

**Memphis &
Shelby County**

**Juvenile Court
Annual Report**

2021



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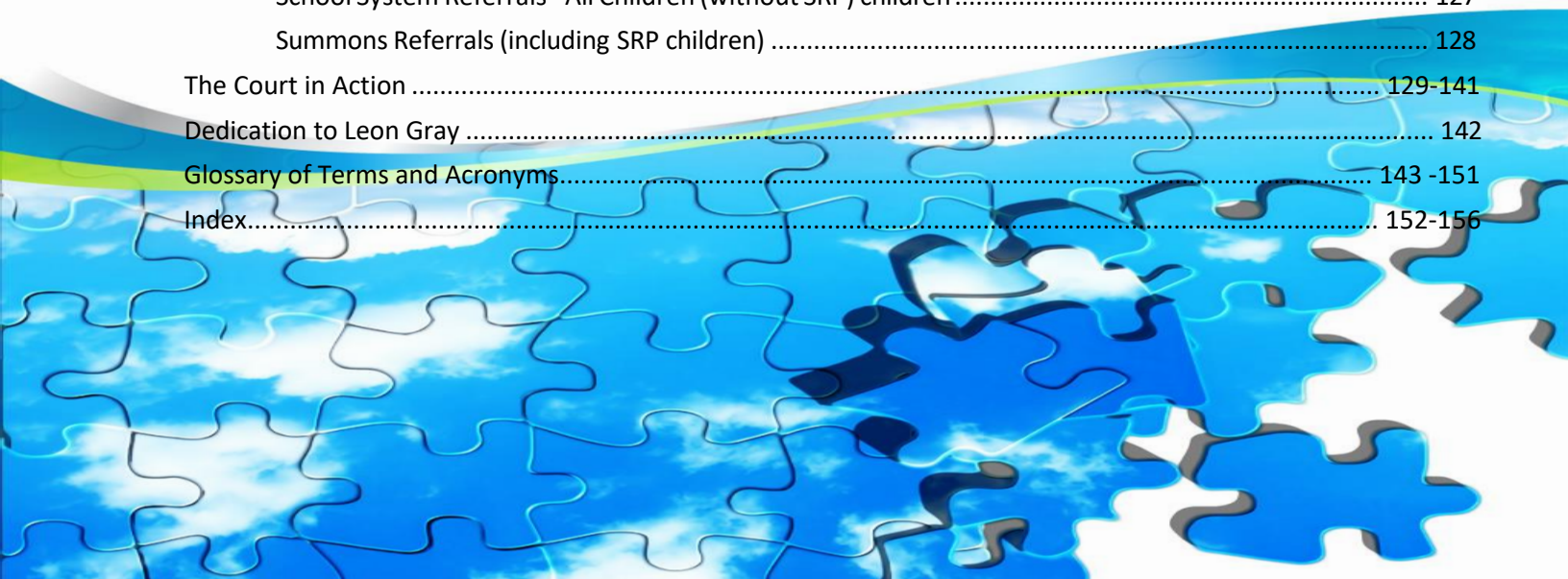
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MISSION

The mission of the Memphis and Shelby County Juvenile Court is to provide avenues for growth and development by addressing the various needs of the youth of Shelby County. We reach youth through effective programming that provides education and proven regiments that work to assess adverse childhood experiences to support stronger familial relationships, reduce recidivism, and support positive behavior to strengthen our communities.

---MEMPHIS & SHELBY COUNTY JUVENILE COURT



JUDGE DAN H. MICHAEL **JUVENILE COURT JUDGE**

Dear Friends,

This annual report of the activities of the Juvenile Court of Memphis and Shelby County for 2021 represents my 7th year as presiding Judge. This report serves as an outline 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, data collection, and evidence-based practices. Many juvenile justice initiatives carried out here have been adopted as models for other programs in Tennessee and across the nation, and 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 starting to replicate. Our mission for developing new initiatives continues.

Due to the COVID-19 pandemic, the Tennessee Supreme Court issued a suspension of all in-person court proceedings in March 2020 that extended to March 2021. Juvenile Court never closed, and we were up and running virtually as quickly as possible which resulted in the Court hearing over 20,000 cases by Zoom in 2020. As COVID-19 continued to be a major concern due to the numerous variants discovered during 2021, Juvenile Court remained committed to ensuring public safety and over 30,000 cases were heard by Zoom in 2021.

The Juvenile Court Team continues to meet the challenges of the COVID-19 pandemic with the optimism and conviction necessary to continue to lead the nation in juvenile justice reform. Our staff continues to inspire me with their dedication and creativity in establishing programs to assist the children and families of Shelby County.

We are very proud of the numerous programs that will be highlighted throughout this report and we encourage you to visit our website at <https://shelbycountyttn.gov/226/Juvenile-Court> for detailed program descriptions and more information about each of the Court's departments. Statistical information as well as charts and graphs can be found on our data dashboard at <https://dashboard.shelbycountyttn.gov/>.

Judge Dan H. Michael
Juvenile Court Judge

2021 LEADERSHIP

Chief Administrative Officer

Pamela Skelton

Chief Judicial Officer

Garland Erguden

Chief Magistrate

David S. Walker

Chief Child Support Magistrate

Nancy Kessler

Juvenile Magistrates

Carlyn Addison

Alicia Chism

Terre Fratesi

Harold W. Horne

Mitzi Pollard

Lyttonia Cunningham

Child Support Magistrates

James Franklin

Sheldon Y. McCall

Debra Sanders



*Juvenile Magistrates Standing From
Left To Right*

Magistrate Lyttonia Cunningham

Magistrate Sheldon McCall

Magistrate Harold Horne

Magistrate James Franklin

Magistrate Mitzi Pollard

Magistrate Nancy Kessler

Magistrate Alycia Chism

Magistrate Debra Sanders

*Seated
Left to Right:*

Magistrate Carlyn Addison

Chief Judicial Officer Garland Erguden

The Honorable Judge Dan H. Michael

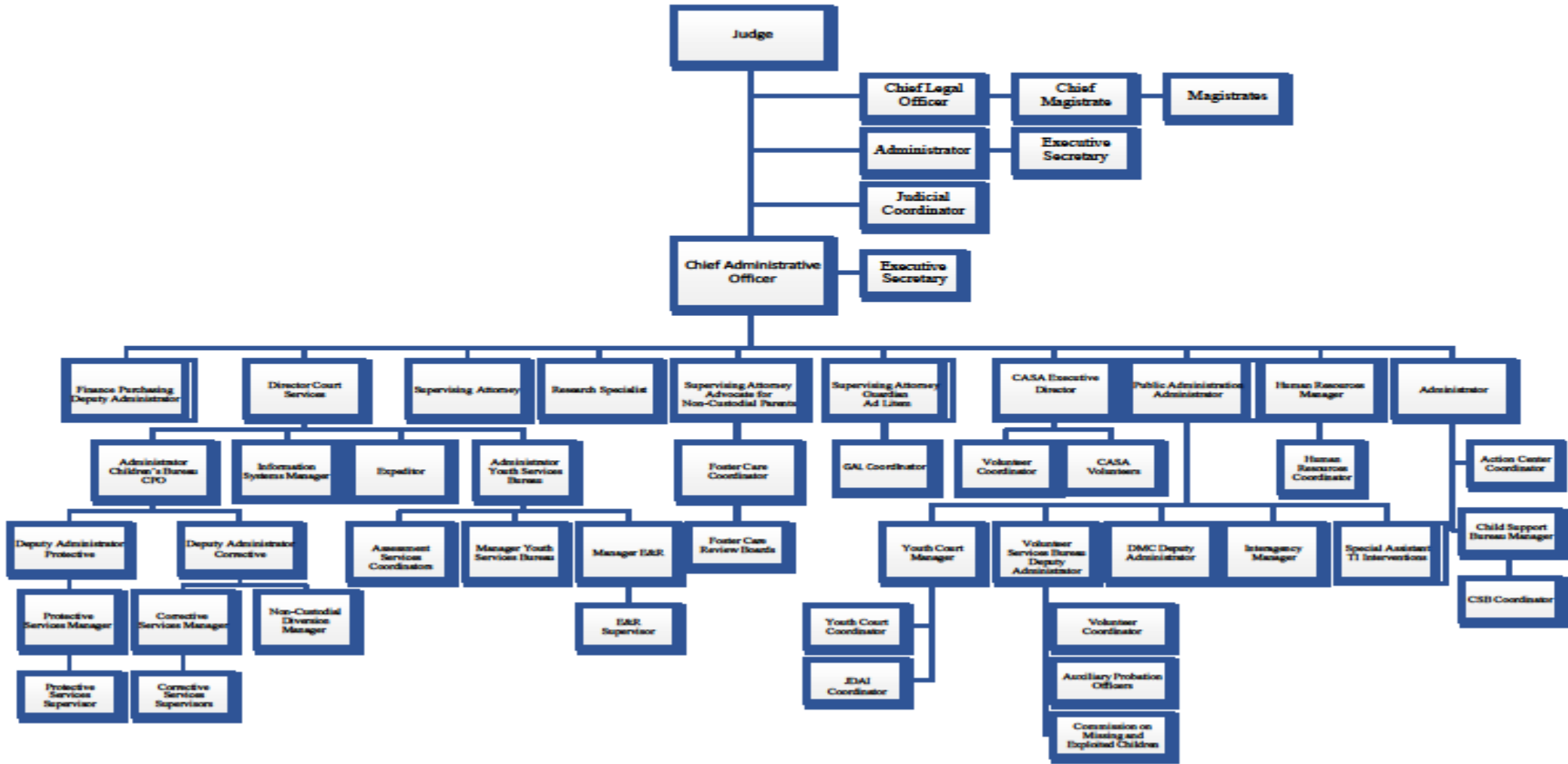
Chief Magistrate David Walker

Magistrate Terre Fratesi

*Seated Below The Honorable
Judge Dan H. Michael*

*Roxie, The Official Court Therapy Dog
Of
Memphis & Shelby County Juvenile Court*

Juvenile Court of Memphis and Shelby County, Tennessee Organizational Chart



5-Year 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.

	2017	2018	2019	2020	2021
Staff	161	156	160	159	159
Budget - Fiscal Year 2017-2021	\$12,818,468	\$13,296,767	\$13,169,400	\$13,254,265	\$13,455,778
Children's Cases					
Other - Custody, Etc.	1,031	1,169	1,431	705	933
Dependent and Neglected	2,568	2,187	2,465	1,768	1,928
Unruly and Runaway	1,029	653	621	338	264
Delinquent	5,095	5,290	5,026	3,120	2,960
Traffic (Summoned/Taken into custody)	16	23	10	14	12
Total Children's Cases *	9,739	9,322	9,553	5,945	6,097
Traffic Citations	2,483	2,199	2,141	1,430	1,513
Children Admitted to Detention Center					
Dependent and Neglected	4	11	23	14	20
Unruly and Runaway	4	1	10	0	1
Delinquent	850	897	921	582	648
Traffic	0	0	0	0	0
Transient (Previously Included in Unruly)	2	8	9	4	9
Special (Previously Included in Delinquent)	9	9	17	22	11
Federal (Previously Included in Delinquent)	0	0	0	0	0
Total Children Admitted	869	926	980	622	689
Children Committed to DCS Corrective	236	213	170	128	107
Children Committed to DCS Protective	653	662	930	730	774
Children Committed to YSB	298	294	277	152	180
Children Transferred as Adults	92	78	90	49	40
Child Support Cases Heard	28,314	27,465	25,962	8,378 + 11,166 by Zoom = 19,544 **	14,911
All others (Children's Cases Heard)	17,448	19,002	20,233	6,990 + 9,297 by Zoom = 16,287 **	15,974
Cases Heard In-Person	45,762	46,467	46,195	15,368	
Total Cases Heard by Zoom				20,463*	30,885
Total Cases Heard	45,762	46,467	46,195	35,831	30,885

* SRT Summonses have been calculated into the "Total Children's Cases" of the SRT Summonses reflecting the total number of summonses comprised of Delinquent cases and Unruly Cases.

** Please note that due to the COVID Pandemic, alternative methods were used for emergency dockets, including telephone and video hearings. These hearings are not included in the numbers above.

▪ Please note that this number changed from 2020 data

2021

ANNUAL REPORT HIGHLIGHTS

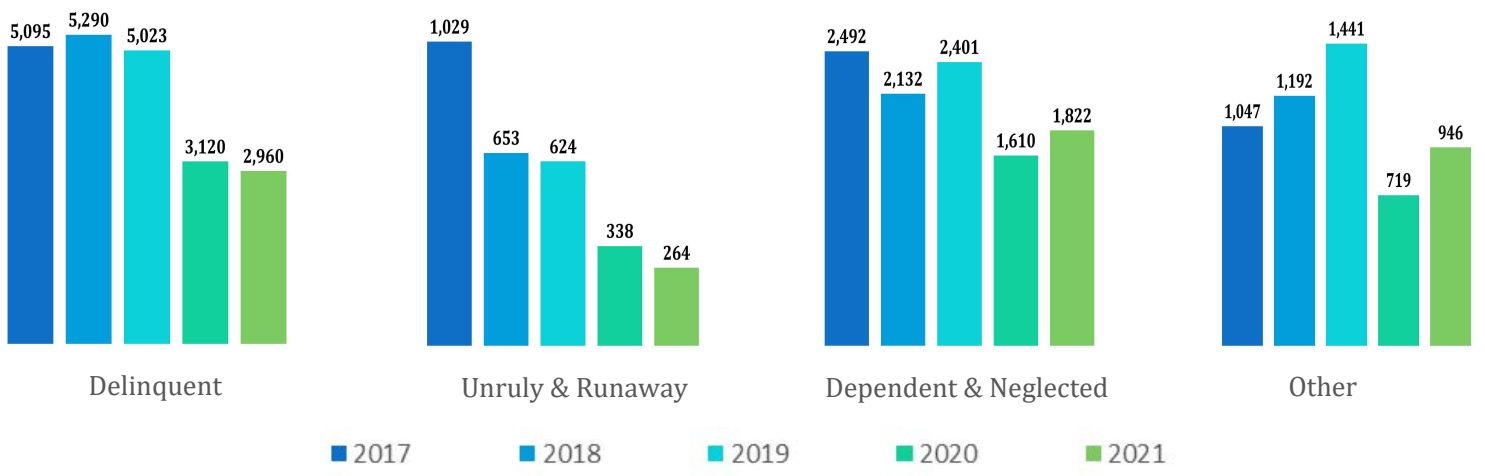
Juvenile Court of Memphis & Shelby County



Providing Avenues for Growth and Development with Effective Programming

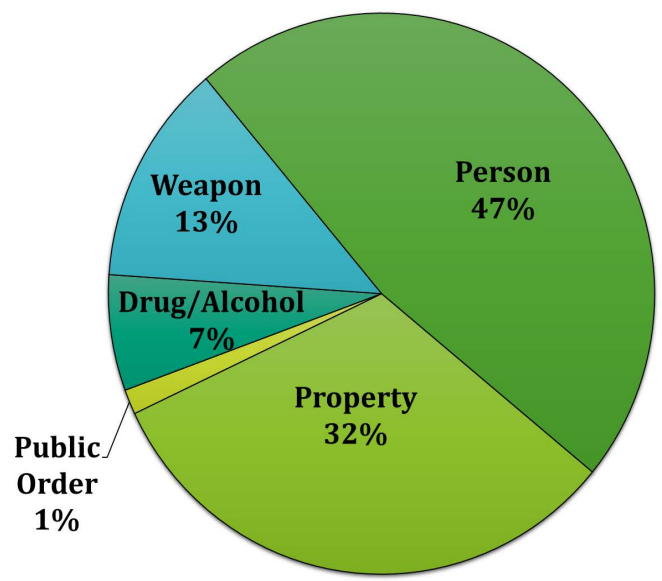
Delinquency complaints in 2021 saw a slight decrease compared to 2020 (5.1% decrease from 3,120 to 2,960). Unruly and Runaway complaints saw a decrease of 21.9% from 2020 (from 338 in 2020 to 264 in 2021). Dependency & Neglect complaints saw a slight increase of 13.2% (1,610 in 2020 to 1,822 in 2021). Other complaints showed an increase of 31.6%, mainly due to an increased number of Custody & Visitation petitions filed in 2021 (609 in 2020 vs. 850 in 2021).

Juvenile Complaints by Type 2017 - 2021



Crimes Against a Person made up the majority of the delinquent complaints in 2021 (47%). Property crimes accounted for 32% of the delinquent complaints. Weapons and Drug/Alcohol offenses accounted for 20% of the delinquent complaints in 2021.

2021 Delinquent Complaints by Type (without SRP children)





JANIS FULLILOVE JUVENILE COURT CLERK

Clerk Fullilove's belief of transparency in public service and our never-ending pursuit of tracking progress to improve TEAM member performance, thus a Juvenile Court Clerk Report Card was implemented. This process allows us to

determine and gather the data we want to track, analyze, present the data and seek methods to improve organizational efficiency and effectiveness, resulting in enhanced customer service. With the results of this monthly report, leadership is better positioned on where to emphasize training, resources and TEAM member development.

Since assuming office in September 2018, Clerk Fullilove has been seeking manners in which to increase TEAM member pay and opportunities for advancement within the Juvenile Court Clerk family. With the establishment of a Career Progression Ladder, this lofty desire has been realized! Three (3) new classifications have been added, providing 18 TEAM members with greater career satisfaction, increased morale and motivation and elevated pay. This in turn reduces costs associated with turnover, retains long-term institutional knowledge and facilitates cross-training to better leverage current capabilities.

There was also development and implementation of a Records Retention program to address ever increasing records volume, while safeguarding information and ensuring regulatory compliance. Our new program allowed for the authorized destruction of approximately 90,000 files, providing for future growth of records.

2021 LEADERSHIP

Chief Administrative Officer

Matt Kuhn

Chief Judicial Officer

Felecia Hogan

Administrator

Richard Snodgrass

Chief Administrative Assistant

Ann Turner

Central Records Department

Adriene Williams

Collections Department

Helen Stewart

Minute Department

Katha Robards

Process Department

Captain Larry Swain

Parent Location

Lori Reece

Minute Clerk Training Coordinator

LaDonna Graham

Appeals Coordinator

Karen Brooks

HR Manager

Chamayne Hart

COLLECTIONS DEPARTMENT

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, employee 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 \$3,144,228.72 in child support transactions in 2021. The Clerk's Office also received in 2021 a total of \$126,917.62 in state reimbursements for "Clerk Services" associated with these collections/transactions and filings under the IV-D Child Support Program.

MINUTE DEPARTMENT

Creation of the JCC-Order email

Attorneys are able to submit proposed orders and proposed exhibits to the new JCC-Order email. This new email address allows attorneys to submit their orders without having to physically come to the Juvenile Court. The total count for orders for 2021 was 37,220.

Minute Clerk Blotter Books

The Minute Clerks Office has eliminated the use of spiral notebooks to keep their handwritten notes from Court dockets. The blotter sheets are now scanned into the computer. This allows each staff member to be able to pull up information needed if the order of the Court is unavailable.

Principal Court Clerks I and II

The Minute Clerks office consists of five (5) Principal Court Clerks II and presently four

(4) Principal Court Clerks I. The Principal Court Clerks II have shown exceptional work ethic and have begun taking on more responsibilities in a leadership role in the office.

Zoom Hearings

During 2021, the Minute Clerks Office continued to make sure each court docket was covered (approximately 60 plus Court dockets per week).

CENTRAL RECORDS DEPARTMENT

The Central Records Department personnel are responsible for the building, housing, and securely maintaining all Juvenile Court records. Our department consists of 3 sections:



Front Counter



Imaging/Docket Team



Legal Section

During the pandemic all 3 sections worked to ensure the daily operations were run efficiently and effectively. With challenges of staff shortages, customer service never suffered and our staff readily assisted co-workers for the betterment of our office. They stepped out of the realm of their normal duties to be on the front line of projects, report to work early, and continuously work daily while maintaining a positive attitude and a “can do” spirit.

Staff kept up with the workflow by working remotely. The JCC e-file folders were created and staff maintained the emailed e-files which consisted of 2,000 + emails. There were 12,354 e-file referrals received; 2,406 new docket numbers assigned; 10,676 petitions/motions filed and 4,840 petitions/motions filed at our legal window. Working groups improved interagency relationships and a system of tracking paperwork accountability was implemented. Standard Operating Procedures (SOP) enhanced continuity of operations and section interoperability during staff shortages.

PROCESS/PARENT LOCATION

The Process Department is responsible for the service of all legal documents that require appearance in court. Covid-19, again, was a huge challenge for the Process Office during 2021. Despite all these challenges, there were 6,479 Summons, Subpoenas, and Scire Facias successfully served. During 2021, several COVID mitigation operational changes were implemented including the creation of staggered shifts which allowed less contact between staff. Additionally, agreements were reached with several local and state agencies to allow scanning/emailing service reducing personal contact. We were also able to provide additional personal protective equipment (PPE), including masks, gloves, and hand sanitizers to staff, resulting in no interruption of services due to COVID-19.

TOTALS FOR BOTH TCSES* & NON-TCSES SERVED		
JAN – 316	FEB – 357	MAR – 659
APR – 572	MAY – 840	JUN – 780
JUL – 721	AUG – 567	SEP – 522
OCT – 505	NOV – 347	DEC – 293
TOTAL – 6,479		

Parent Location is responsible for reviewing all service documents and warrants for Memphis and Shelby County Juvenile Court. We are also responsible for updating the Tennessee Child Support Enforcement System (TCSES) with status updates once the service document is returned. Last year, despite the pandemic, our office reviewed 6,588 child support cases, 418 processes from different counties in Tennessee, and 2,147 Children's Bureau Department cases. In order to maintain daily operations and in accordance with CDC safety guidelines, Parent Location operated on an alternative work schedule. The TCSES Clerks were able to review and update 5,368 child support cases in TCSES. We also were available to serve over 400 clients with their filed legal documents.

While continuously serving the clients of Shelby County, we established SOP #803 (Out of County Service Process), SOP #804 (TCSES and Non-TCSES) and SOP #805 (Entering and Removing Warrant from OMS).

ACCOUNTING DEPARTMENT

The Accounting 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 652 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 \$4,691,978.50.

JUVENILE COURT LEGAL DEPARTMENTS



PAMELA SKELTON

CHIEF ADMINISTRATIVE OFFICER

The Office of the Chief Administrative Officer aids 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.

ADVOCATE FOR NONCUSTODIAL PARENTS

The Office of the Advocate for Noncustodial Parents was established in 2006 in an effort to help unrepresented individuals (pro se litigants) navigate the Juvenile Court system. This innovative office is staffed by Attorneys and reflects Judge Dan Michael's strongly held belief and commitment that Juvenile Court be equally accessible to both individuals represented by attorneys as well as pro se litigants.

The main function of the Office of the Noncustodial Parents is to aid pro se litigants in understanding their rights and responsibilities regarding the child support laws and to provide guidance in the use of proper legal forms so that they are able to properly appear before the court to have their case heard. In 2021, the Office of the Advocate for Noncustodial Parents provided pro se litigants with assistance on 1,345 legal issues. The attorneys assist with a number of issues, including but not limited to modification of child support orders, paternity, parenting time and issues relating to the repayment of back child support. The attorneys are also able to communicate with the attorneys at the Shelby County Child Support Office, which can also often help clear up many issues without the need of the pro se litigant having to go to court.

JUDGE'S ACTION CENTER

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 Judge's 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 the court.

OFFICE OF THE GUARDIAN AD LITEM

The Office of the Guardian ad litem secures competent legal representation for children and parents in cases before the court in compliance with Federal and State laws. It also serves as a liaison between appointed counsel, Tennessee Department of Children's Services and other stake holders to promote the best practices in children's cases.

The Attorney Coordinator facilitates appointments of appropriately trained attorneys called Guardians ad litem to advocate for the best interests of a child in a 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 dependent or neglected



The allegation of harm falls within the mandatory child abuse reporting laws; or



In a contested termination of parental rights case

JUVENILE DEFENDER PANEL

The Juvenile Defender panel consists of 14 private attorneys and one investigator. The panel attorneys handle detention, delinquency, and truancy dockets, defending juveniles charged with delinquent offenses ranging from disorderly conduct to first degree murder. In addition, panel attorneys are appointed to represent indigent adults charged with contempt of court or educational neglect of children.

COVID has presented some challenges for the office as it transitioned from daily in-person hearings to virtual hearings. However, the panel attorneys rose to the occasion in order to provide their clients with the best possible defense, professionally and ethically.

The office works diligently with families, support organizations, schools, and mental health facilities to protect the juvenile's interest and advocates for placement in the appropriate program for rehabilitation such as CeaseFire, a program that addresses gun violence both pre- and post-disposition.

From January 1, 2021 to December 31, 2021, the Juvenile Defender's Office represented 640 cases assigned on the detention and delinquency docket. The Public Defender's Office represented 736 cases, for a total of 1,376 cases

OFFICE OF CLINICAL SERVICES

Clinical Services is responsible for conducting comprehensive psychological evaluations ordered by the Court for youths facing delinquent/unruly complaints. Assessments are individualized and address issues such 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. 62 evaluations were completed in 2021.

The primary objective 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.

TRAUMA INFORMED INTERVENTION

Juvenile Court is proud to be trauma informed as well as trauma responsive. The Trauma Informed Interventions office is responsible for providing oversight for trauma trainings, screenings, policies and procedures for Juvenile Court employees, organizations and the community. The trainings provide education about adverse childhood experiences, mental health topics and efforts to address and minimize trauma.

In 2021, this office connected with the community using virtual platforms to ensure community awareness of the Court's trauma informed system of care. There were 38 trauma and mental health trainings/presentations/podcasts and 22 suicide prevention presentations serving the Juvenile Court employees and officials, community partners, organizations and the general public. Consequently, this work reached over 700 individuals.

This office takes initiative to continuously create a trauma sensitive culture adhering to policies explaining the role trauma has on youth and families. Resources are then provided to assist children and families. Preventative and interventive strategies in order to forestall/mitigate any additional traumatization while promoting modalities for enhancing the well-being of the youth are also provided.

COURT SERVICES DIVISION

The Court Services Division is comprised of the Children’s Bureau, Youth Services Bureau, & the Evaluation and Referral Section. Court Services provides pre-and post-adjudicatory services to children brought to the Court.

In 2021, 6,097 children made contact with Juvenile Court regarding delinquency, unruly behavior, and dependency and neglect reflecting an increase of 2.56% from the 5,945 cases the Court saw in 2020. Another 1,513 children were issued traffic citations representing a 5.8% increase over the 1,430 cases in 2020.

JUVENILE COMPLAINTS	2021	2020	% CHANGE
DELINQUENT/DELINQUENT SRT	2,960	3,120	-5.13%
UNRULY & RUNAWAY/ UNRULY & RUNAWAY SRT	264	338	-21.89%
DEP. & NEG.	1,822	1,610	13.17%
CUSTODY & VISITATION	850	609	39.57%
TERM PAR RIGHTS	105	158	-33.54%
TRAFFIC	12	14	-14.29%
OTHER	84	96	-12.50%
TOTAL ** (includes SUMMONSES)	6,097	5,945	2.56%
JUVENILE SUMMONSES	671	1,097	
SRT SUMMONSES	1,062	1,053	
TOTAL SUMMONSES	1,733	2,150	-19.40%
TRAFFIC CITATIONS	1,513	1,430	5.80%

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

Through our efforts of reducing the amount of physical arrests amongst children, the Court was designated by the Annie E. Casey Foundation as a Juvenile Detention Alternative Initiative (JDAI) site. While the Detention Services Bureau works to reduce the number of children detained, public safety and the safety of the children are always paramount. Every effort is made to place children in a safe and secure environment pending the outcome of their case.

CHILDREN'S BUREAU

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 2021, the Children's Bureau handled 6,097 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.

CORRECTIVE SERVICES DEPARTMENT

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 141 referrals for 2021.

The Summons Review Program (SRP) is an innovative diversionary program for first-time misdemeanor offenders. The purpose of the SRP is to ensure that all children are afforded the same rehabilitative opportunities to decrease disproportionate minority contact by reviewing summonses prior to processing through the Juvenile Justice System while offering services and assistance to families as needed.

The Non-Custodial Diversion Section helps with 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 2021, this section handled 265 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 241 Ceasefire referrals to the Court in 2021.

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 60 referrals to the program in 2021.

PROTECTIVE SERVICES DEPARTMENT

The Protective Services Department of Memphis and Shelby County Juvenile Court consists of Juvenile Service Counselors who are responsible for handling all matters that involve child abuse, dependency and neglect, custody and visitation. The Court continued to maneuver from 2020 to present through the COVID era. Protective Services assisted clients virtually, via email, and limited in person visits. This department aided children and families by processing a combined total of 2,777 matters regarding, dependency and neglect, custody and/or visitation and termination of parental rights.

Protective Service Counselors ensure all cases are set on the docket and heard by a Magistrate or the Judge. The counselors were docketed more than 6,312 cases that included first time settings, preliminary hearings, and continuances. The Department works in conjunction with the Tennessee Department of Children Services (TNDCS) by ensuring all Dependent matters are forwarded to the agency to make sure any allegations be thoroughly investigated.

Protective Services also works closely with Court Appointed Special Advocates (CASA), private and court appointed attorneys, law enforcement personnel, Shelby County School officials and private child placing agencies. This department also works closely with the Child Protection Investigation Team which is housed in 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 serve physical abuse.

Our department is pleased to be working in conjunction with all of these organizations in effort to ensure the safety and well-being of the youth and children of Memphis and Shelby County.

YOUTH SERVICES BUREAU

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. 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 180 referrals in 2021.

All children placed on YSB probation reside in the home of their parent or guardian and are monitored by YSB Juvenile Service Counselor II. YSB uses a strength-based individual placement plan and assessment chart as well as a Community Risk Assessment to determine which program best benefits the youth. The child is then placed on one of two levels of supervision: Case Management (CM) or Intensive Case Management (ICM).

The Youth Services Bureau continues collaborative efforts with community-based initiatives such as Juvenile Intervention and Faith Based Follow-Up (JIFF) program, the School Based Probation Liaison Initiative and the Evening Reporting Center (ERC).

Finally, the Pre-Release Graduation class encourages youth that have successfully completed their court ordered monitoring to remain out of the criminal justice system.

THE EVALUATION AND REFERRAL SECTION

The Evaluation and Referral Section (E&R) seeks treatment and rehabilitation for court involved youth. Many of the children served have untreated mental health issues, substance abuse or other special needs. These unmet needs affect decision making abilities which result in behaviors. The E&R Section collaborates with other Bureaus of the Court to identify the needs specific to each family. The Evaluation and Referral Section utilizes clinical assessment tools such as the CANS (Child and Adolescent Needs and Strengths), the CRAFFT (Car, Relax, Alone, Forget, Friends, Trouble), NIAAA (National Institute on Alcohol Abuse and Alcoholism) and the CPSS (Child PTSD Symptom Scale) to identify youth with high risk factors.

Once these needs and risk factors are identified, referrals are made to community service providers. Compliance and progress in treatment are closely monitored. Ultimately, the goal of the Evaluation and Referral Section is to promote healthy development, 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 2021 calendar year, 451 youth were referred to E&R for services.

OFFICE OF OUTCOME AND PERFORMANCE IMPROVEMENT

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 assists the Court in planning for 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 Children's Bureau, Youth Service Bureau, and the Evaluation and Referral Section, and Volunteer Services Bureau. The OEPI also assists with addressing equal protection issues relative to Disproportionate Minority Contact (DMC) and Racial and Ethnic Disparities (R/ED).

JUVENILE DETENTION SERVICES

On July 1, 2015, control of the Juvenile Detention Services Center (JDS) was transferred to the Shelby County Sheriff's Office (SCSO) from Judge Dan Michael. JDS is a 135-bed single-occupancy secure detention center that is open 24 hours, 7 days a week, 365 days a year and is broken down into three (3) units: Boy's Detention, Girl's Detention and Central Detention Control. JDS is designed for those youth that are identified as a danger to themselves or to the community or a flight risk. The facility offers educational opportunities and instruction, programming, mental and physical health assessments, counseling, and other intervention services. JDS necessitates a staffing ratio of 1 to 8 during waking hours and 1 to 12 during sleeping hours.

All youth who are detained in JDS are enrolled in an education program created through the collaboration between the SCSO, the Court and Shelby County Schools. Highly trained staff provide for the care, safety, welfare, and security of every child in the custody of the court. The expectation is that JDS ensures that every child is protected from harm and self-incrimination by ensuring due process. In 2021, JDS admitted 689 youths with 452 youth released to a parent or guardian.

HOPE ACADEMY

Hope Academy is a partnership with the Juvenile Court of Memphis and Shelby County and Shelby County Schools that provides a quality education to address the academic and social needs of scholars detained at Juvenile Detention Services (JDS). 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.

Our Vision: Our vision is to reduce recidivism to ensure that all students are equipped and prepared to be College or Career Ready

Our Mission: The mission of Hope Academy is to transform the mindsets of our students and create a culture of high character, redemption, achievement and positivity in order to equip them with the tools to be productive and successful in an ever-changing society.

School Mantra: C.P.R. (Courtesy, Professionalism, Respect)

School Highlight: Reduced recidivism from 30% in SY 2019-20 to 7.8% in SY 2020-21

ADMINISTRATIVE SERVICES DIVISION

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)

Due to the increase in grant funding, the Juvenile Court budget increased from \$13,254,265 in FY2020 to \$13,455,778 in FY2021. The Juvenile Court general fund budget was reduced in FY21 by \$542,937. FY Revenue to support expenditures comes from the following sources:

DEPARTMENT OF HUMAN SERVICES	
CHILD SUPPORT & ADVOCATE SERVICES	\$2,240,502
TENNESSEE COMMISSION ON CHILDREN & YOUTH (TCCY), CASA	\$9,000
THE URBAN CHILD INSTITUTE (CASA)	\$100,000
COUNTY GENERAL FUND	*\$11,106,276
TOTAL OPERATING FUNDS	\$13,455,778
*(Reduced \$542,937 from FY20)	

VOLUNTEER SERVICES BUREAU

Volunteer Services Bureau oversees and provides administrative support for Court volunteer programs. Volunteer programs are essential to providing effective, efficient services to children and families in our community. Due to the COVID-19 pandemic, volunteers were trained to aid virtually through methods such as Zoom, FaceTime, Google Duo and conference calls. The dedication of our volunteers is truly remarkable.

Due to the COVID-19 pandemic, the annual Volunteer Recognition reception was not held. Volunteers received a Certificate of Appreciation and card from Judge Dan H. Michael.

Auxiliary Probation Service (APS) Highlights:



Served approximately 60 children (30 supervised), (30 unsupervised)



Maintained approximately 123 Auxiliary Probation Officers (APOs)



APOs contributed approximately 20,580 hours of service



Volunteer hours equaled approximately \$466,550 paid service



APO with Most Years of Service: Nathaniel Moody (53)



APS was JDAI Program Spotlight (June)

Community Outreach Highlights:



MPD Tillman Precinct (July, October)



MPD Raines Annual Community Festival (October)



Walk for African American Male Wellness (October)



901 Pledge to Protect Walk Against Gun Violence (November)

Partnerships/Programs:



Shelby County Schools: School Based Probation Liaison (SBPL) 2021-2022



Rhodes College: 2 interns Spring 2021

FOSTER CARE SERVICES

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 2021, there were 751

new children that entered foster care in Shelby County. Children in foster care are reviewed before Magistrates in Court to approve permanency and transitional living plans.

The children in foster care are also reviewed by the Foster Care Review Board, a quasi-judicial board comprised of volunteers. These volunteers come from our community and include nurses, teachers, counselors, attorneys and retirees. The volunteers are interested in helping foster children grow and prosper. 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 recommendations are instrumental in helping the Court make decisions that are in the best interest of the foster child.

The Foster Care Review Board also reviews youth ages 18-21 years old accepting Extension of Foster Care services. There are approximately 85 youth in Shelby County who are getting the support from the State of Tennessee to remain academically eligible for the program. These young adults are enrolled in a variety of programs including colleges or technical and trade schools. The youth need guidance in everything from class schedules, career advice, personal financial help, housing and other day to day living activities. The volunteers on the Foster Care Board are instrumental in acting as mentors for these young adults.

COMMISSION ON MISSING & EXPLOITED CHILDREN (COMEC)

COMEC is a non-profit agency that was established in 1984 as a cooperative effort between the Juvenile Court of Memphis and Shelby County and area law enforcement to better address the issues surrounding missing children and the issues that affect them. COMEC has remained fully operational during 2021 and our offices and services have been open every day that the Court was open for business during the Pandemic. In 2021, COMEC experienced a continued decrease in the number of persons physically present in the Court and the majority of our services have been provided through telephonic or through electronic data communications.

The COMEC Office handled calls for technical assistance on issues related to missing children (Runaways, Parental Abduction and Stranger Abduction). Our services were provided free of charge to Law Enforcement, Department of Children’s Services, Juvenile Court and many others.

Statistics	
Drug Tests Provided	14
Custodial Interference Consults	65
Runaway Consults	24
Counseling Session	55
Offsite Meetings	74
Silver	9
AMBER Alerts	14
Other Agencies Requests for Assistance	67

COMEC provides Child Safety Educational Programs, Teen Substance Abuse Screening, Bullying and other programs to the community free of charge. COMEC is very fortunate to have the continued support of the Juvenile Court of Memphis and Shelby County and the Memphis Police Department. In fact, COMEC has an MPD Liaison Officer who promotes additional contact with area youth and the issues that affect them. Sergeant Tucker is also the Child Abduction Response Team representative and assists in the AMBER Alert.

INTERAGENCY SERVICES

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.

Our current partnerships, programs and organization that we work with include



Juvenile Court Precinct Liaison (JCPL)



National Council of Juvenile and Family Court Judges (NCJFCJ)



School-Based Probation Liaison (SBPL) Initiative



School House Adjustment Program Enterprise (SHAPE)



Hope Academy



Project STAND (Social - Emotional, Transition, Academic and Network Developing)



The Memphis and Shelby County Juvenile Justice Board (JJB)



Memphis and Shelby County Truancy Prevention Initiative (TPI)



Youth Court



Law Enforcement Assessment Phone-In (Pilot) Program (LEAP)

In the rapidly changing environment of 2021, our community partners remained tirelessly committed. We are most grateful for their dedication during such challenging and unprecedented times.

COURT APPOINTED SPECIAL ADVOCATES (CASA)

Court Appointed Special Advocates (CASA) became a program of Juvenile Court of Memphis and Shelby County July 1, 2018. CASA operated as a non-profit agency for more than 30 years before becoming a program within the court and is one of over 930 CASA programs nationwide. 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, 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. CASA's role in court is powerful and significantly improves how justice is administered in dependency and neglect cases.

Juvenile Court Magistrates use CASA reports and recommendations to make informed, timely decisions regarding the best interest of the child.

In 2021, CASA volunteers were appointed to advocate for 87 children that were before the court. Thirteen (13) new volunteers were trained in 2021 for a total of 38 active CASA volunteers.

DISPROPORTIONATE MINORITY CONTACTS (DMC)

While the country was still in the midst of the COVID-19 pandemic at the beginning of 2021, the Court remained under the strict guidelines from the Tennessee Supreme Court and the Governor of Tennessee. Juvenile Court continued to adhere to all COVID-19 protocols and still functioned with innovative meetings by way of Zoom hearings and video conferencing.

Because the court staff could not meet in-person and had contact limitations, an insert focused on local and state issues surrounding DMC, the Relative Rate Index (RRI), the disproportionate rate of contact, and racial disparity at all levels was placed in the Court's monthly newsletter in order to reach every county employee. Monitoring DMC continues to be a high priority for Juvenile Court as part of our effort to eliminate racial and ethnic disparities when interacting with minority children.

