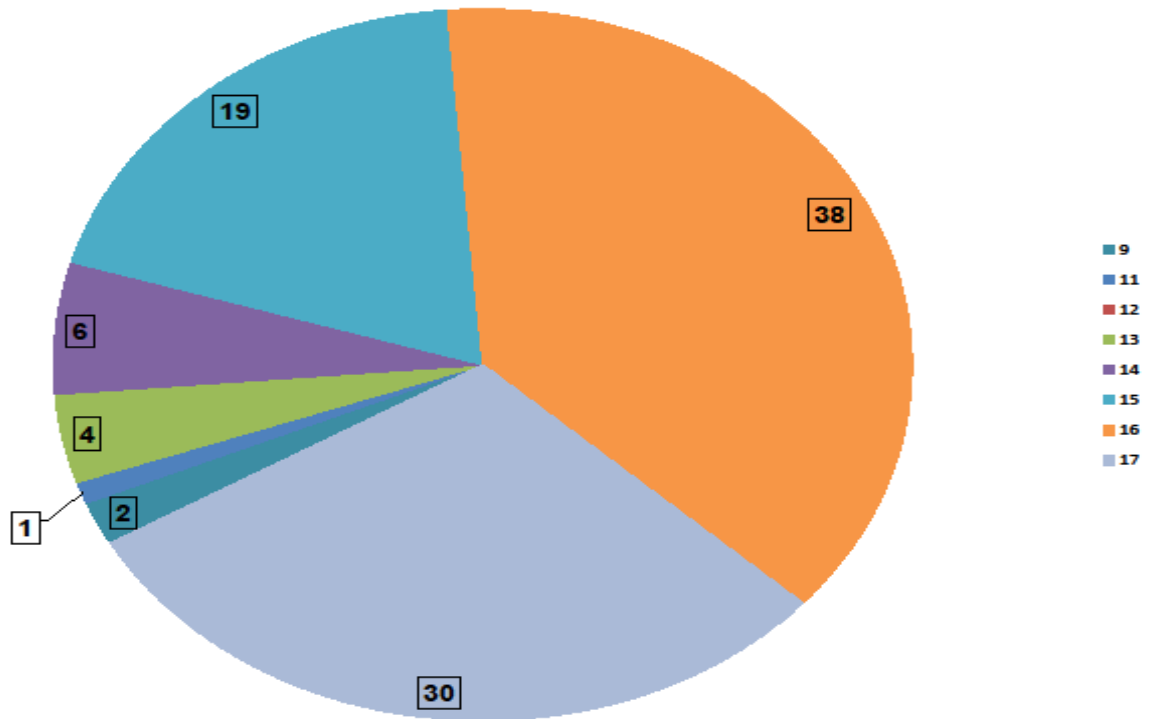
2019 Unruly Males by Age (without SRT children)



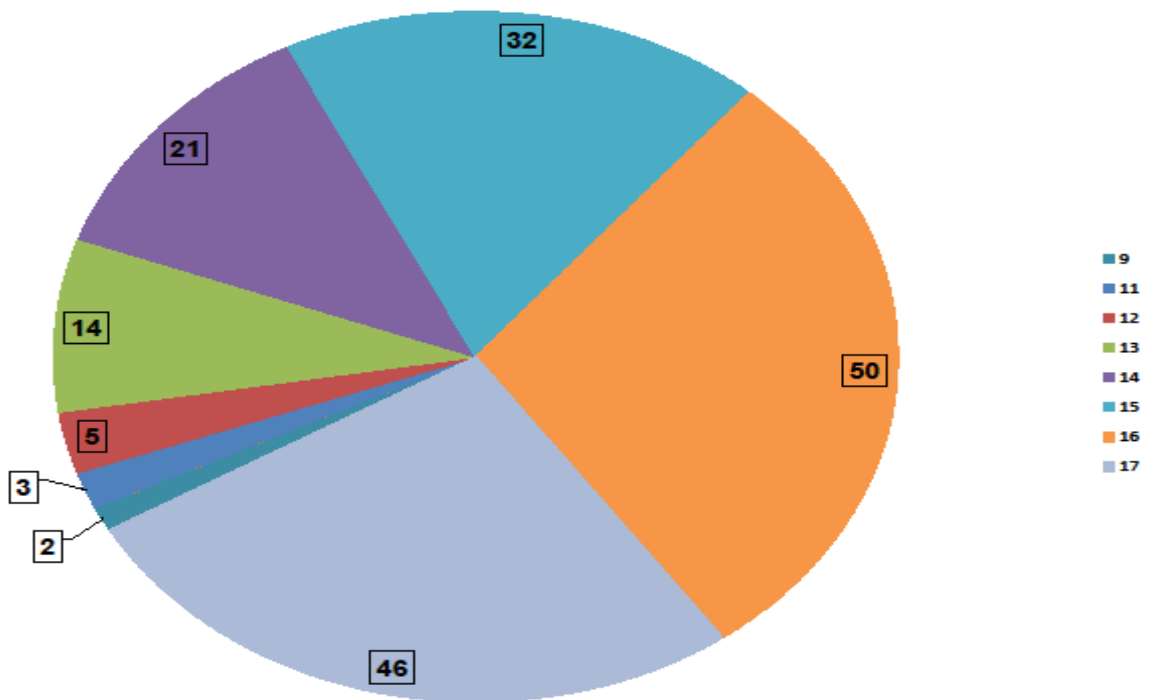
2019 Unruly Males by Age (including SRT children)



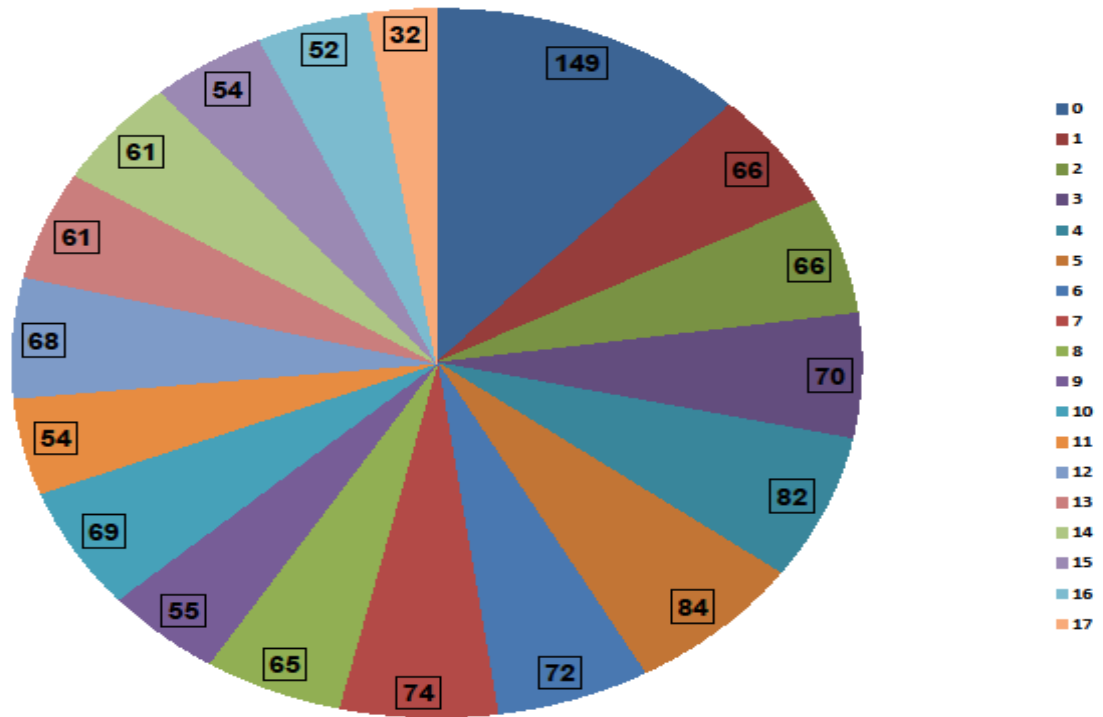
2019 Unruly Females by Age (without SRT children)



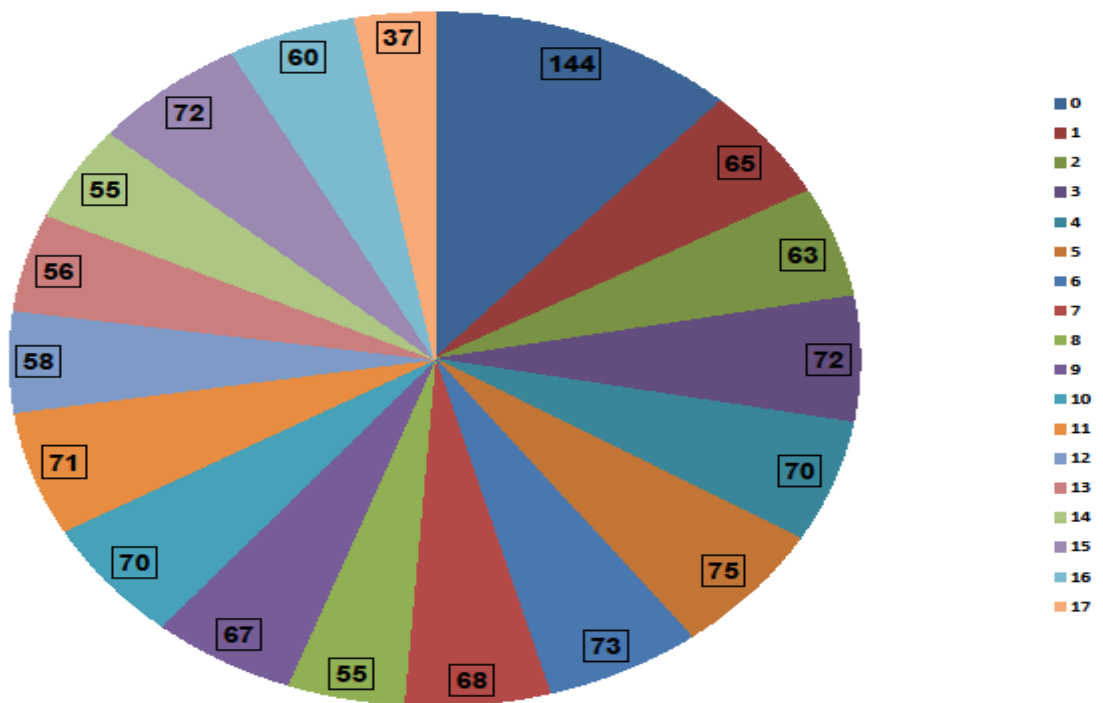
2019 Unruly Females by Age (including SRT children)



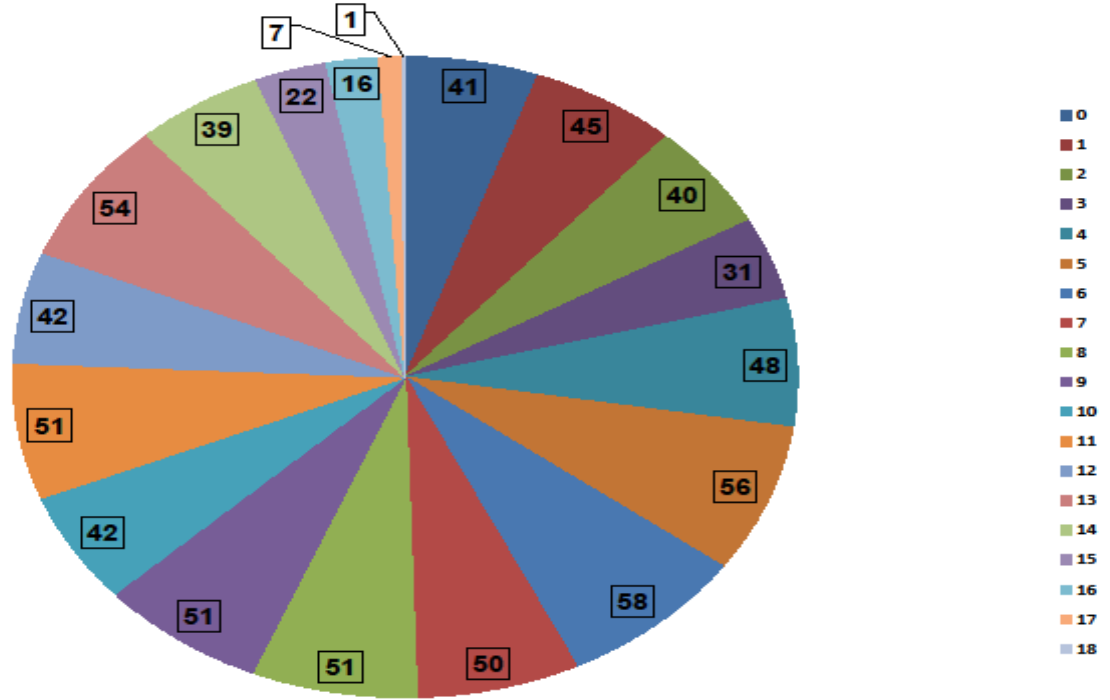
2019 Dependent & Neglected Males by Age



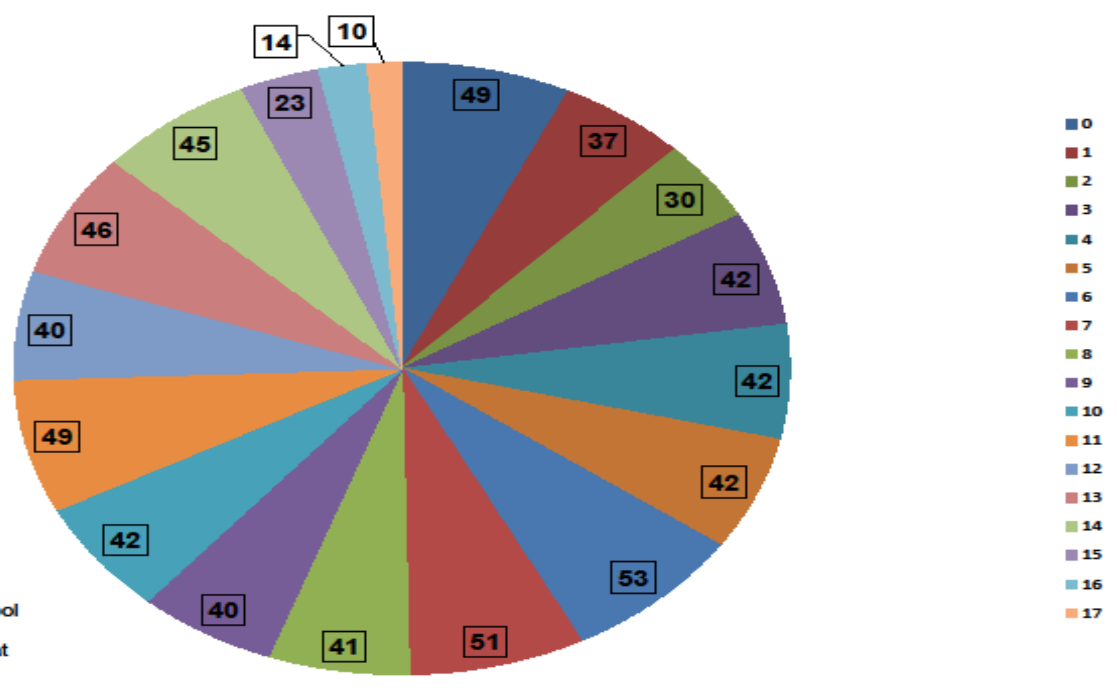
2019 Dependent & Neglected Females by Age



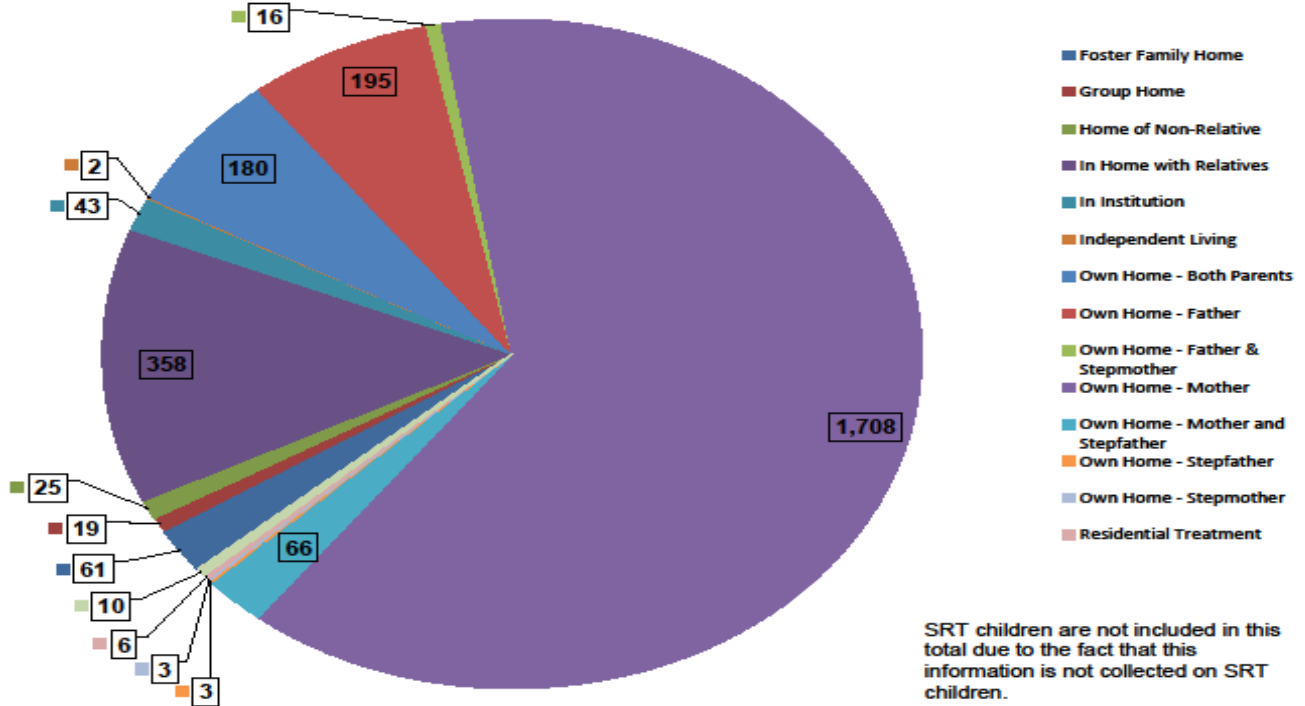
2019 "Other" Males by Age



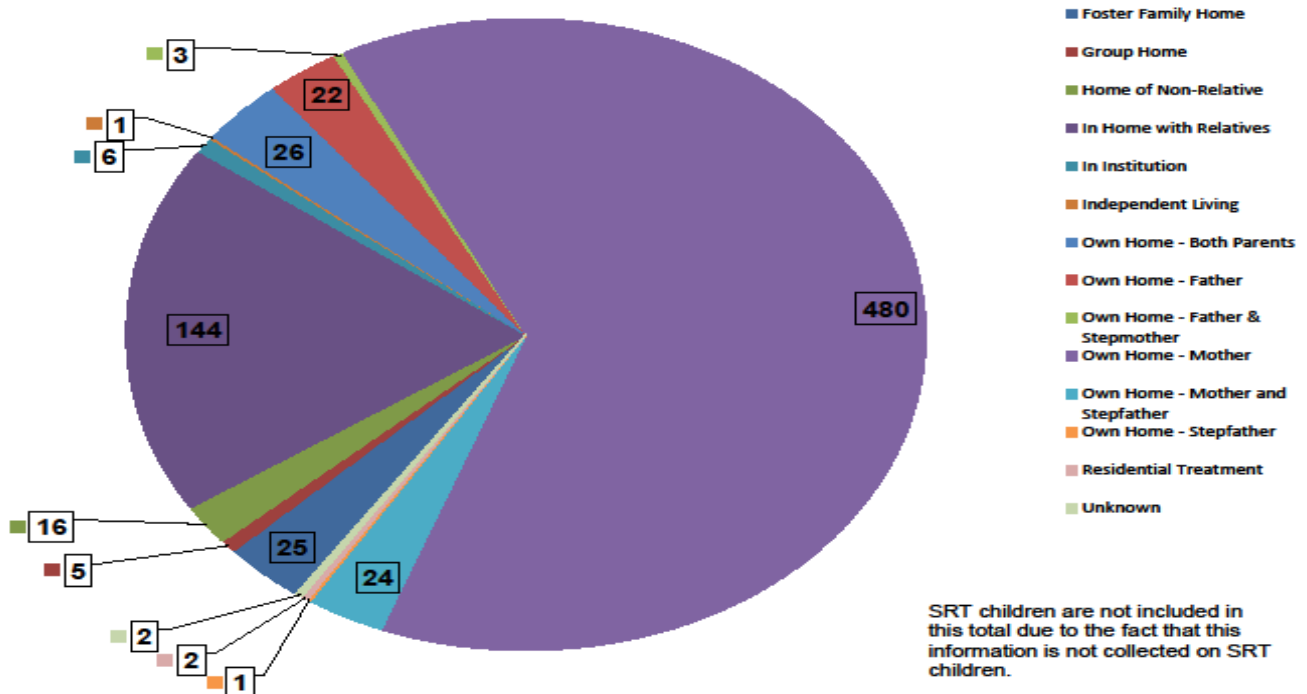
2019 "Other" Females by Age



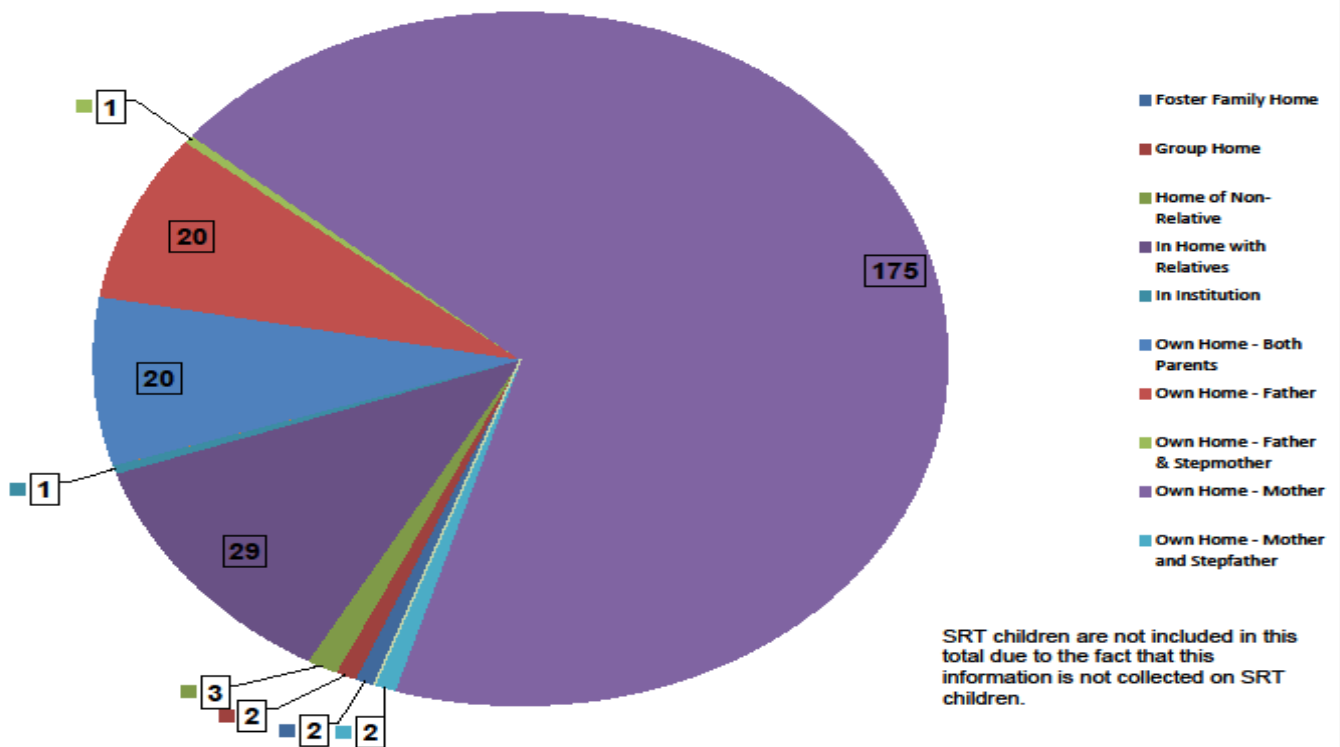
2019 Living Arrangements - Delinquent Males (without SRT children)



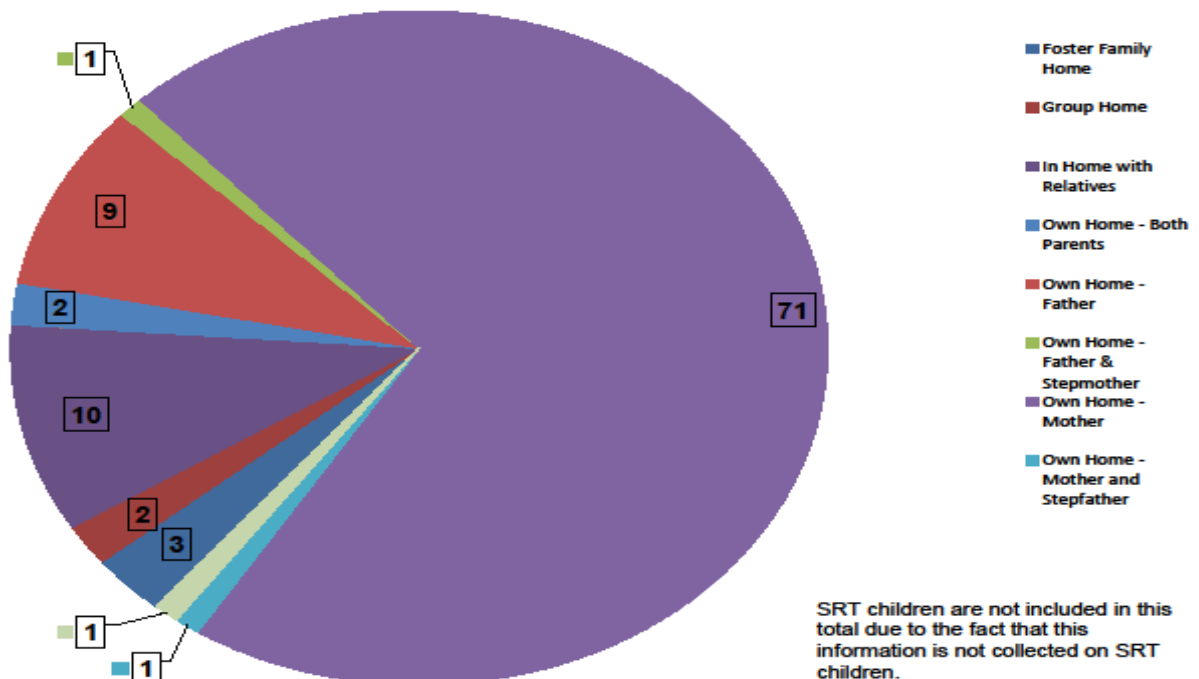
2019 Living Arrangements - Delinquent Females (without SRT children)



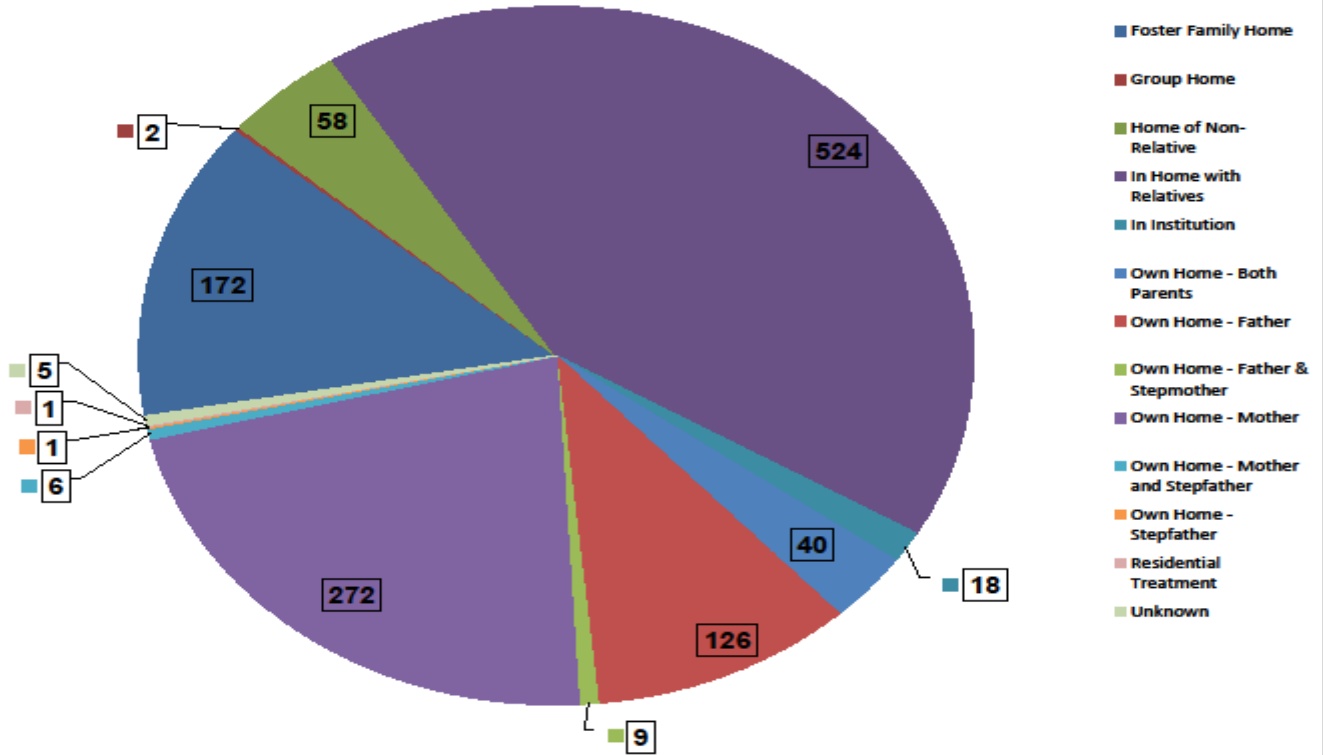
2019 Living Arrangements - Unruly Males (without SRT kids)



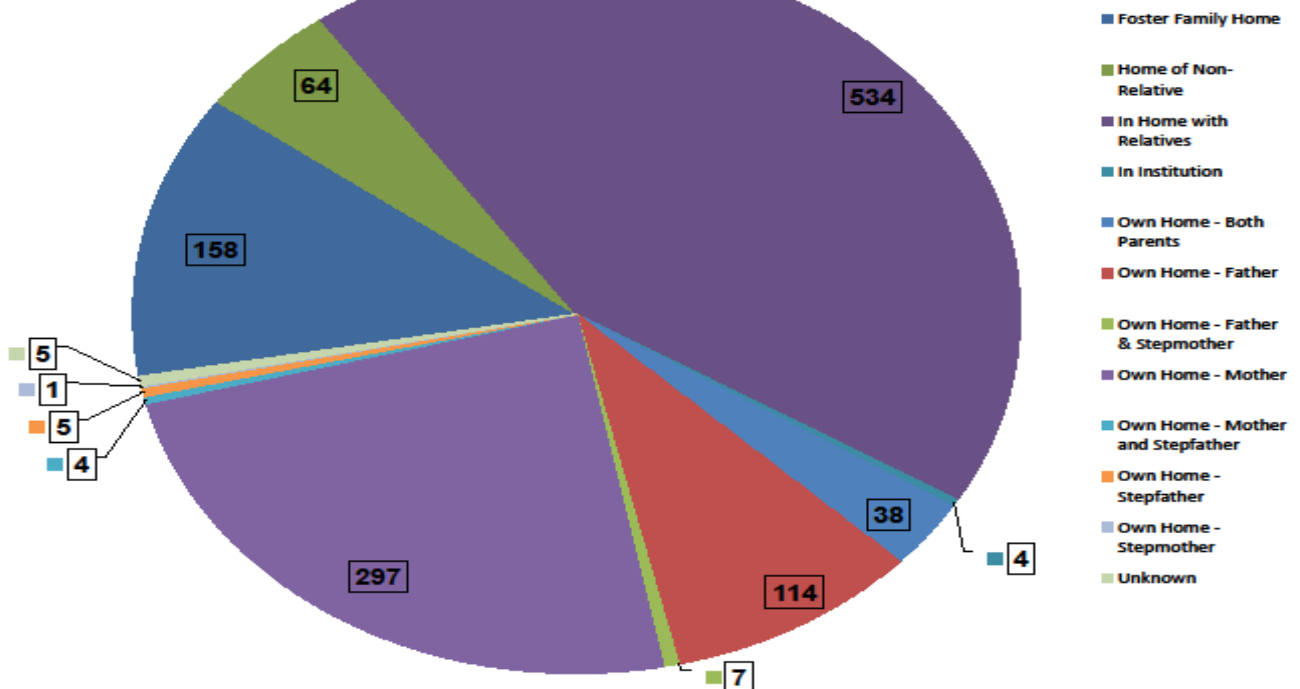
2019 Living Arrangements - Unruly Females (without SRT children)



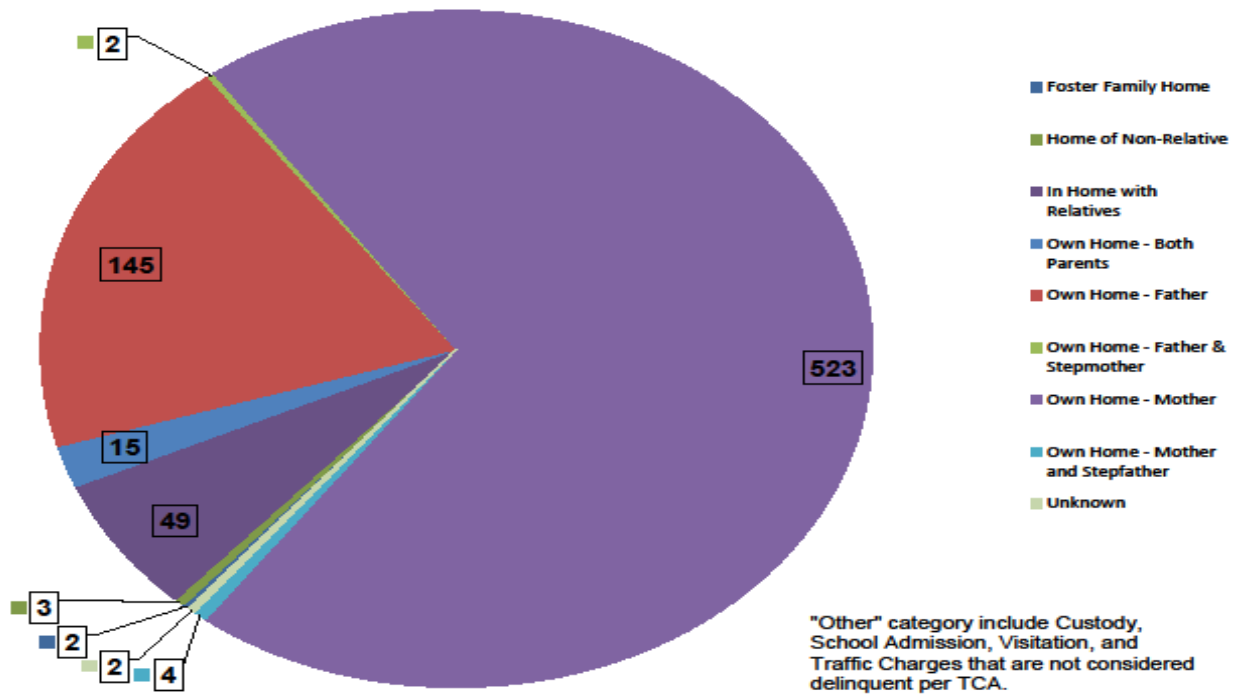
2019 Living Arrangements - Dependent & Neglected Males



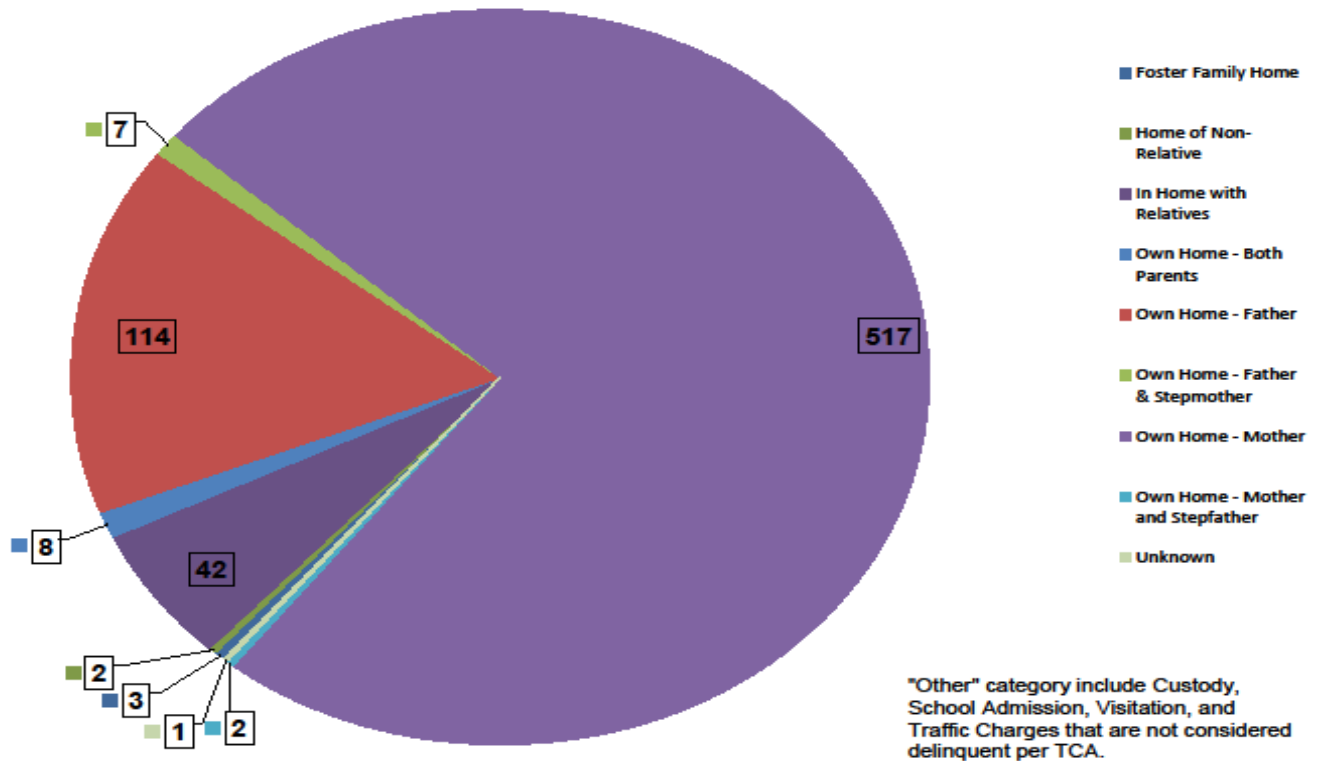
2019 Living Arrangements - Dependent & Neglected Females

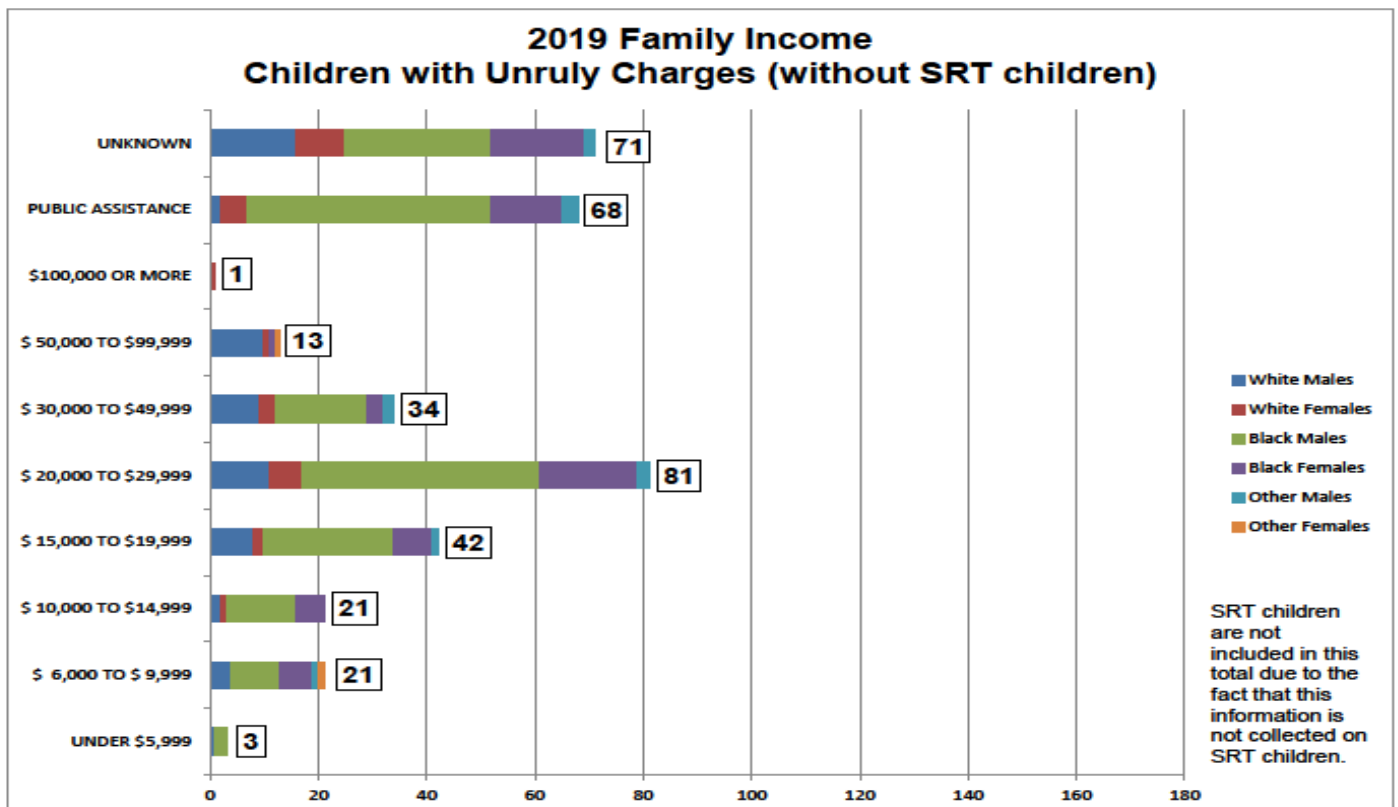
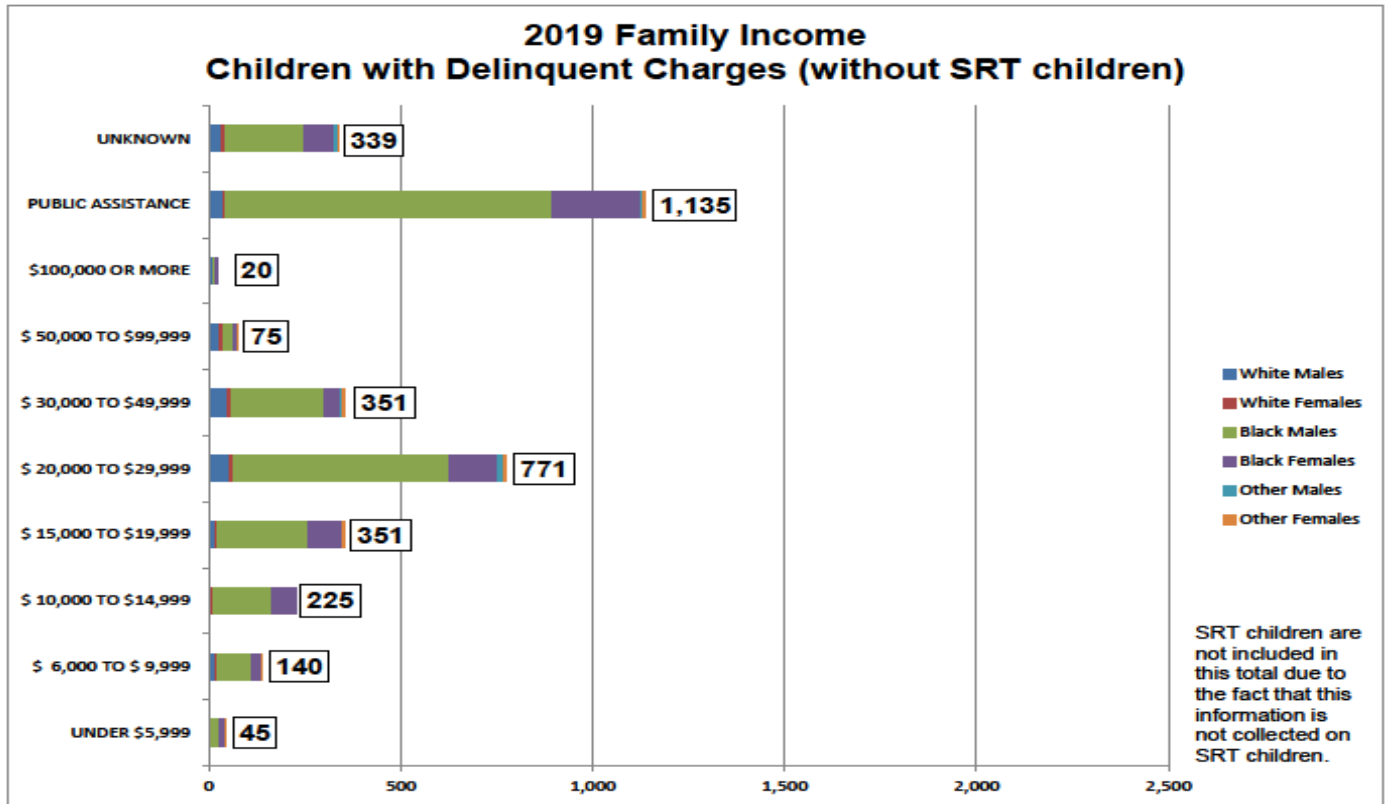


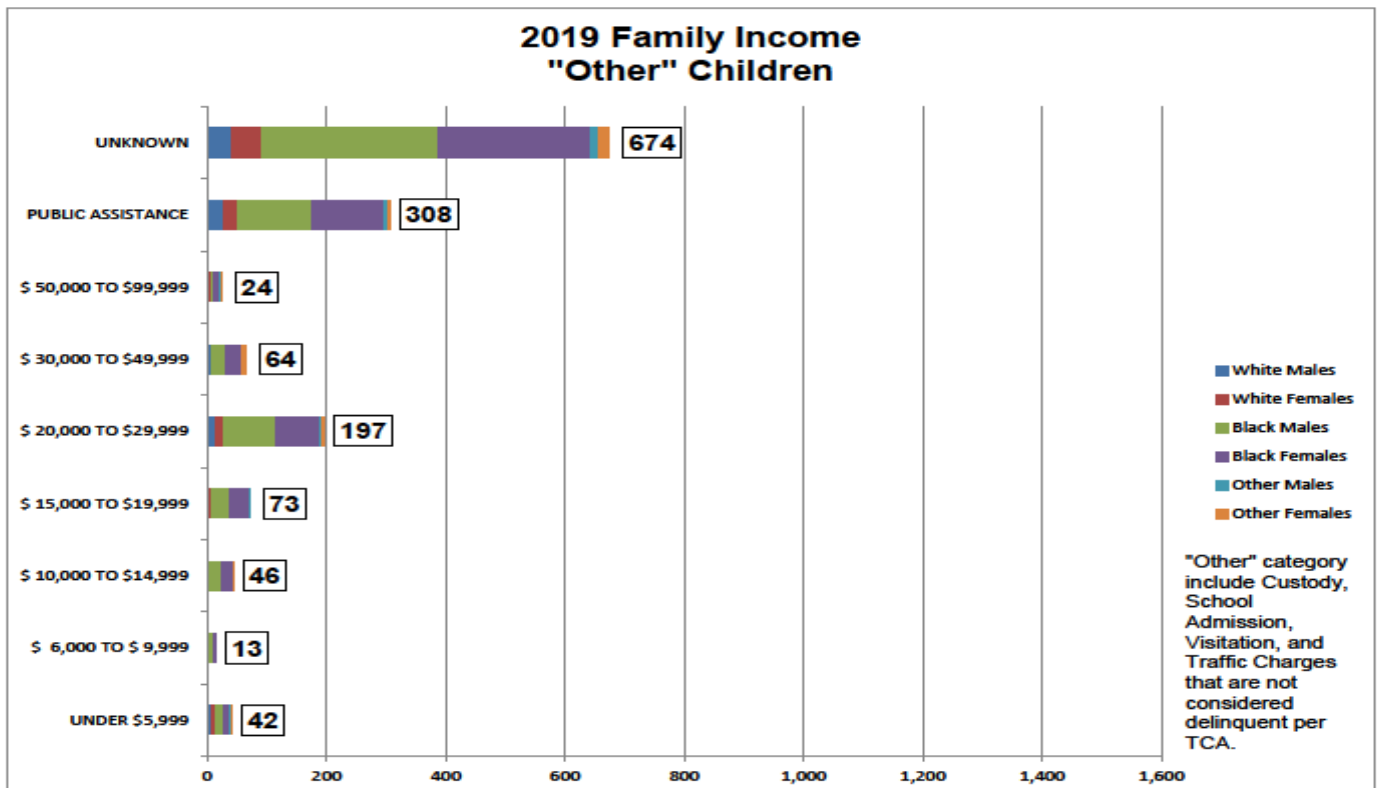
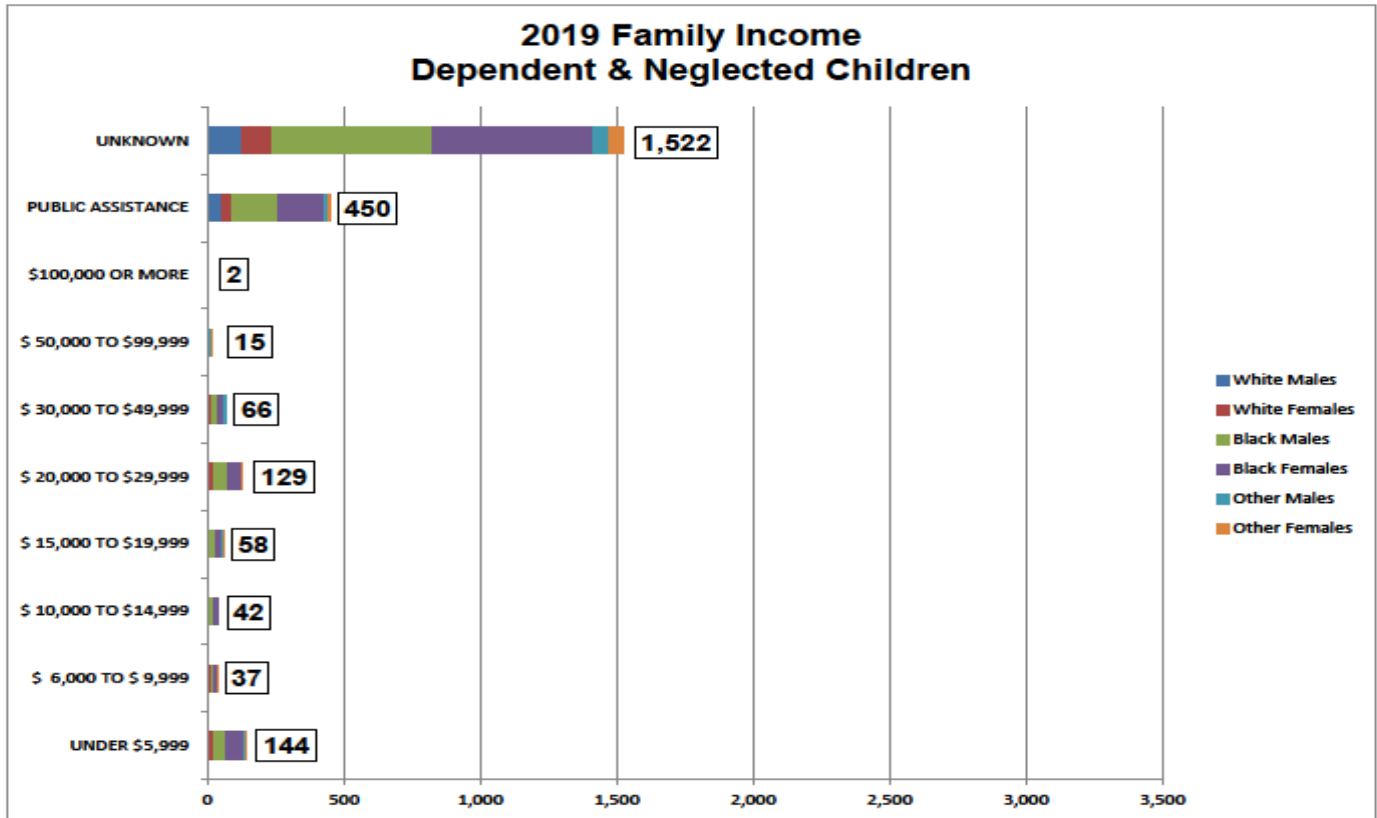
2019 Living Arrangements - "Other" Males

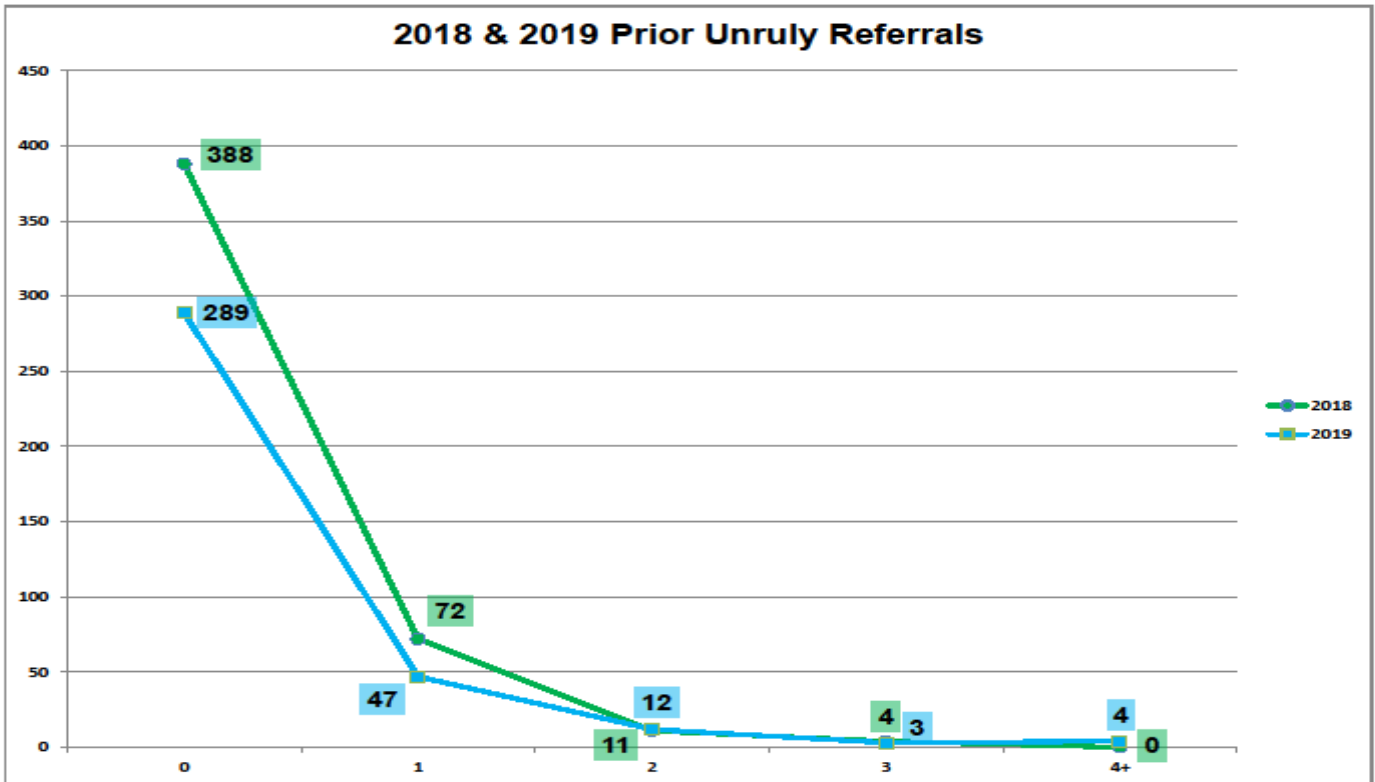
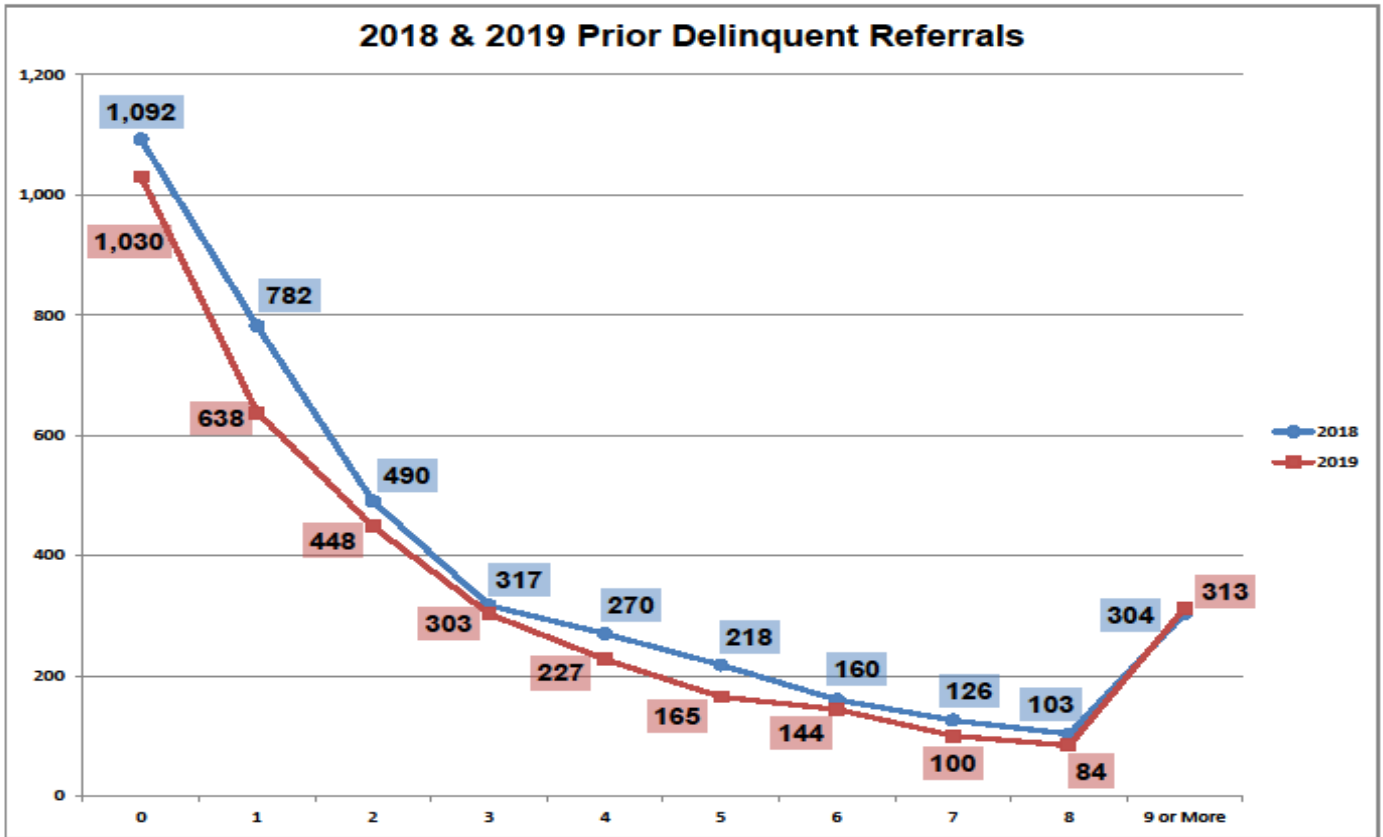


2019 Living Arrangements - "Other" Females

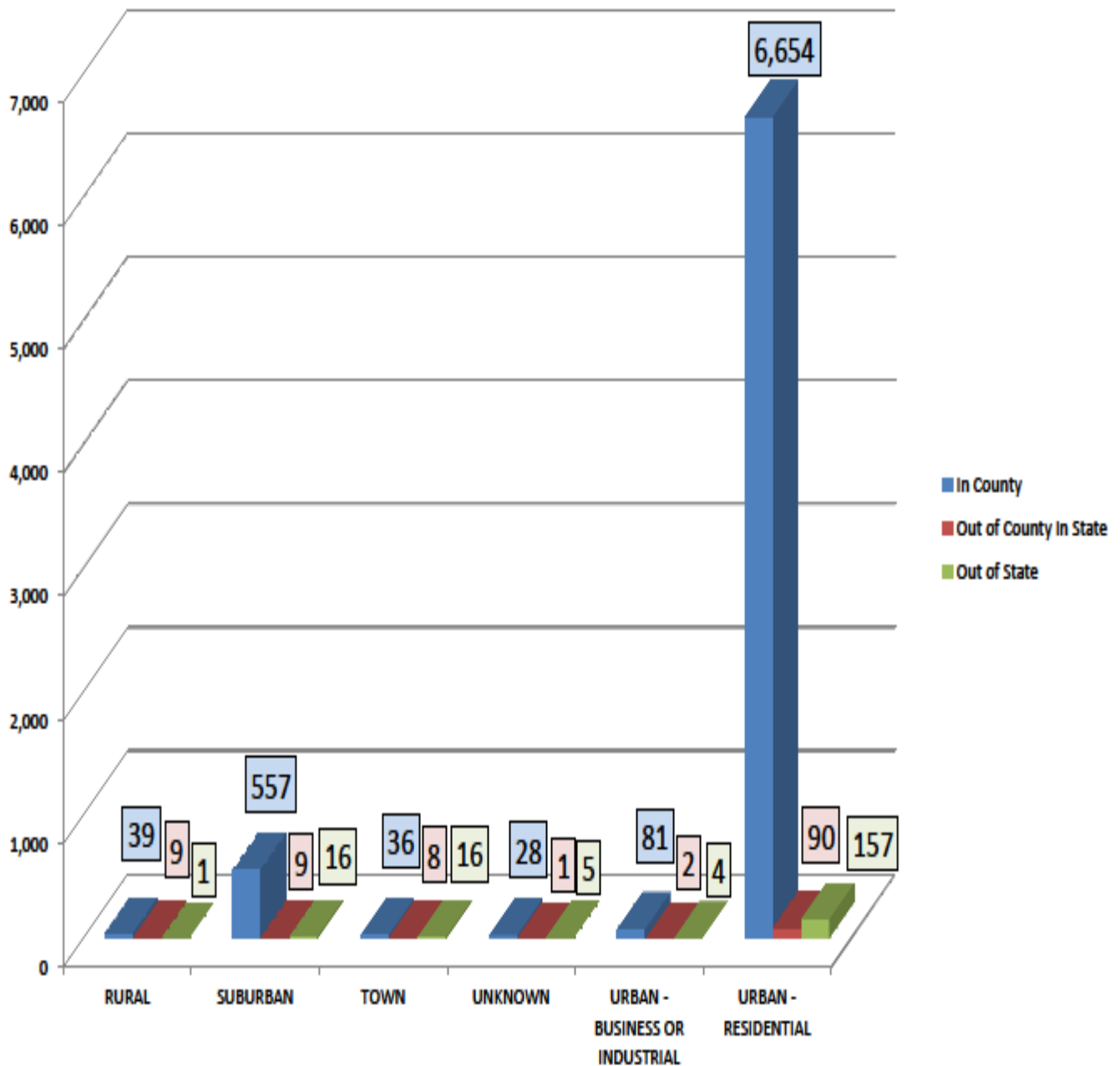




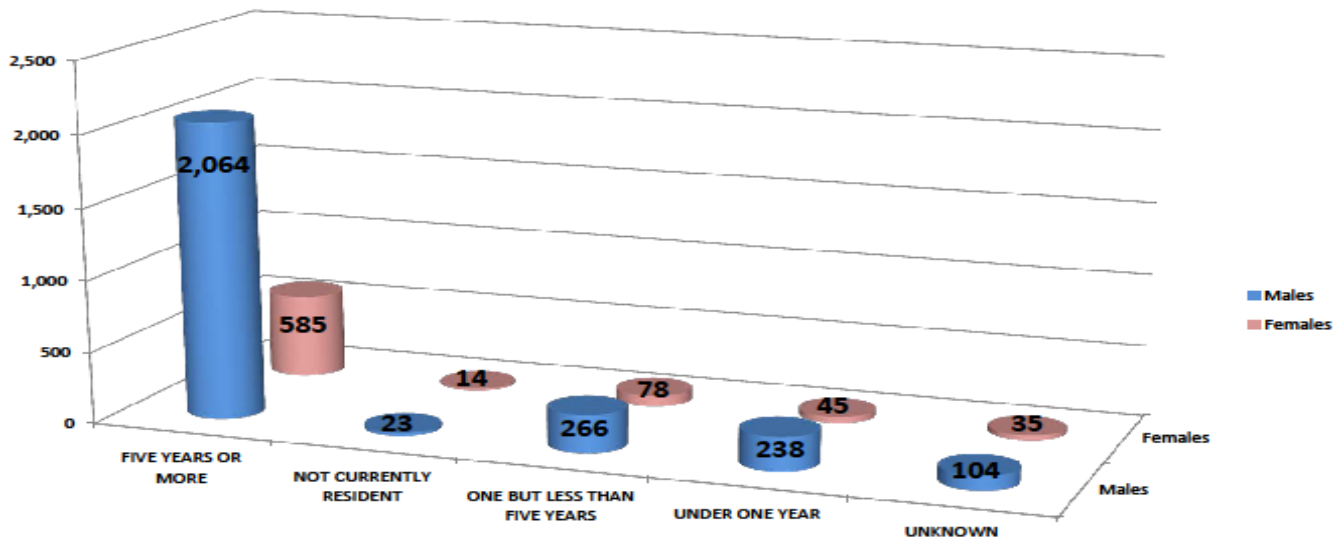




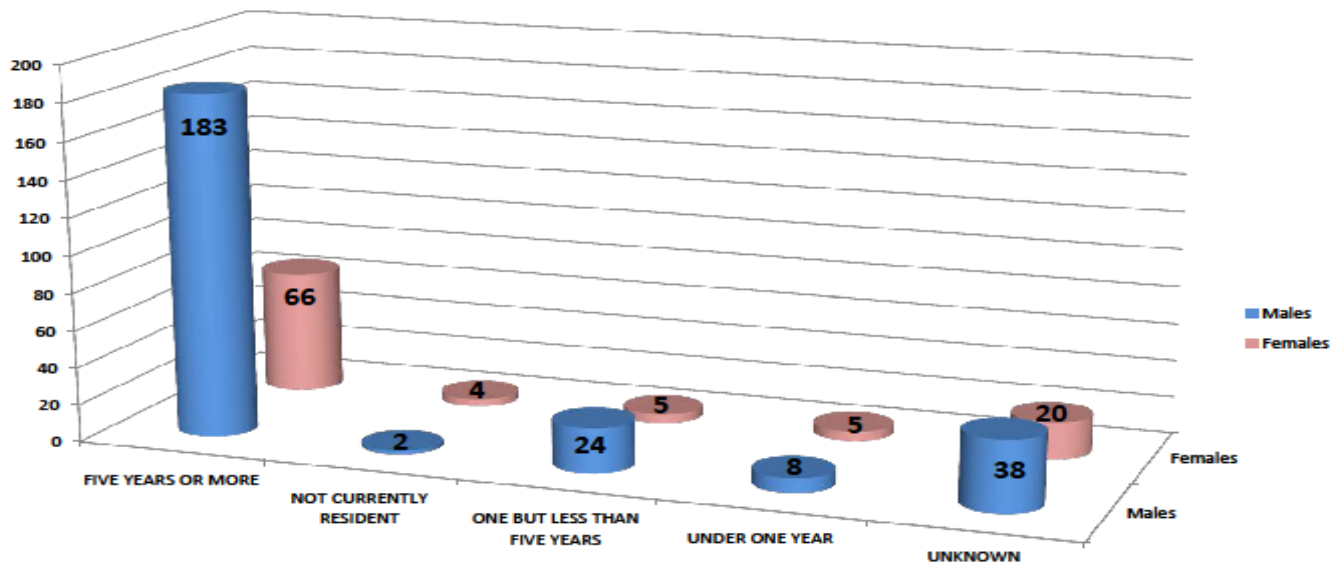
2019 Location of Residence



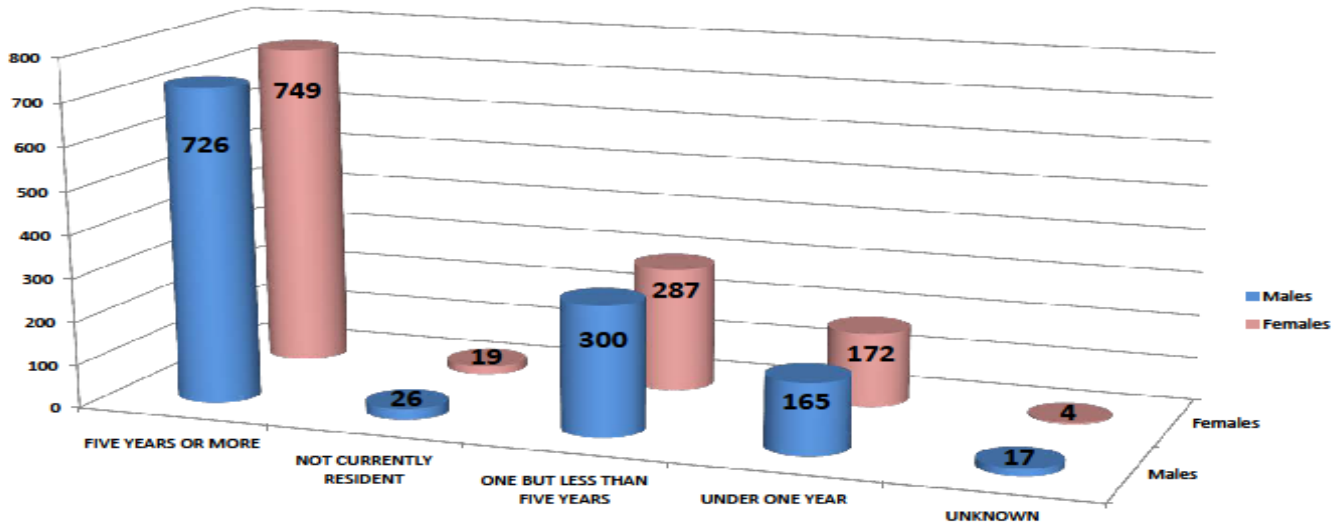
**Length of Residence
Children with Delinquent Charges**



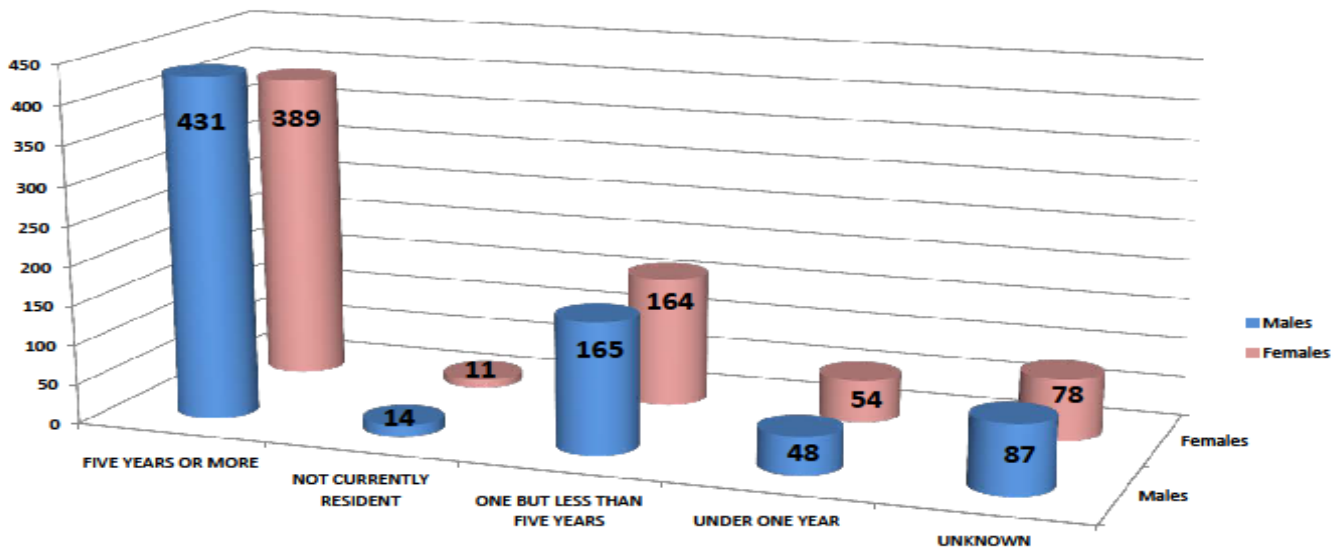
**Length of Residence
Children with Unruly Charges**



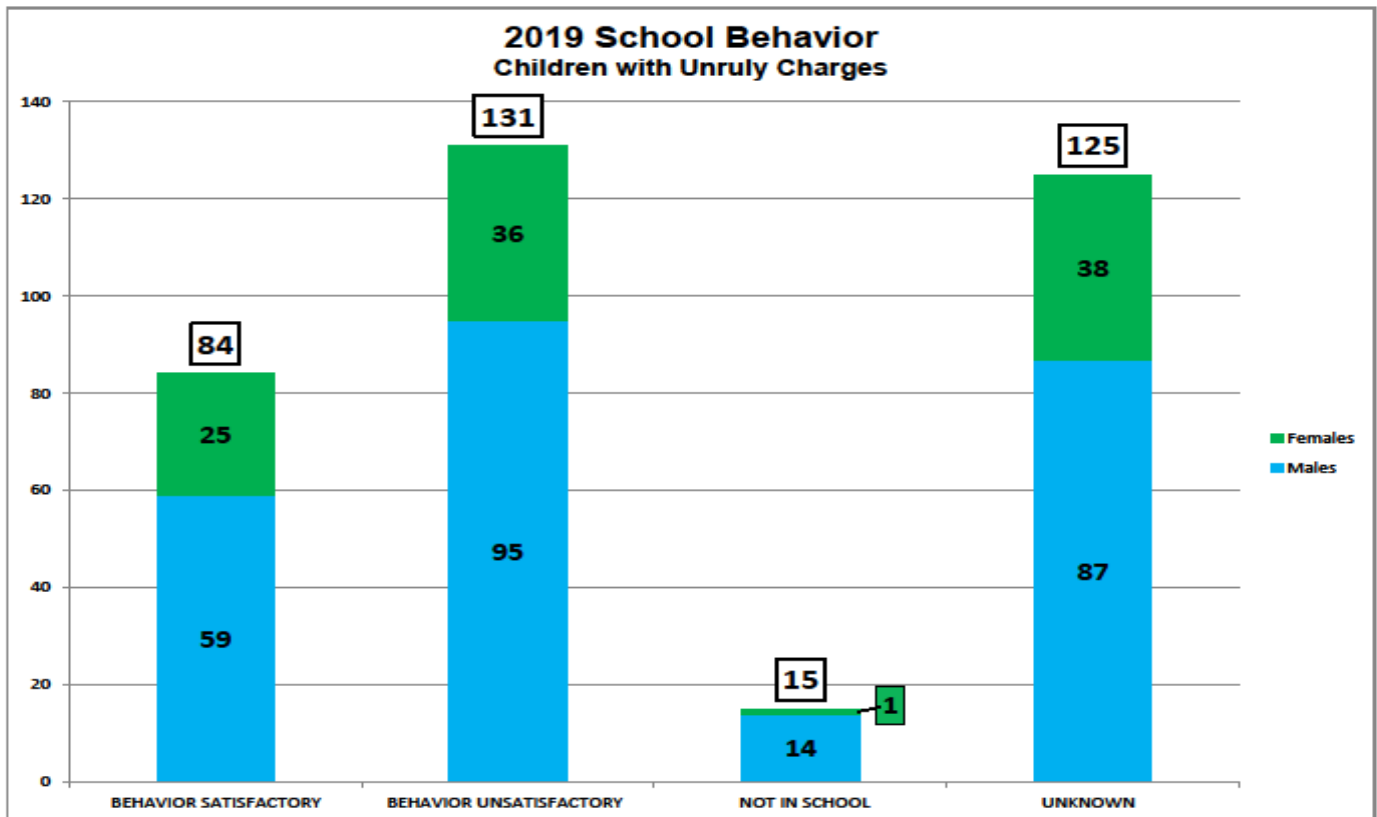
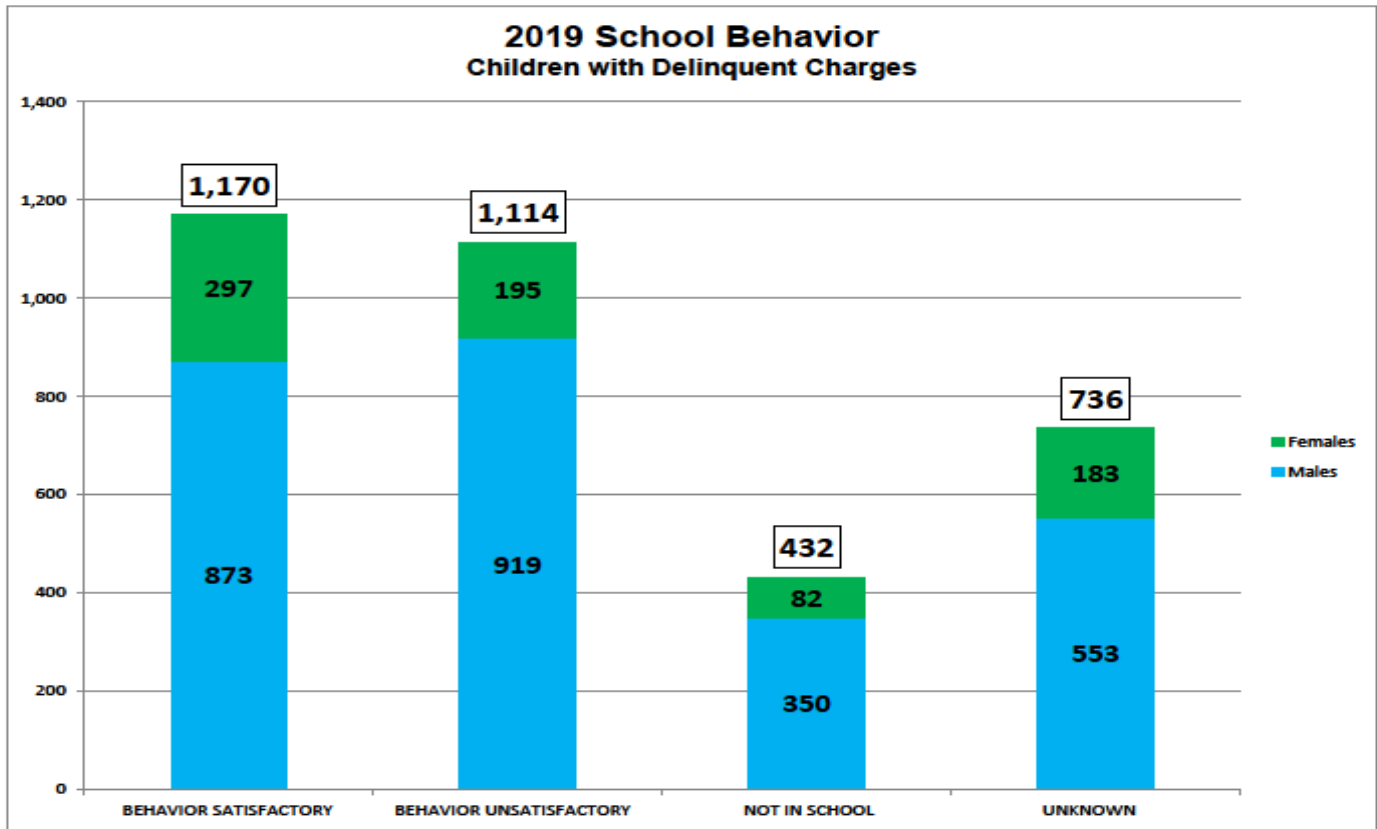
Length of Residence
Children with Dependent & Neglected Children

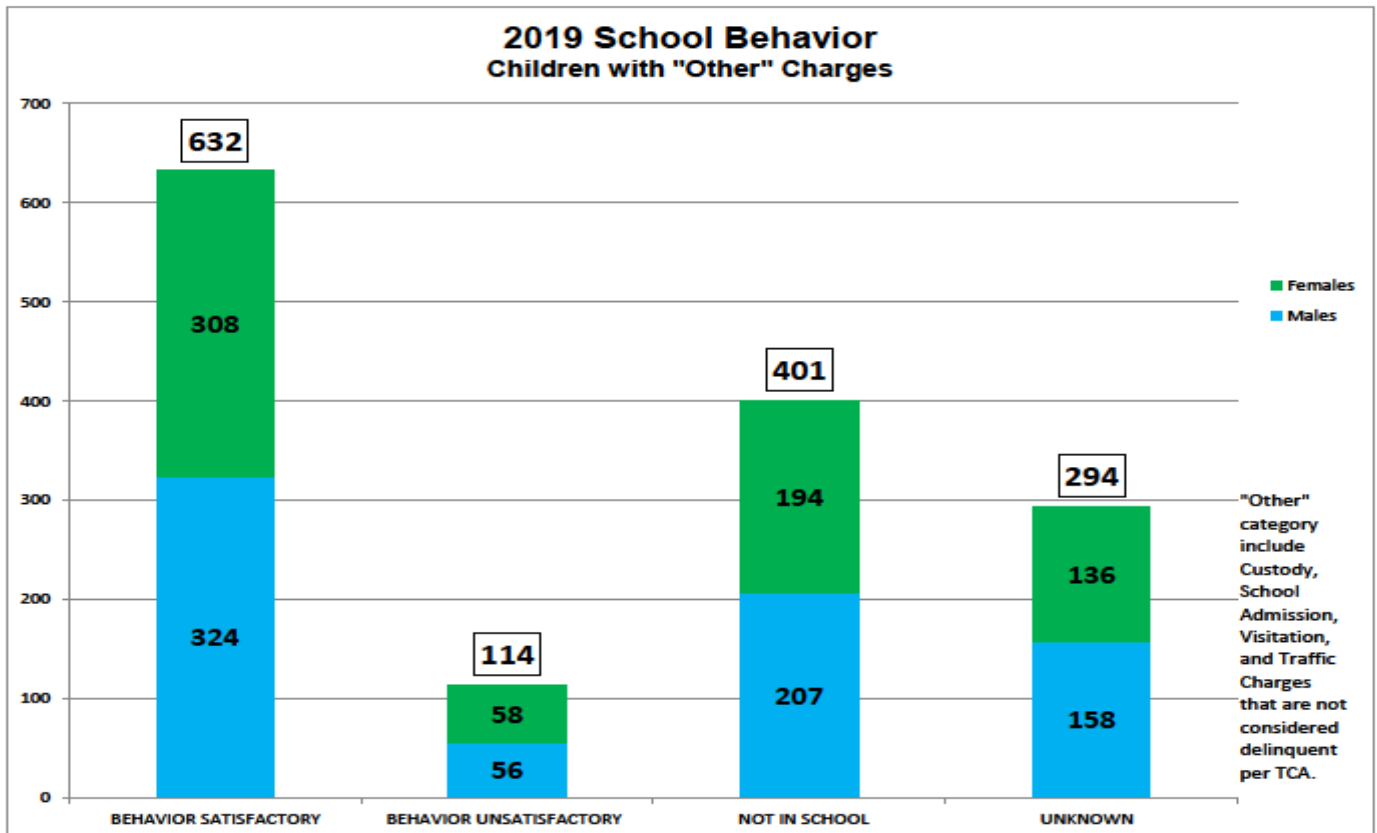
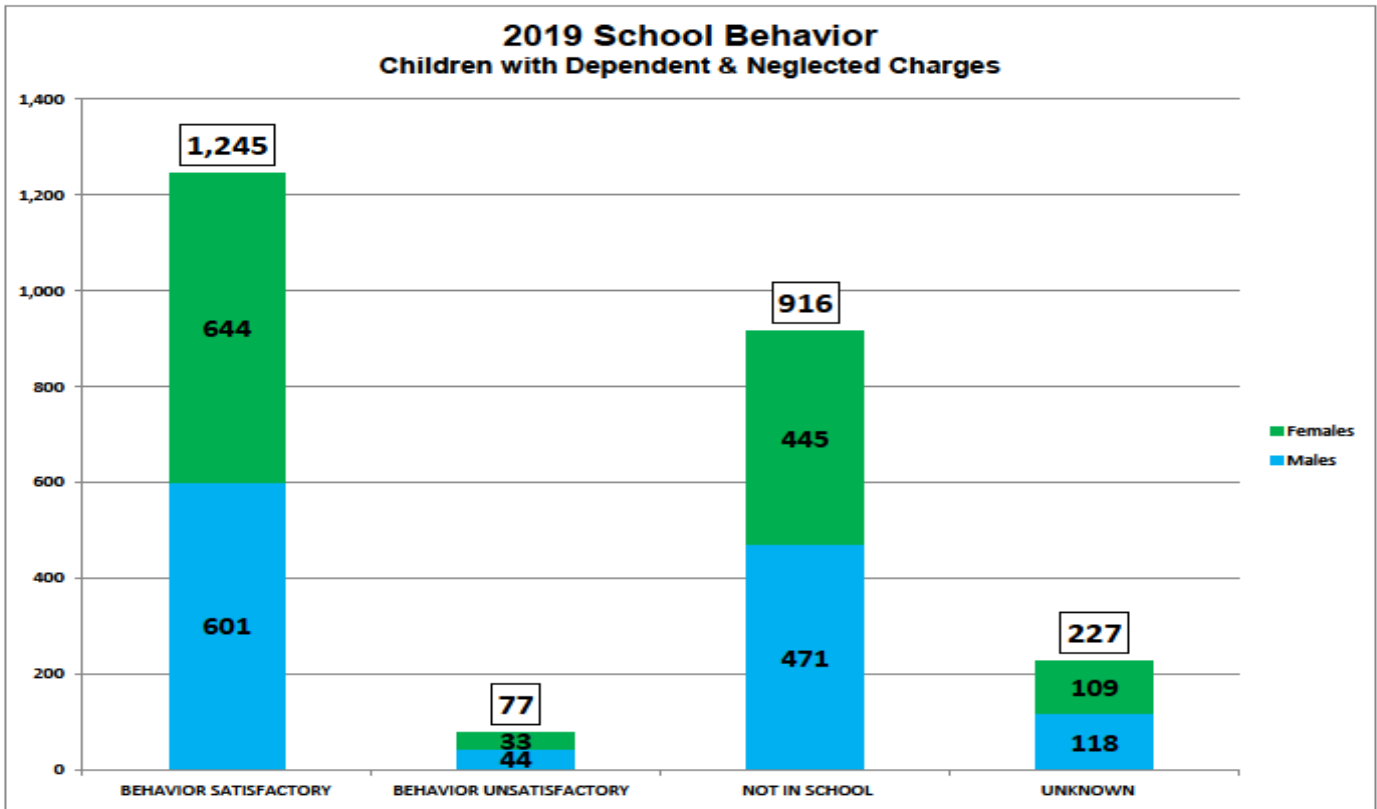


Length of Residence
Children with "Other" Charges

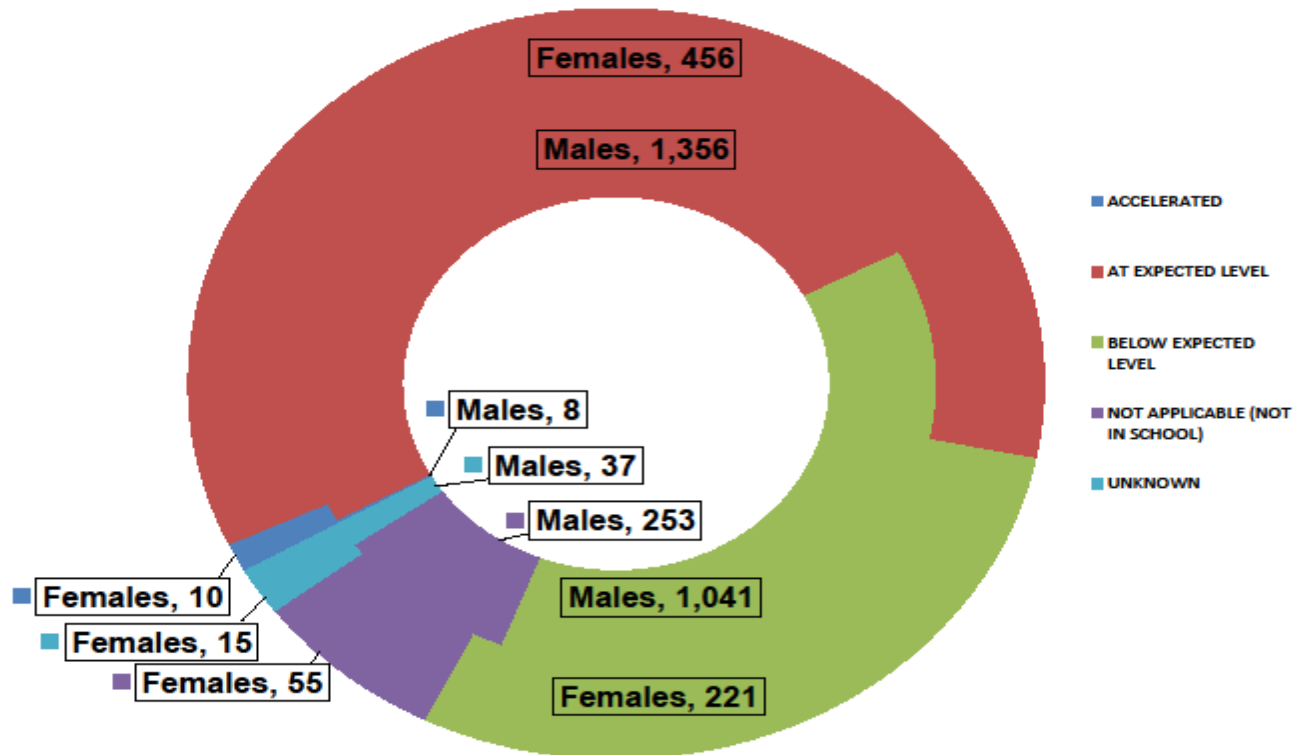


"Other" category include Custody, School Admission, Visitation, and Traffic Charges that are not considered delinquent per TCA.

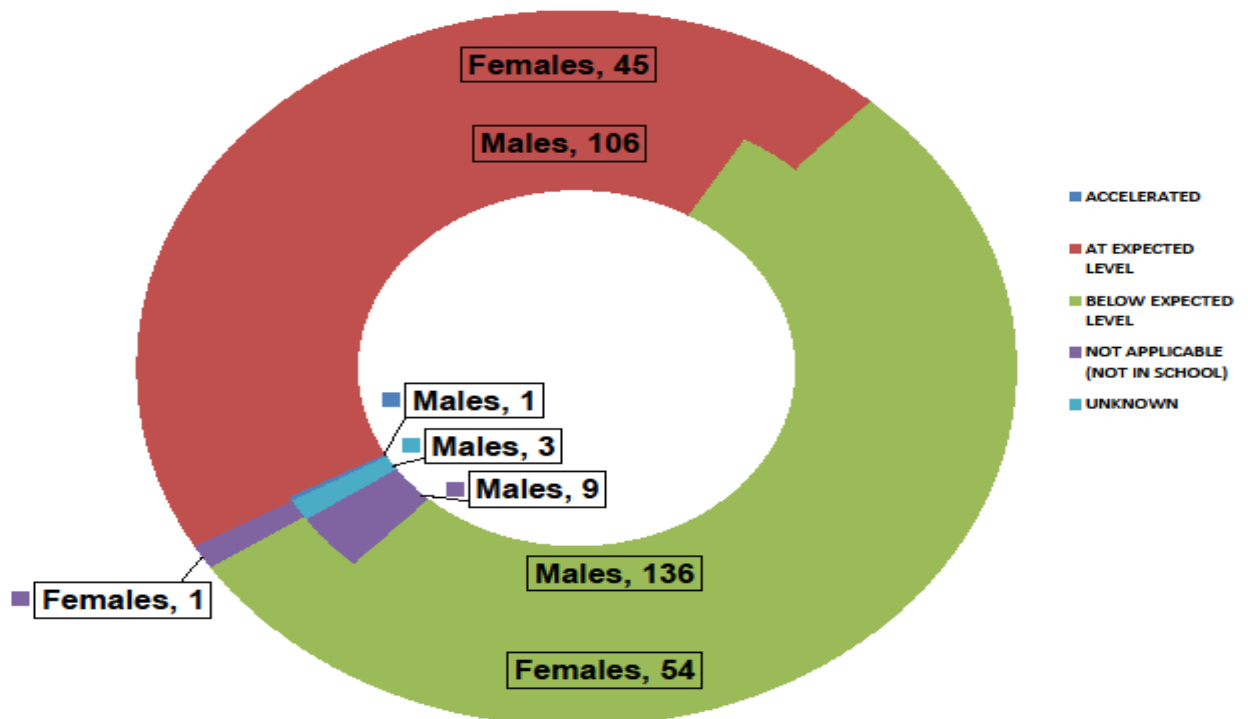




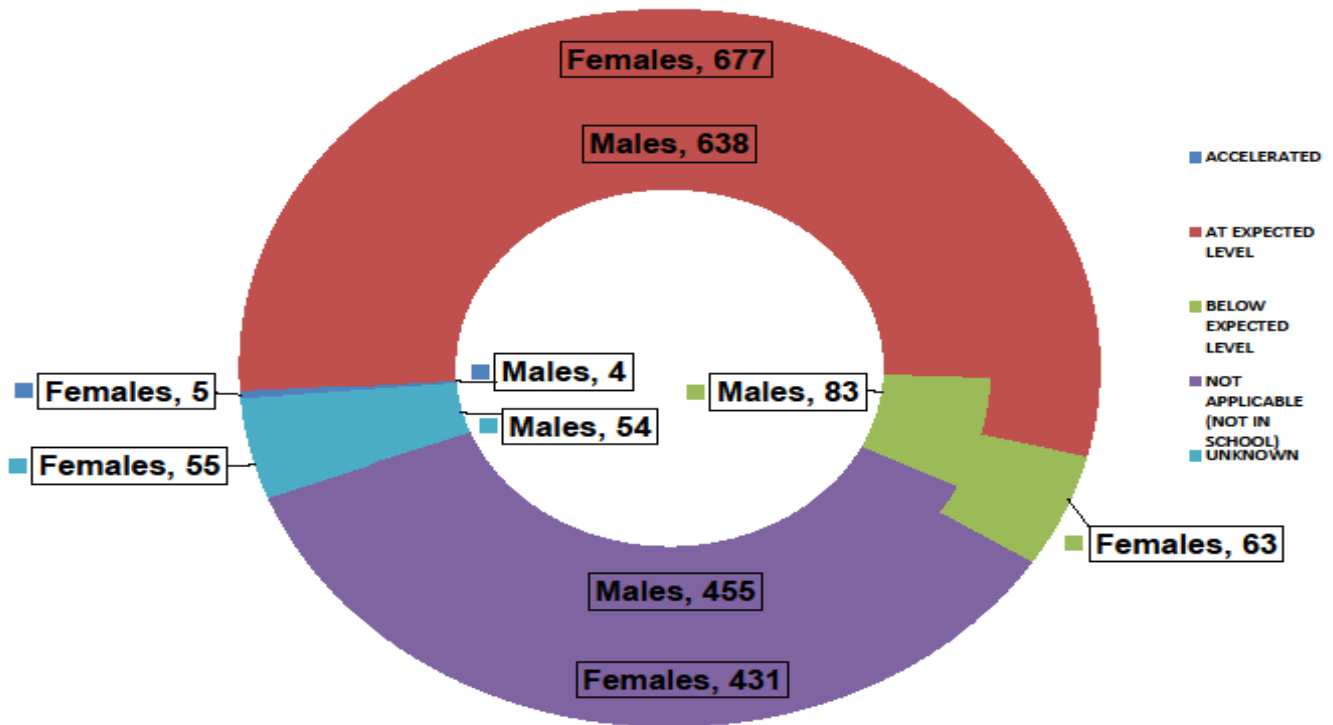
2019 Grade Placement in Relation to Age Children with Delinquent Charges



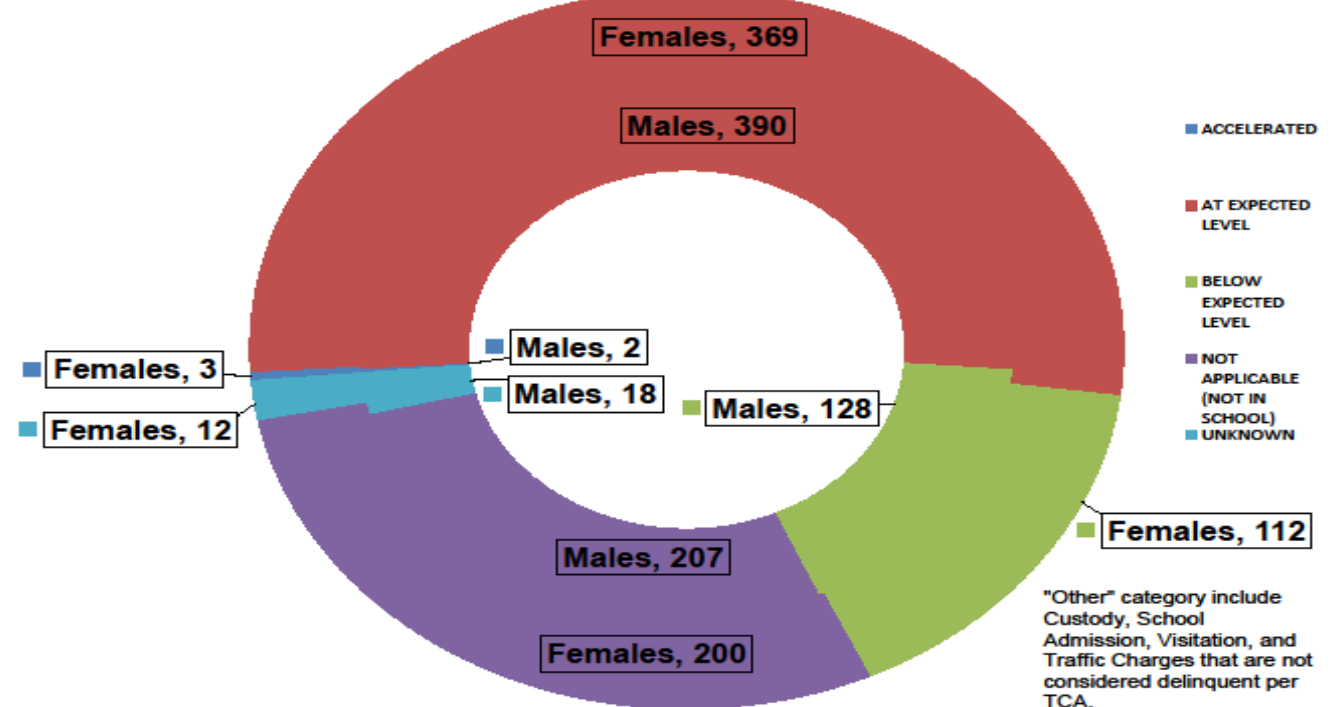
2019 Grade Placement in Relation to Age Children with Unruly Charges



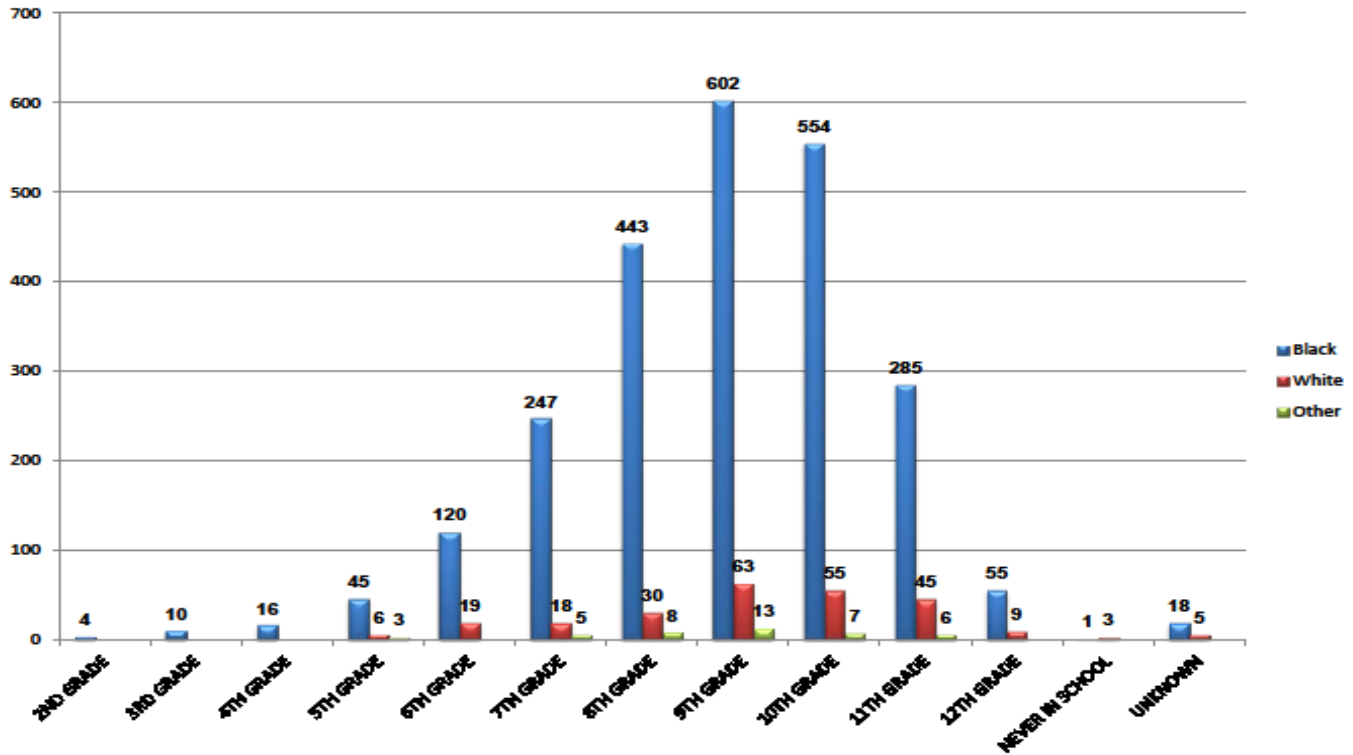
2019 Grade Placement in Relation to Age Children with Dependent & Neglected Charges



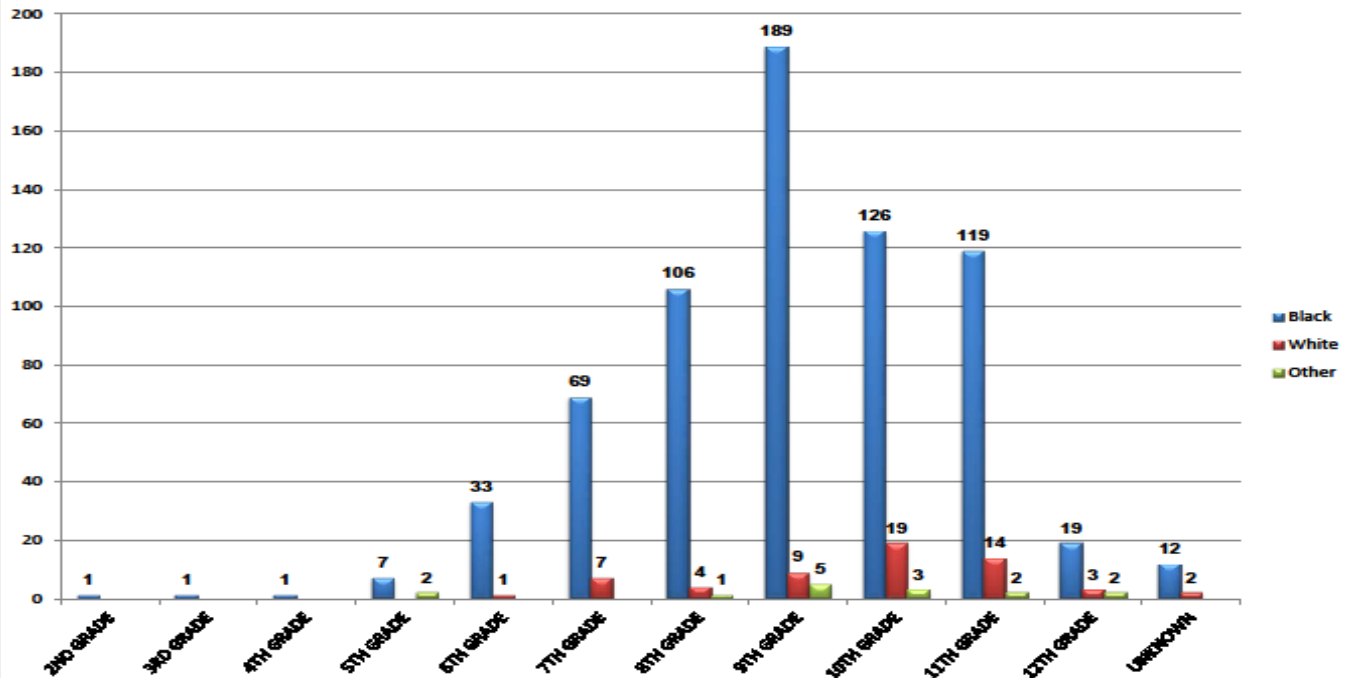
2019 Grade Placement in Relation to Age Children with "Other" Charges

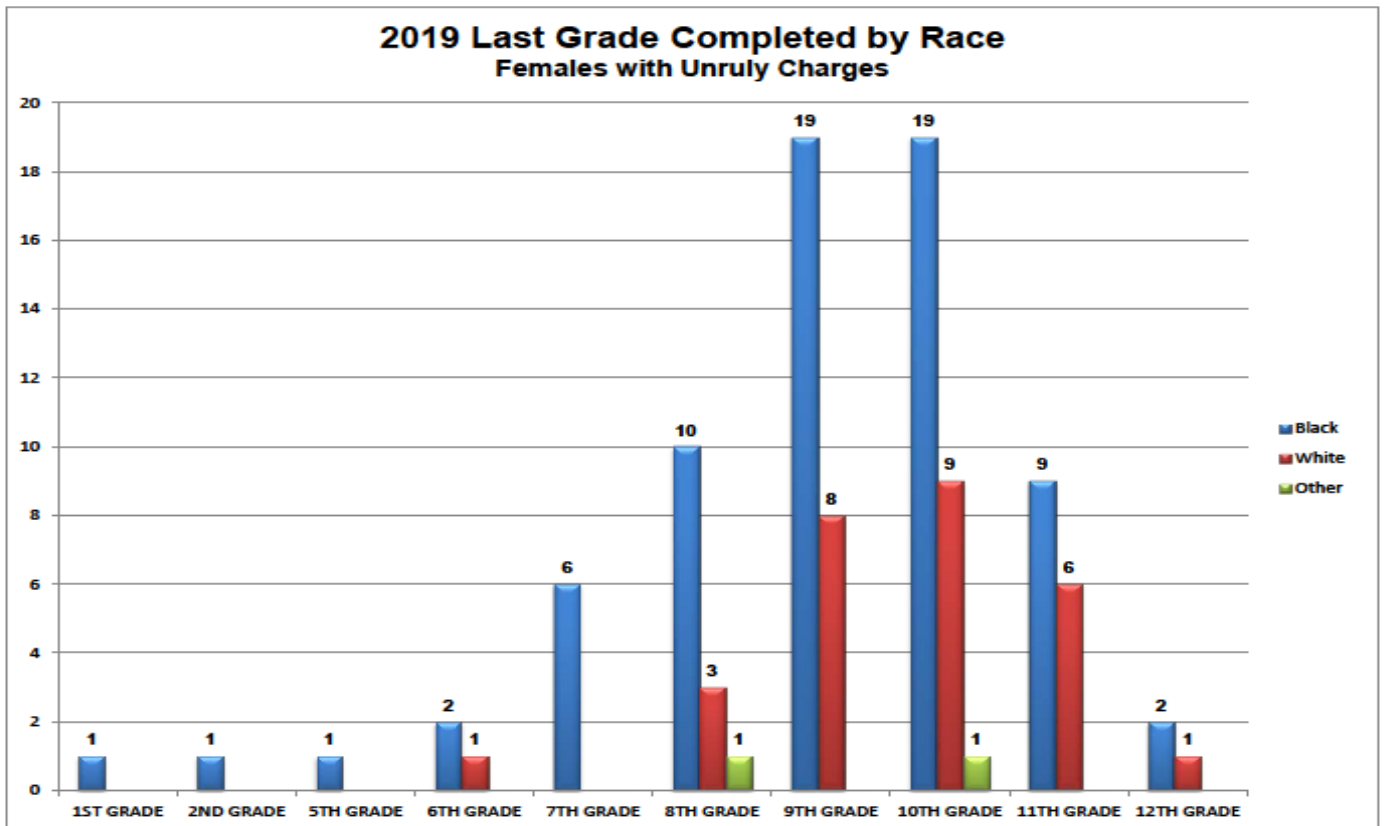
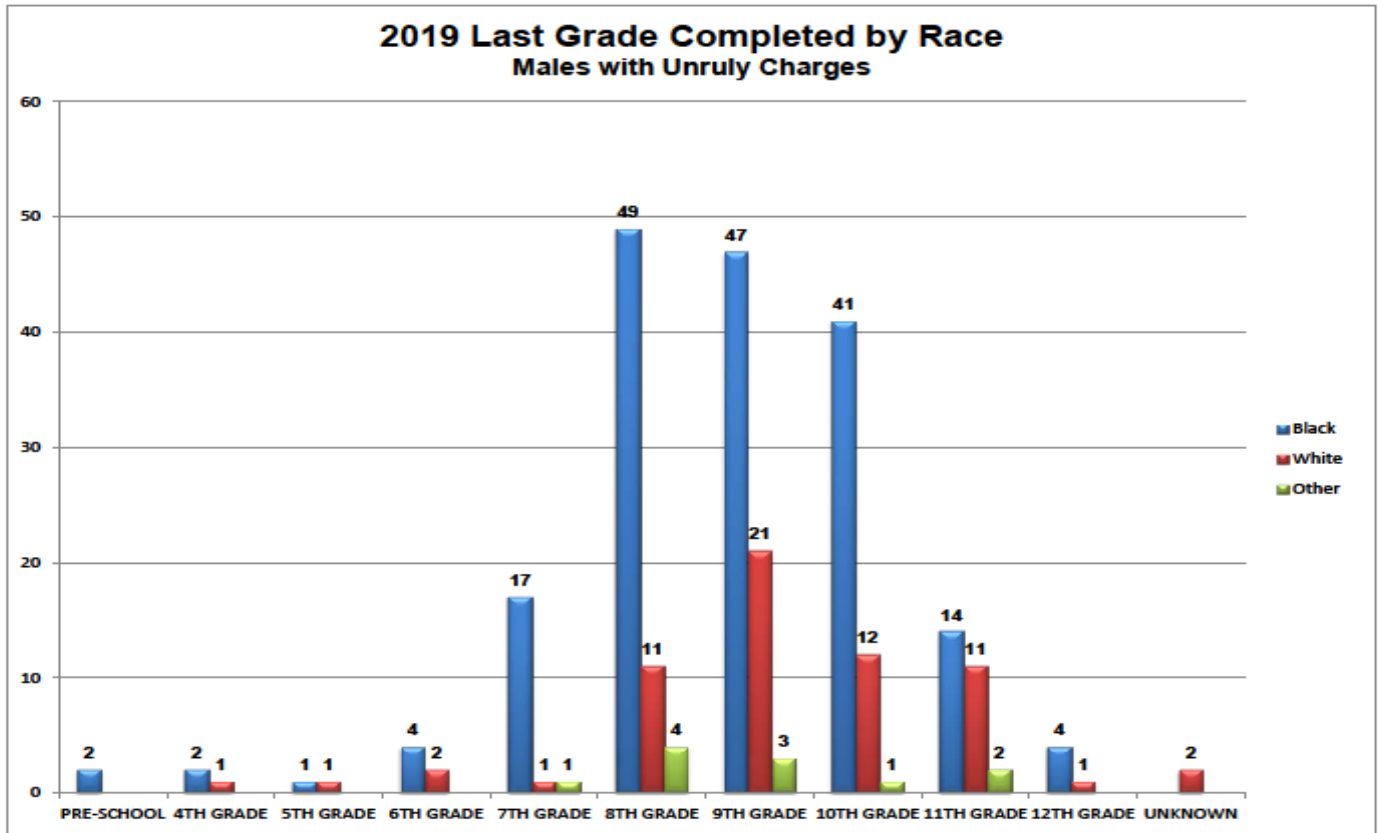


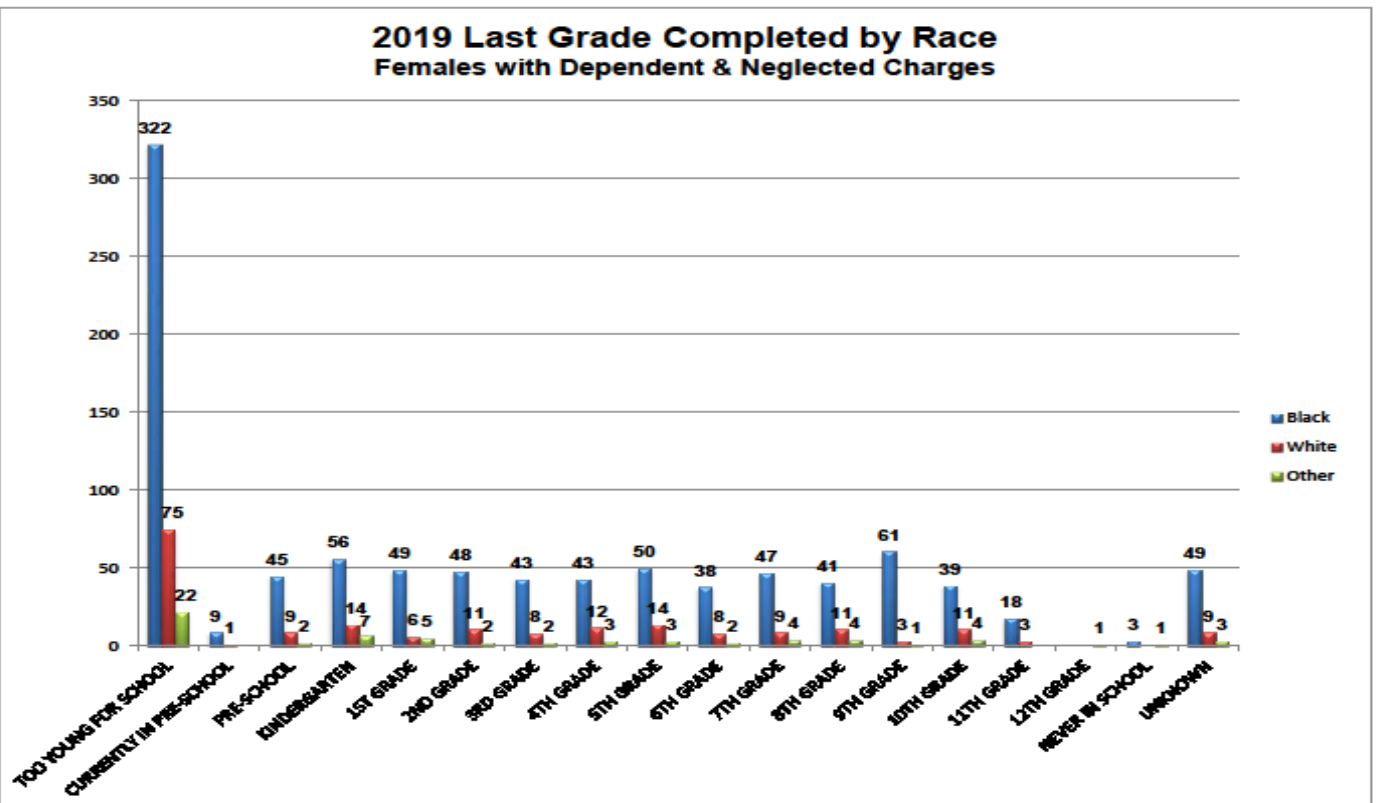
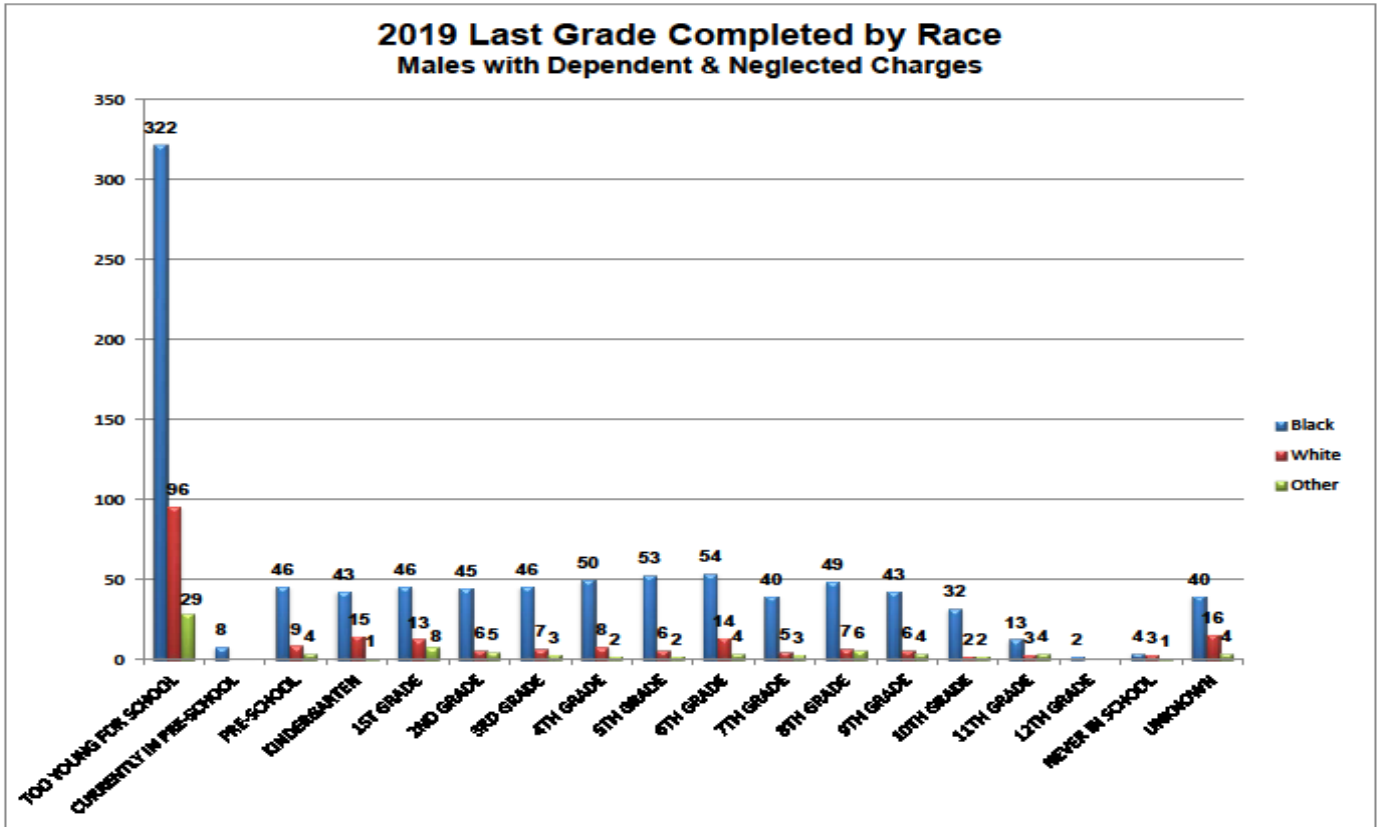
**2019 Last Grade Completed by Race
Males with Delinquent Charges**



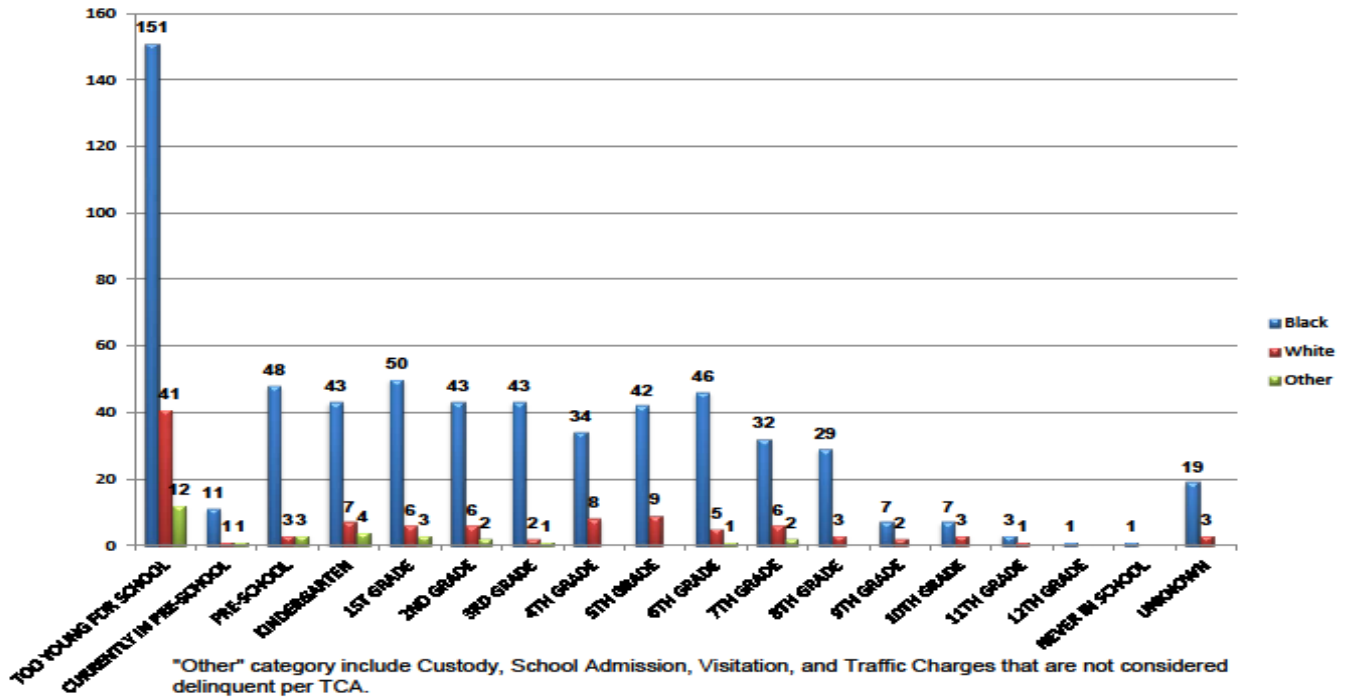
**2019 Last Grade Completed by Race
Females with Delinquent Charges**



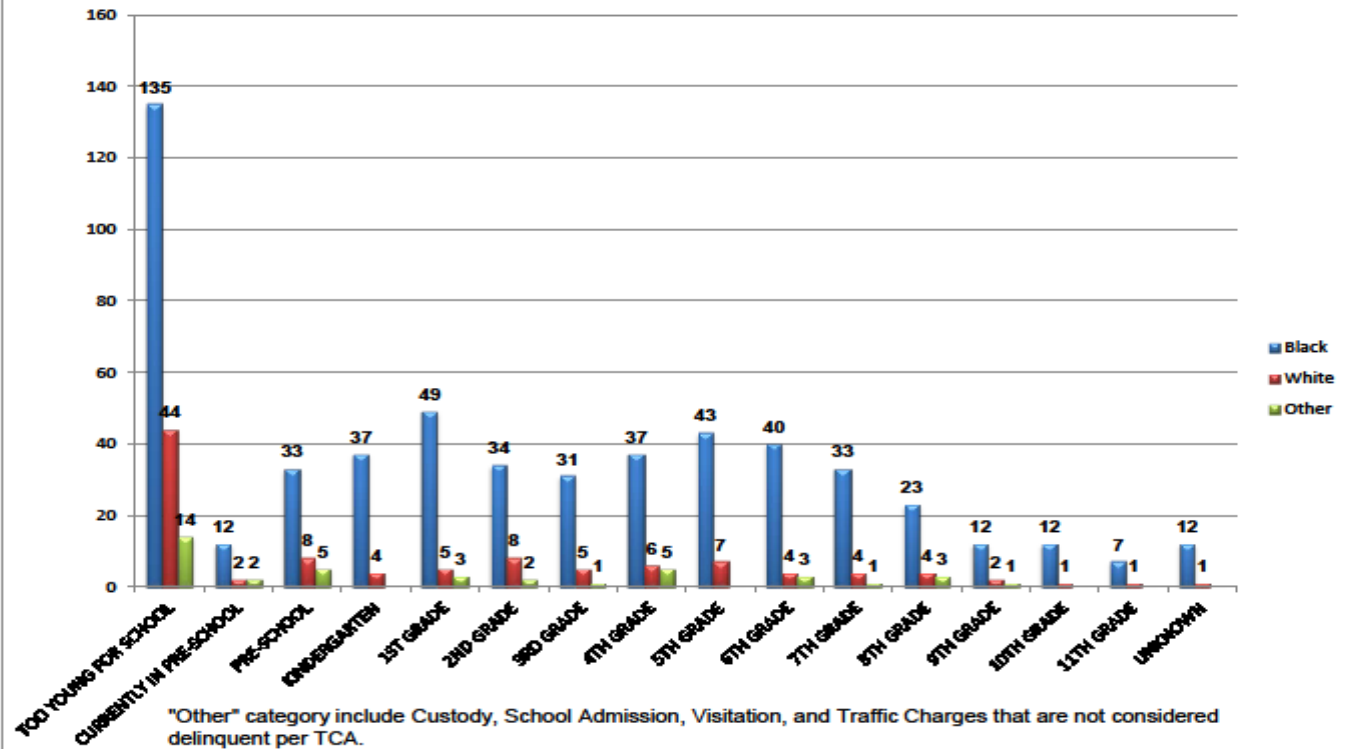




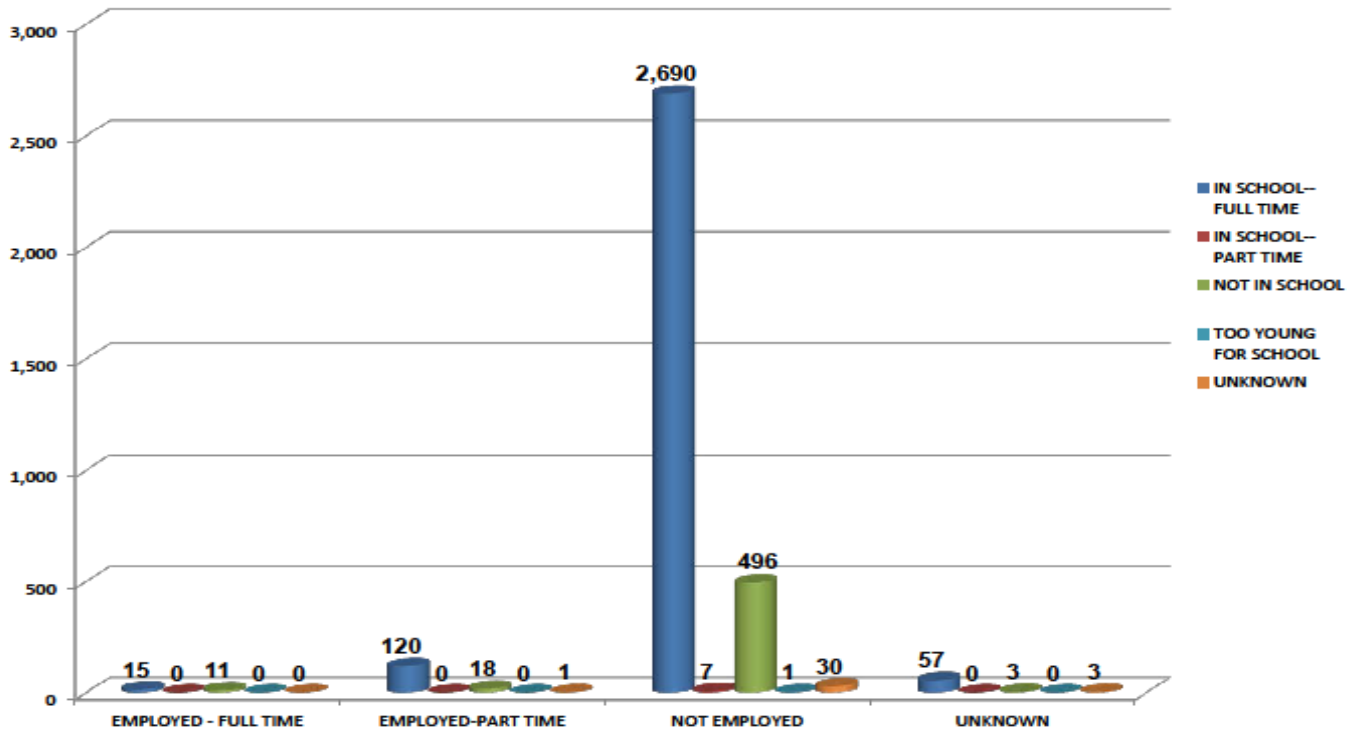
2019 Last Grade Completed by Race
Males with "Other" Charges



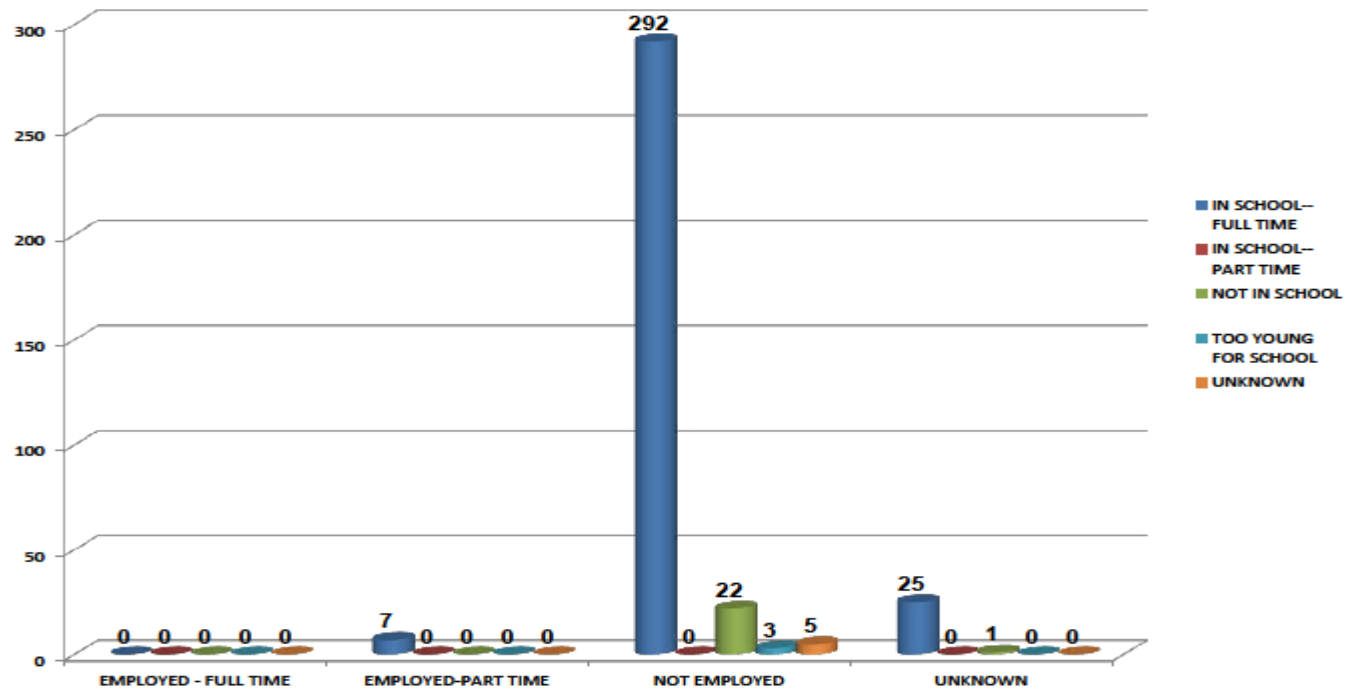
2019 Last Grade Completed by Race
Females with "Other" Charges



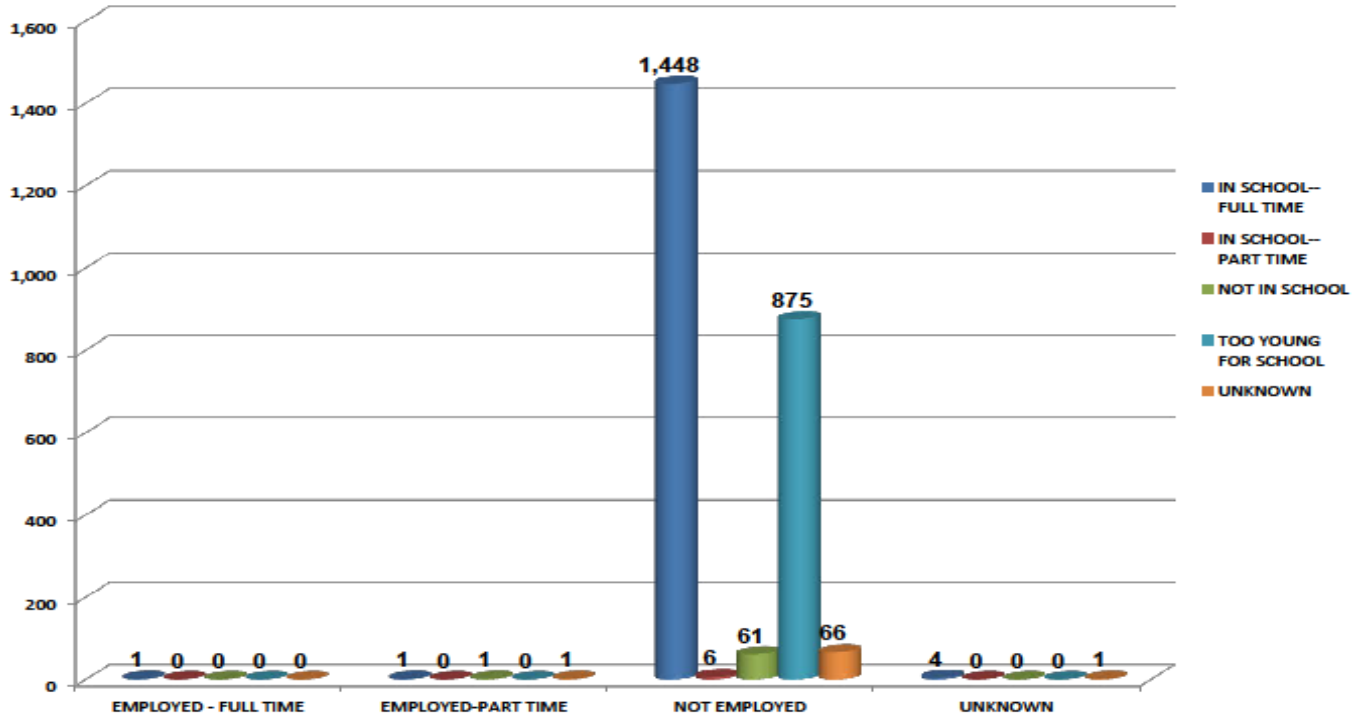
2019 Employment and School Status Children with Delinquent Charges



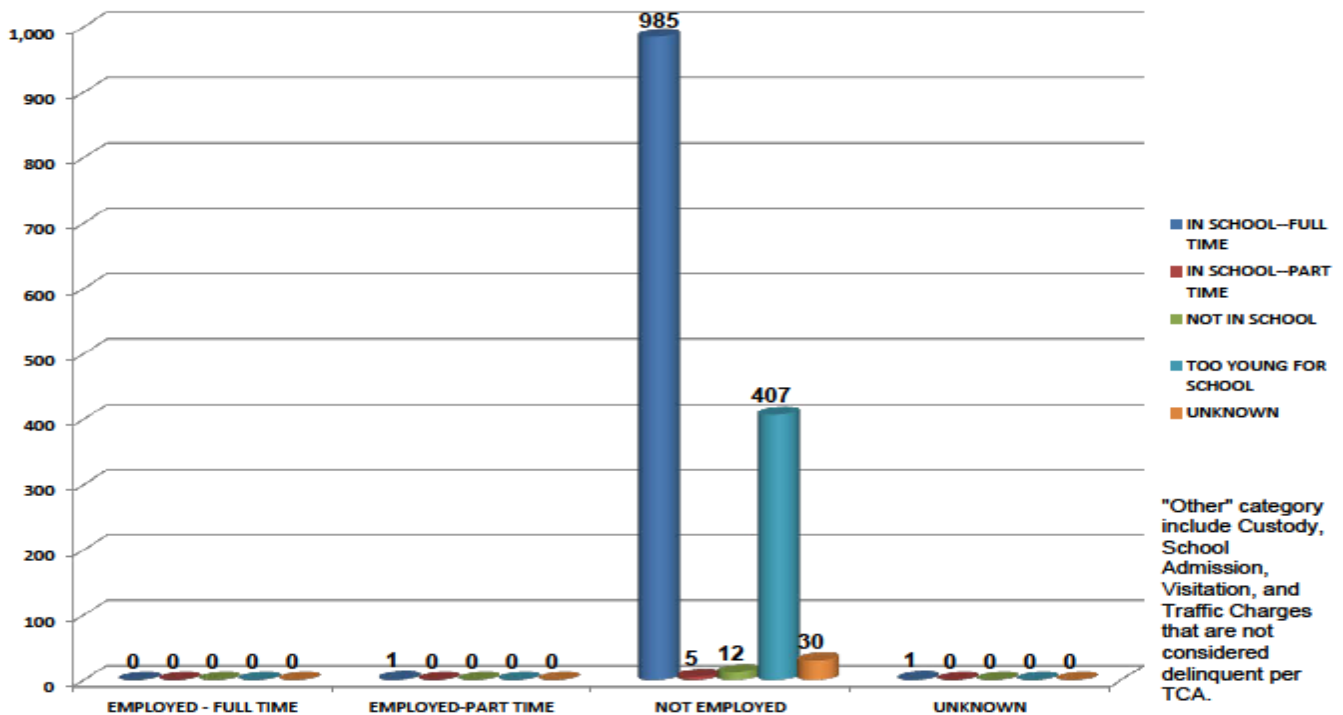
2019 Employment and School Status Children with Unruly Charges



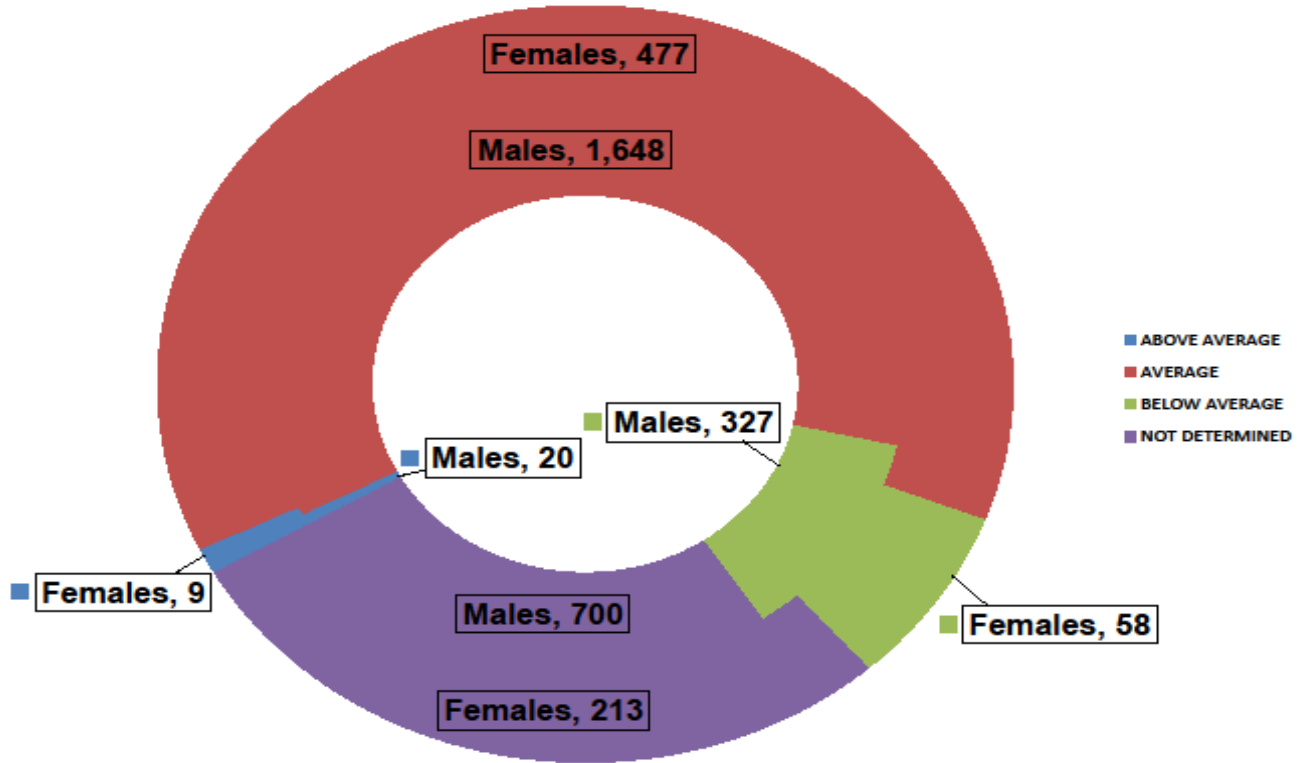
2019 Employment and School Status Children with Dependent & Neglected Charges



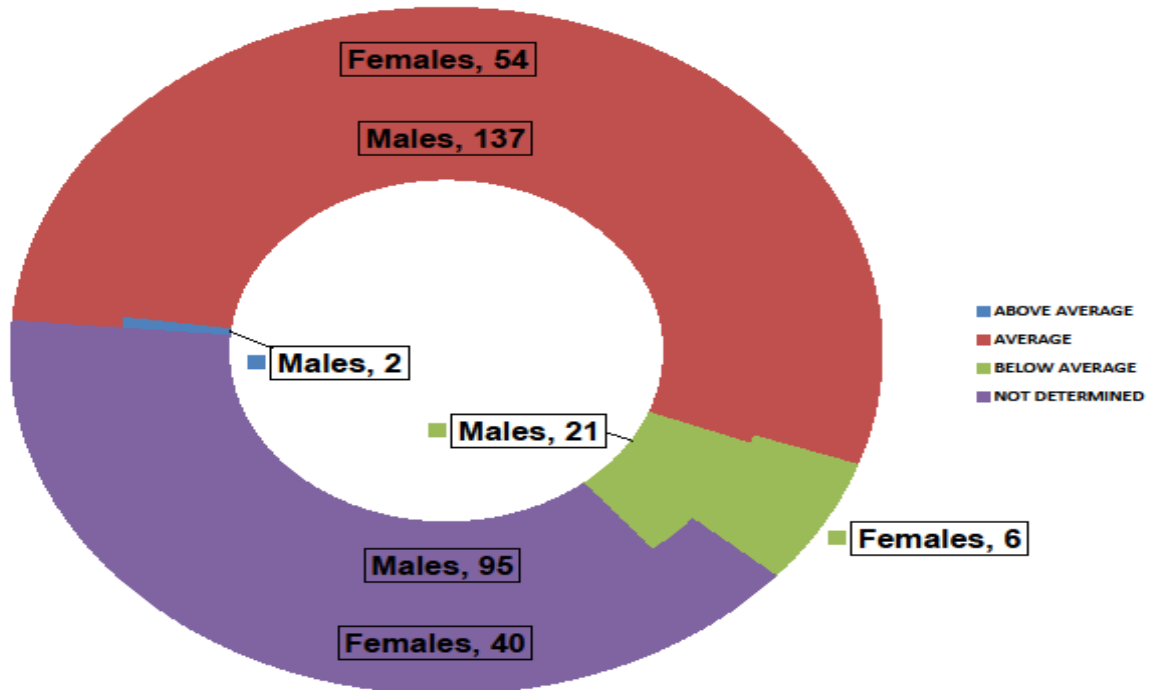
2019 Employment and School Status Children with "Other" Charges



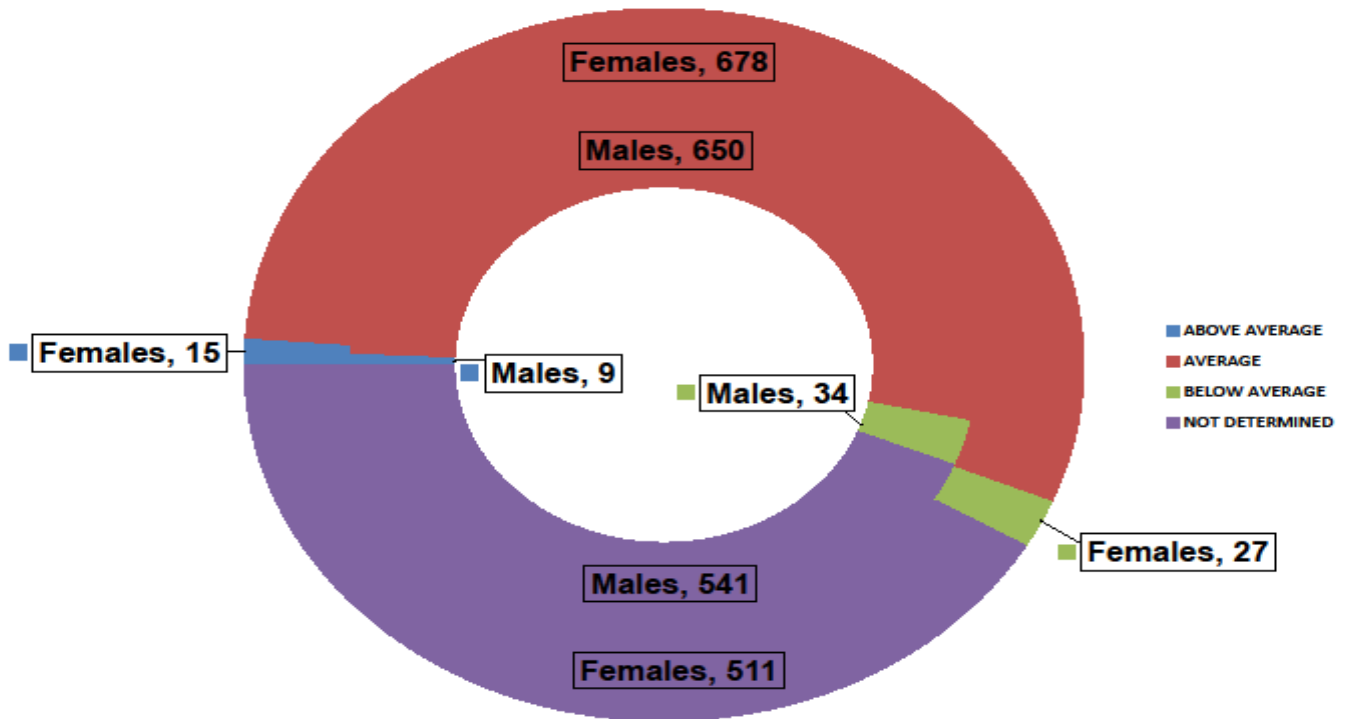
2019 Estimated Mental Capacity Children with Delinquent Charges



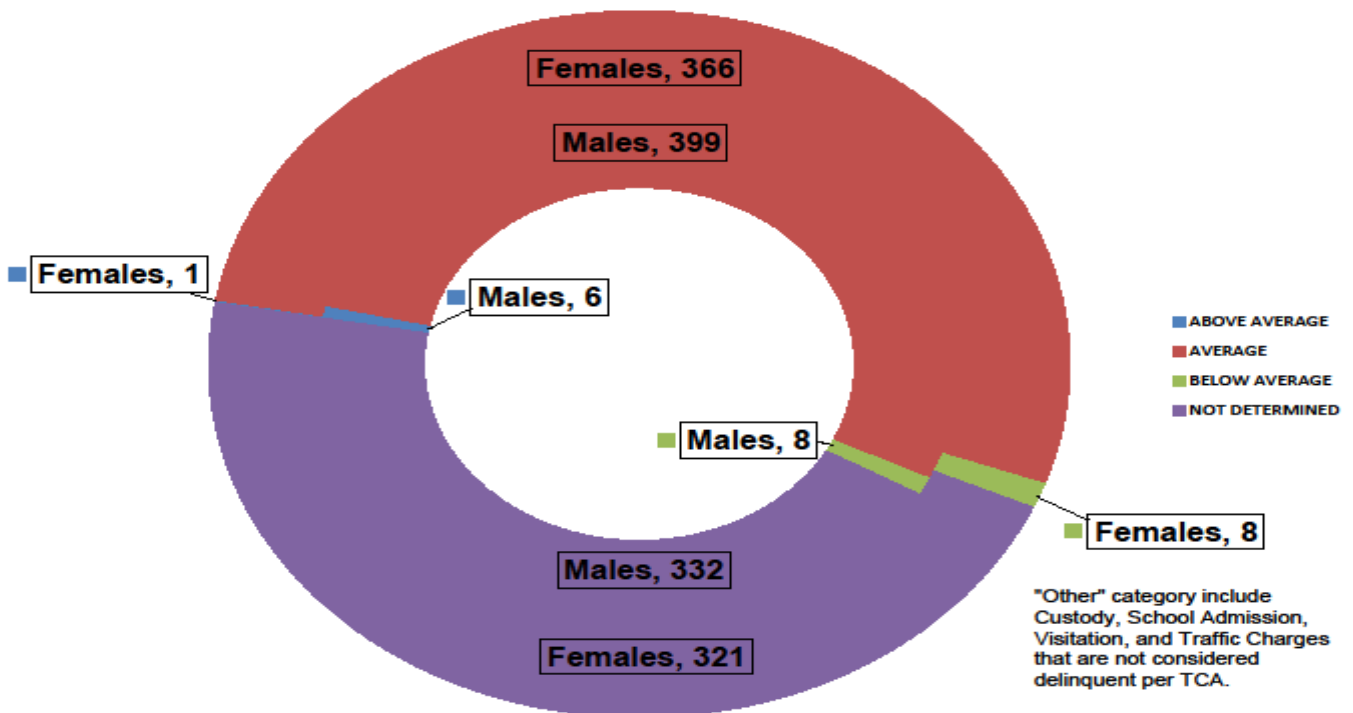
2019 Estimated Mental Capacity Children with Unruly Charges



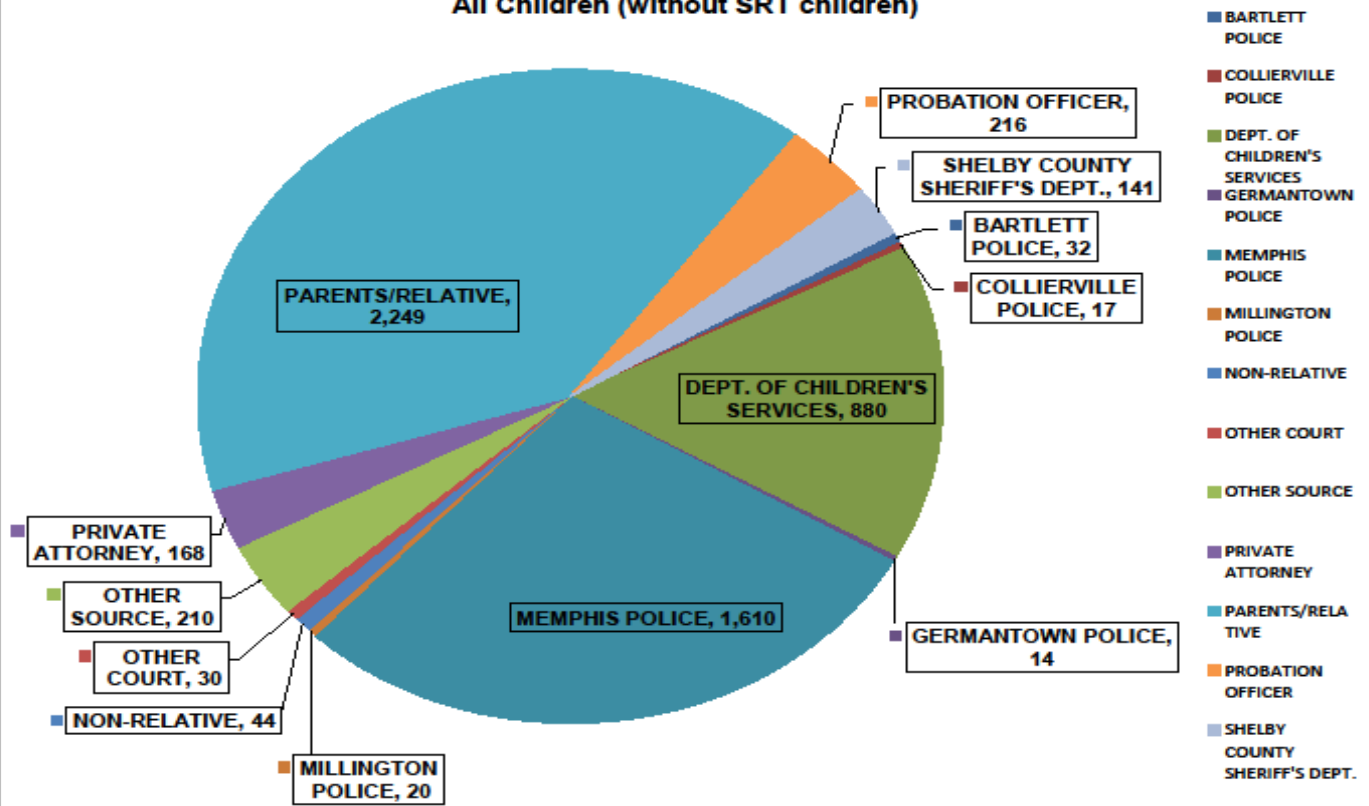
2019 Estimated Mental Capacity Children with Dependent & Neglected Charges



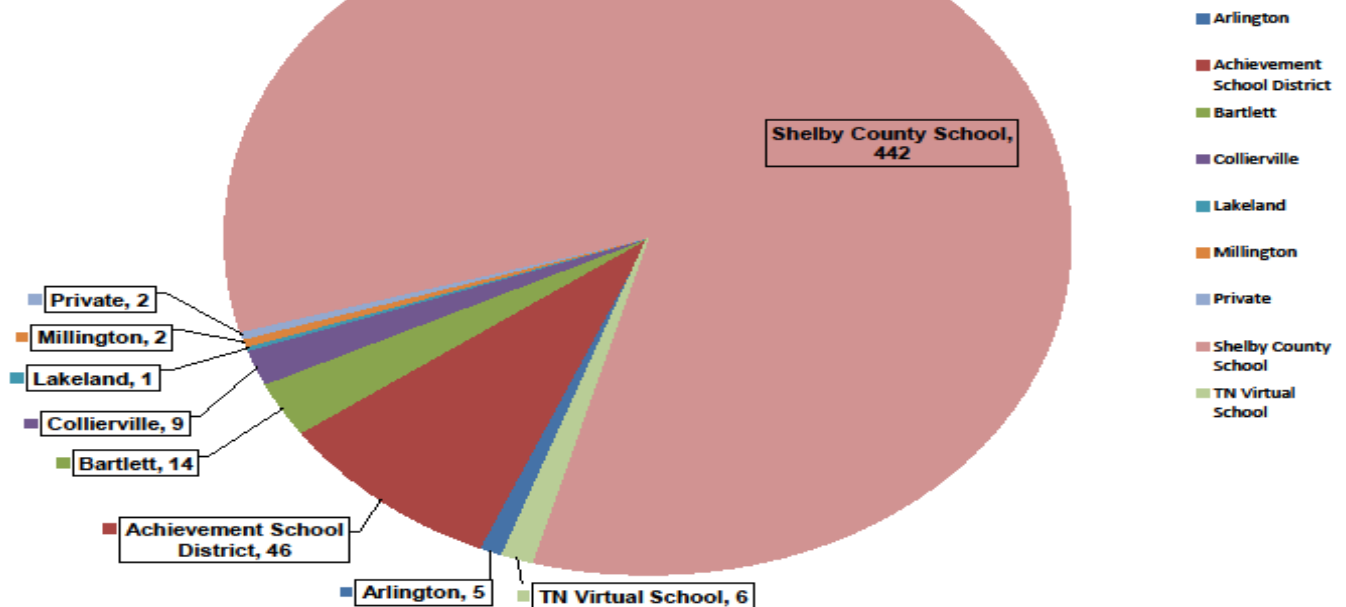
2019 Estimated Mental Capacity Children with "Other" Charges

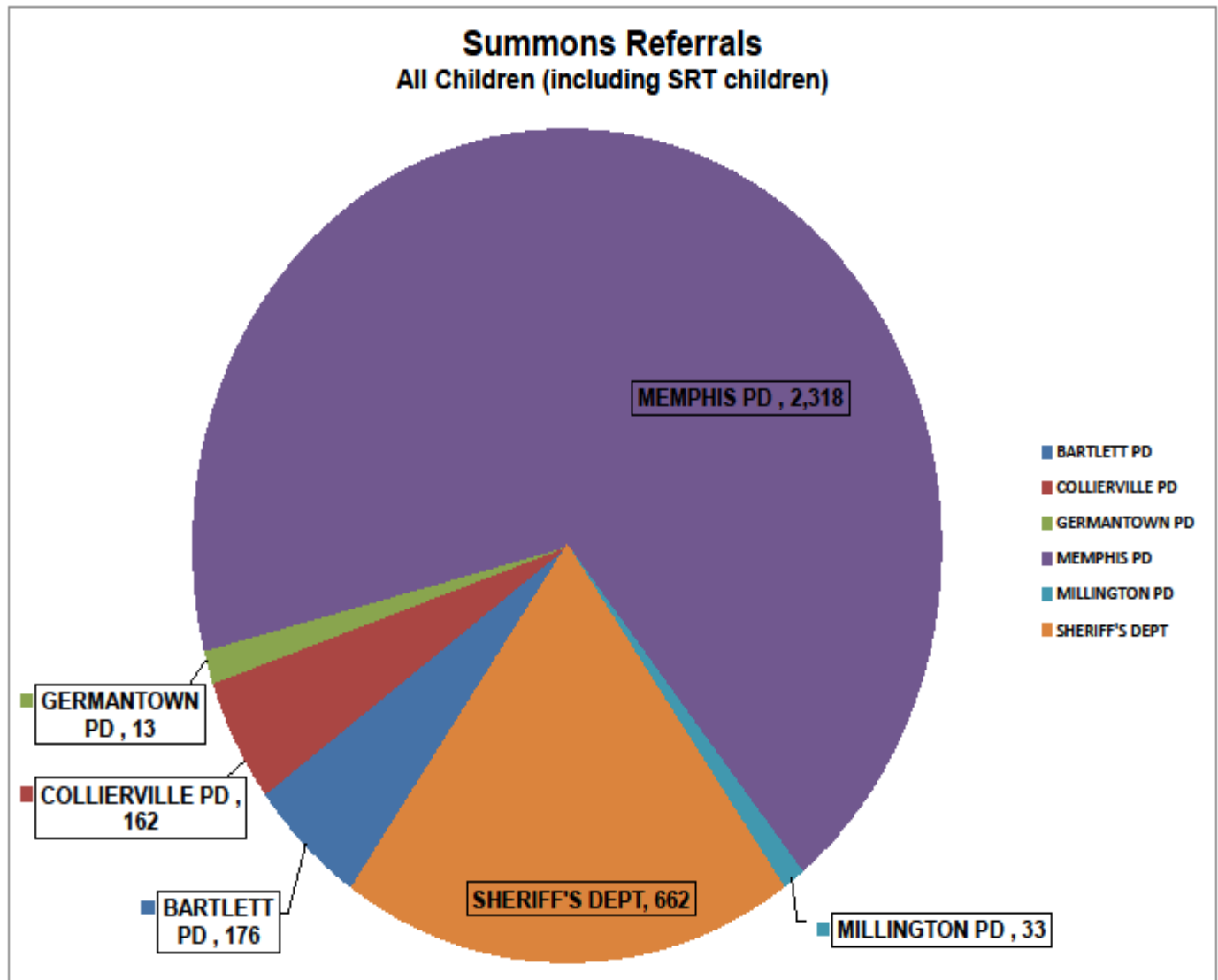


2019 Referral Sources All Children (without SRT children)



2019 School System Referrals All Children (without SRT children)





Types of Offenses

TEN YEAR COMPARISON

Types of Offenses 2009 - 2019

