

Annual Report

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

2020

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*

Table of Contents

Pandemic Protocols – Juvenile Court	1
Pandemic Protocols – Clerk’s Office	2-3
A Message From the Judge	4-7
Judge, Legal Officers & Magistrates Photo	8
Organizational Chart.....	9
Statistical Summary.....	10
Court Clerk’s Office.....	11-12
Collections Department.....	12
Accounting Department	12
Minute Department.....	13
Central Records Department	13
Process/Parent Location	14
Juvenile Court Legal Departments.....	15
Advocate for Non-Custodial Parents	15
Judge’s Action Center.....	15
Office of the Guardian ad litem	16
Juvenile Defender Panel.....	16
Office of Clinical Services.....	17
Trauma Informed Intervention	17
Court Services Division.....	18
Children’s Bureau.....	19
Corrective Services Department	19
Protective Services Department.....	20-21
Youth Services Bureau	21-22
Evaluation & Referral Section.....	22
Office of Outcome Evaluation and Performance Improvement.....	23
Juvenile Detention Services	23-24
Hope Academy	24
Administrative Services Division	25
Volunteer Services Bureau	25-26
Ambassador Program.....	26
Auxiliary Probation Service (APS)	26
Auxiliary Probation Service (APS) – Summons Division	27
Auxiliary Probation Service (APS) – Mentoring Division	27
Foster Care Services	28
Commission on Missing and Exploited Children (COMEC).....	28-29
Court Appointed Special Advocates.....	29
Interagency Services	29-30
Disproportionate Minority Contact (DMC).....	31
Juvenile Data – Charts and Graphs	32-72

Juvenile Court 2020 Annual Report

Juveniles Detained	32
Delinquency Placements (DCS – Corrective).....	33
Dependency and Neglect Placements (DCS – Protective).....	33
Traffic Violators	34
Juvenile Complaints 2011 - 2020	35
Juvenile Complaints – Detail 2020.....	35
Delinquent Complaints by Month and Gender (without and with SRT children)	36
Unruly Complaints by Month and Gender (without and with SRT children).....	37
Dependent & Neglect Complaints by Month and Gender	38
“Other” Complaints by Month and Gender	38
All Children by Race and Gender (with SRT children).....	39
All Children by Race (with SRT children).....	39
Children in the Summons Review Team Program by Race and Gender	40
Children in the Summons Review Team Program by Race	40
Children by Race and Gender (without SRT children)	41
Children by Race (without SRT children)	41
Delinquent Males by Age (without SRT children).....	42
Delinquent Males by Age (including SRT children	42
Delinquent Females by Age (without SRT children)	43
Delinquent Females by Age (including SRT children)	43
Unruly Males by Age (without SRT children)	44
Unruly Males by Age (including SRT children).....	44
Unruly Females by Age (without SRT children)	45
Unruly Females by Age (including SRT children).....	45
Dependent & Neglected Males by Age	46
Dependent & Neglected Females by Age	46
“Other” Males by Age.....	47
“Other” Females by Age.....	47
Living Arrangements – Delinquent Males (without SRT children).....	48
Living Arrangements – Delinquent Females (without SRT children)	48
Living Arrangements – Unruly Males (without SRT children)	49
Living Arrangements – Unruly Females (without SRT children).....	49
Living Arrangements – Dependent & Neglected Males	50
Living Arrangements – Dependent & Neglected Females	50
Living Arrangements – “Other” Males	51
Living Arrangements – “Other” Females	51
Family Income – Children with Delinquent Charges (without SRT children).....	52
Family Income – Children with Unruly Charges (without SRT children).....	52
Family Income – Dependent and Neglected Children	53
Family Income – Children with “Other” Charges.....	53
2019 & 2020 Prior Delinquent Referrals.....	54

2019 & 2020 Prior Unruly Referrals	54
Location of Residence	55
Length of Residence - Children with Delinquent Charges	56
Length of Residence - Children with Unruly Charges	56
Length of Residence – Dependent & Neglected Children	57
Length of Residence - Children with “Other” Charges	57
School Behavior - Children with Delinquent Charges	58
School Behavior - Children with Unruly Charges	58
School Behavior - Dependent & Neglected Children	59
School Behavior - Children with “Other” Charges	59
Grade Placement in Relation to Age – Children with Delinquent Charges.....	60
Grade Placement in Relation to Age – Children with Unruly Charges	60
Grade Placement in Relation to Age – Dependent & Neglected Children	61
Grade Placement in Relation to Age - Children with “Other” Charges	61
Last Grade Completed by Race – Males with Delinquent Charges	62
Last Grade Completed by Race – Females with Delinquent Charges.....	62
Last Grade Completed by Race – Males with Unruly Charges.....	63
Last Grade Completed by Race – Females with Unruly Charges.....	63
Last Grade Completed by Race – Dependent & Neglected Males	64
Last Grade Completed by Race – Dependent & Neglected Females.....	64
Last Grade Completed by Race – Males with “Other” Charges	65
Last Grade Completed by Race – Females with “Other” Charges	65
Employment and School Status - Children with Delinquent Charges.....	66
Employment and School Status - Children with Unruly Charges	66
Employment and School Status - Dependent & Neglected Children	67
Employment and School Status - Children with “Other” Charges	67
Estimated Mental Capacity - Children with Delinquent Charge	68
Estimated Mental Capacity - Children with Unruly Charge.....	68
Estimated Mental Capacity - Dependent & Neglected Children	69
Estimated Mental Capacity - Children with “Other” Charges.....	69
Referral Sources – All Children (without SRT children).....	70
School System Referrals - All Children (without SRT children	70
Summons Referrals (with SRT children).....	71
Types of Offenses 2011 – 2020	71
Alcohol and Drug Related Offenses 2011 - 2020	72
Homicides Committed by Juveniles 2011 - 2020.....	72

Pandemic Protocols at the Juvenile Court of Memphis and Shelby County

In March of 2020, COVID-19 changed the world. The Tennessee Supreme Court issued an order closing down all in-person hearings in all state courts as the virus surged through the state and the country. Judge Michael, as the President of the National Council of Juvenile and Family Court Judges, was at the forefront of solutions for juvenile courts nationwide. He was determined to get the Juvenile Court of Memphis and Shelby County up and running virtually as quickly as possible.

Judge Michael's COVID-19 response included:

Initial response

No handshaking or personal contact was implemented immediately, along with controlled entrance to the building to ensure temperature checks and face coverings. Six-foot distancing was also implemented immediately, with signs posted around the building and notices on the floor at the 6-foot range so that folks coming to and leaving from the building could follow protocols and maintain proper distancing.

NBA "Bubbles"

Judge Michael had the Court respond to the virus by placing all employees in "bubbles", similar to the NBA plan, in order to keep contacts low and safety high. Employees stayed in their work areas, and in their offices, as much as possible. Signs and notices were placed around the building so that employees knew where each bubble started and ended. A phone call or email is necessary to enter into another work bubble.

Pro Se Clinics and other in person duties

Work that had been done in person such as the Court's pro se clinics (non-custodial parent and Protective Services, along with counselor interviews, work with outside agencies and vendors, etc.) were moved to Zoom or to telephone/conference calls. For example, almost 1,500 calls and virtual contacts were made with non-custodial parents through the Court's pro se clinic to assist in child support matters.

Court hearings

Emergency hearings were heard telephonically from the beginning of the pandemic, so that detention hearings and other emergency matters were not delayed. Most court hearings were moved to Zoom within **6 weeks** of the pandemic's beginning, and continued throughout 2020. Over 20,000 court matters were heard via Zoom during 2020.

Work from home and flexible scheduling

While not all of the Court's employees could work from home, many were able to transition with a Shelby County/Juvenile Court issued laptop. These computers were purchased in 2020 so that as much work as possible could be done from the employee's home. Employees were allowed flexible scheduling, particularly so that they could attend to children who were attending school at home.

On behalf of Judge Michael and the entire Juvenile Court, we would like to extend our thanks to the Juvenile Court Clerk's Office and their entire staff. Working with the Clerk and her outstanding team throughout this pandemic has allowed the Court to keep our doors open every single day throughout the pandemic year of 2020. Both the Court's and the Clerk's administration have been in constant communication throughout every tough milestone and have worked through it together. Please see the Clerk's COVID-19 Protocols below. Due to this collaboration and coordination effort, over 35,000 cases were handled in 2020...over 20,000 via Zoom.

Juvenile Court Clerk's Office COVID-19 Initiatives for 2020

With the outbreak of the COVID-19 pandemic in March 2020, the Shelby County Juvenile Court Clerk's office developed and implemented courses of action to ensure our continuity of operations to the customers and clients of Juvenile Court while also establishing appropriate safety and mitigation procedures in ongoing efforts to keep our TEAM members, customers, clients and citizens safe as we perform the vital tasks of the Clerk's office.

The State of Tennessee Supreme Court issued an order for Juvenile Courts to remain open while also conducting as much business as possible through "other than in-court proceedings."

Organizational Initiatives

- Immediately implemented an AWS (Alternate Work Schedule) aimed at reinforcing the Health Department's social distancing guidance of: wearing face masks; maintaining a minimum distance of six (6) feet; and limiting any necessary physical proximity with others to less than 15 minutes.
- Immediately established SOP #201a – Departmental Conference Call-In Procedures for daily employee status reporting of:
 - Employee Temperature;
 - Presence / Absence of COVID-19 symptoms;
 - Indication of what they are able to smell or taste.
- Established SOP #207- COVID-19 Mitigation Operations.
- As AWS / telecommuting protocols were developed, identified Clerk-specific tasks, duties and special projects TEAM members could conduct remotely, reinforcing social distancing protocols.
- Developed and implemented three (3) schedules; Sun-Thur; Mon-Fri; and Tues-Sat to maximize the number of hours in the office, while still maintaining strict adherence to social distancing.
- Maximized the time of reduced dockets to initiate projects dedicated toward filing, generating Bills of Cost and creation of a Record Retention Program.
- Established and maintained organizational and departmental "bubbles" to help reinforce social distancing.
- Developed and validated Continuity of Operations plans in the event that a certain department was operationally impaired by a COVID-19 outbreak.

CARES ACT Funding Initiatives

- Utilized temporary employee staff for all aspects of sanitation in order to obtain and maintain the highest level of COVID-19 specific cleaning/sanitation.
- Purchased and installed heavy-duty glass partitions with voice emitters in all Customer Service areas to reinforce social distancing while also maximizing the tenants of proper service to our customers, clients and citizens.
- Most working areas of the Clerk's office are comprised of open cubicles. We installed 5-foot-tall, glass-framed cubicle enclosures to maximize operational space while also adhering to Health Department and Centers for Disease Control guidelines.
- Coordinated for the fabrication and installation of lockable drop boxes to enable customers, clients and citizens to safely drop off documents for processing, thus reinforcing social distancing recommendations.
- Purchased a "Fogger" device which allowed us to conduct greatly increased sanitation procedures, especially on those occasions where a TEAM member may have been exposed to COVID-19 away from work.
- Purchased and posted or installed COVID-19 specific posters and social distancing decals on the floors leading up to all customer service portals to remind TEAM members, customers, clients and citizens of the importance of maintaining that minimum distance of six (6) feet.

- Multiple hand sanitizing stations were installed in every operational area; also installed hands free paper towel dispensers.
- Purchased digital thermometers to verify employee temperatures prior to entering the workplace.
- Kept the Clerk's office fully supplied with masks, face shields, gloves, hand sanitizer, Clorox wipes and Lysol spray.

Departmental Initiatives (not already listed in Organizational Initiatives)

Minute Clerk's Office

- Established a process where the Judge/Magistrates would send Zoom invitation link to the Minute Clerk's Office Manager who would forward the invitation(s) to all individuals involved in a particular Court docket. More than 20,000 cases were heard virtually.
- Developed and implemented an in-office minimum staffing process with other TEAM members conducting Zoom hearings from home/AWS, ensuring social distancing.
- Generated and communicated out to all TEAM members twelve (12) Standard Operating Procedures (SOP).
- Digitized the Blotter Sheets and Notebooks and began scanning blotters into the computer, eliminating the need to store, which positively impacted the Record Retention Program.

Process

- Developed and implemented a "staggered shift" approach to staffing in order to adhere to social distancing guidelines.
- Digitized / automated as many operational procedures as feasible in order to minimize in-person contact. An example would be the process of physically travelling to the Central Justice Complex to physically retrieve paperwork from the General Sessions Court's 24-hour Clerk, as well as from the Sheriff's Office.

Parent Location

- Established SOP #800a – Amended Misdemeanor Citation Juvenile Court Warrant to codify the new process where the Sheriff's office will issue Release without Charge Forms in lieu of arrest on a Juvenile Court Child Support Attachment Pro Corpus or Paternity Warrant.
- Additionally, established SOP #802 – Juvenile/Adult Transport and Release Process to keep the COVID-19 exposure to a minimum in our Court systems and Jail.

Central Records

- Created JCC (Juvenile Court Clerk) E-Mail -FILE system for attorneys to submit petitions in an order to maintain social distancing.

Appeal and Rehearing Processing Department

- Developed and implemented a process for e-mailing Magistrates regarding signatures of TDCS orders for emergency purposes in order to maintain social distancing.
- Forwarded certified copies of TDCS orders to TDCS attorneys via e-mail for emergency purposes in order to maintain social distancing.
- Collaborated with the Shelby County Child Support Services/ Maximus IV-D attorney to establish a new way for the IV-D staff attorneys to receive copies of all Request for Rehearing and Notice of Rehearing via email in order to enforce social distancing.
- Collaborated with Juvenile Court Child Support IVD administrator and the Court Clerk IT personnel to develop a new JC-118 form-Notice of Rehearing in order to indicate that all rehearing cases are now being heard via Zoom link to enforce social distancing due to the COVID-19 pandemic.



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

This annual report of the activities of the Juvenile Court of Memphis and Shelby County for calendar year 2020 represents my sixth year as presiding Judge, after taking the oath of office on September 1, 2014. I'd be remiss if I didn't begin my comments by thanking the Juvenile Court Team for a job WELL DONE in the midst of the biggest challenge this country has faced in over a century. Because of your outstanding efforts, I remain filled with the optimism and conviction that despite the Pandemic, we are still making tremendous strides towards our goal to lead the nation in juvenile justice reform. Over the past year we have worked towards, completed tasks and created new best practices and programming that allows us to better serve our children and families. 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 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 at this Court have been adopted as models for other programs in Tennessee and across the nation, and 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 starting to replicate. Our mission for developing new initiatives continues and several significant events in 2020 have planted seeds which are growing now.

The data is showing us major successes from the Summons Review Program (SRP), an initiative created by the Children's Bureau in 2017. The goal of the program was to reduce the number of youths receiving formal judicial records for minor delinquent behavior. This proactive initiative targets first time offenders who have allegedly committed misdemeanor offenses. This ground-breaking program now allows youth and their parents to participate in an informal conference, which in some ways resembles group counseling, and is intended to educate, empower and encourage both parties (the child and the parent(s)). They are given instruction 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 2020, the Summons Review Program served 1,053 youth. We tracked our recidivism on the 2020 youth and there was a 13% recidivism rate. Ultimately, 87% of the youth didn't come back in contact with the system (this is from the 2019 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 applaud all the families for taking advantage of SRP and employing its principles to reclaim their children from delinquent behavior, refocus them on school and keep them out of the juvenile justice system.

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 or should not 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.

During 2020, the 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. Juvenile Court Administrators attended the Annie E. Casey Foundation's 24th Annual (JDAI) Inter-Site Conference in Seattle, Washington. The delegation discovered that the JCMSC was a trailblazer in youth justice reforms, including race and ethnic equality, alternative probation techniques, community outreach & diversion programming. Our delegation shared many success stories and learned new information from our colleagues from across the country.

Youth Court, the statutorily based program that began 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 teaches them about social responsibility. Local attorneys and law students from the University of Memphis guide the student team members in their roles as Prosecutors, Defense Counsel, Jurors and Court Officers. Over 43 hearings were held in Youth Court in 2020, involving nearly 21 students and over 27 volunteer attorneys.

Hope Academy is 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 School and we applaud their efforts. Working with limited space in the Detention Center, Hope Academy classrooms also become areas for recreation and physical education. Our new Principal, Roger Jones, and his staff take pride in reaching out to young people who 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. We are looking forward to the new detention facility which will be more accommodating for education and recreation.

Thanks to the Shelby County Board of Commissioners who 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. The COVID-19 Pandemic has slowed its progress; however, the overall plan still has the green light and is underway.

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 so they are 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 school. 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 amongst those who are present in classes daily. 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 Advocates 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 2020. 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 Parent Advocates 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 & 2020. 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 8-year term as Presiding Judge officially began on 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 served as Treasurer of the Board of Directors prior to my colleagues electing me as NCJFCJ's President-elect. I was sworn-in as President in July of 2020 via Zoom, a historical first, and hopefully last, time virtual event. It was a humbling yet gratifying moment for me, my family and my colleagues & staff at JCMSC. I thank each of my colleagues for the opportunity to serve.

I continue to salute Sheriff Floyd Bonner, Jr. and his staff for a job well done since former Sheriff Bill Oldham and I agreed the Juvenile Court Detention Center should be run by the Sheriff's Office. Shelby County Government and Mayor Lee Harris are providing a budget affording us the best qualified and most well-trained staff for all positions in the Detention Center.

It is an honor to have the support and reassurance of so many outstanding individuals who come to work each day, committed to helping children and their families 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 (APS), the Foster Care Review Boards, Court Appointed Special Advocates (CASA), the Chaplaincy Corps, the Youth Court attorneys and law students, and so many others. The Court could not operate as efficiently and effectively without the generous contributions of time, talent and energy by its volunteers. Their loyal support enables this

Juvenile Court 2020 Annual Report

Juvenile Court of Memphis & Shelby County (JCMSC) to diligently fulfill its mission to serve the citizens of Shelby County. This report is available in electronic format, accessible via the Juvenile Court's website: www.juvenilecourt.shelbycountyttn.gov



Judge, Legal Officers & Magistrates

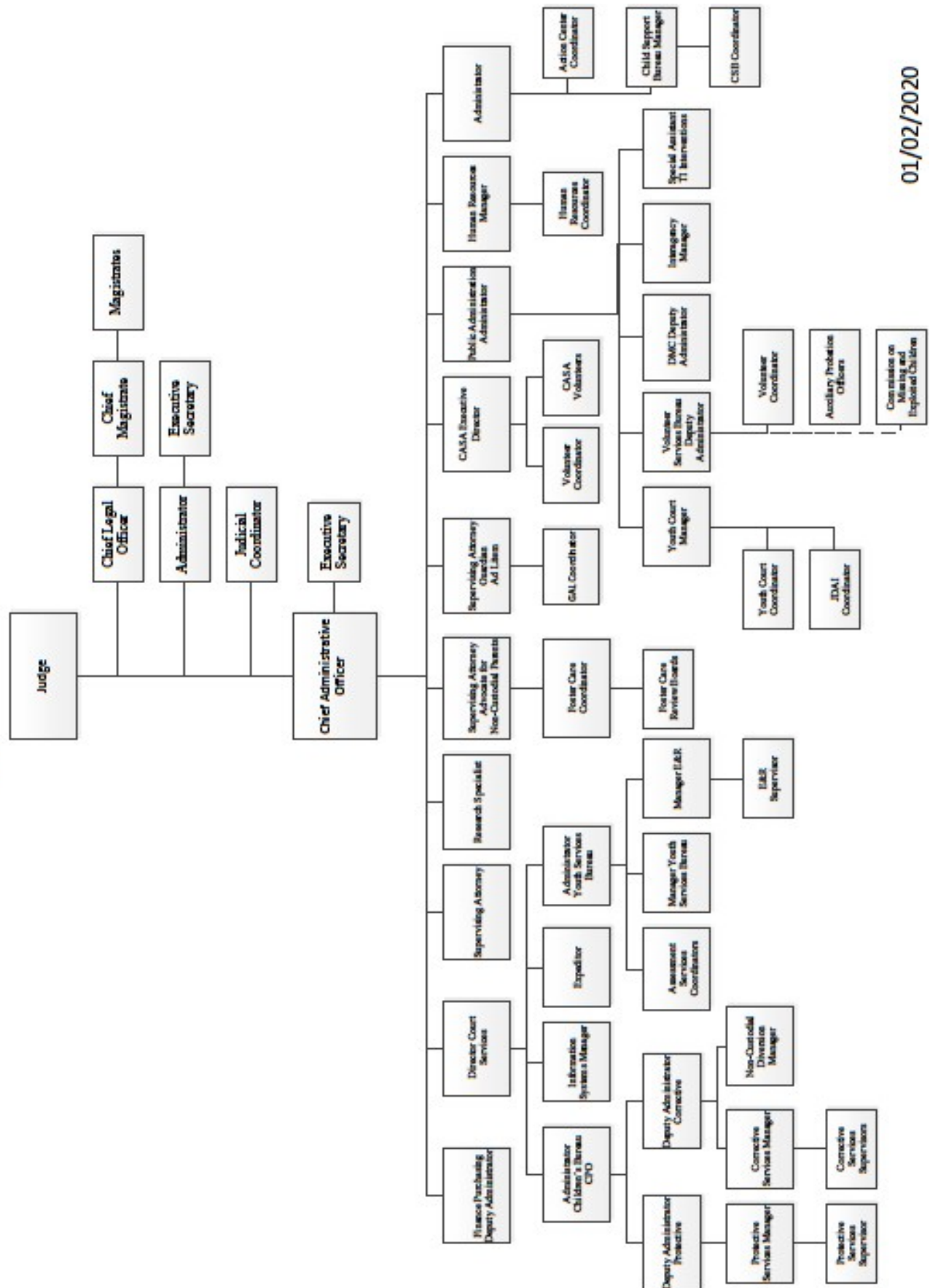
(Standing left to right) Lyttonia Cunningham, Sheldon McCall*, Harold Horne*, James Franklin*, Mitzi Pollard*, Nancy Kessler**, Alycia Chism*, and Debra Sanders**

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

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

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

9



Statistical Summary 2020

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.

	2016	2017	2018	2019	2020
Staff	157	161	156	160	159
Budget - Fiscal Year 2016-2020	\$12,923,677	\$12,818,468	\$13,296,767	\$13,169,400	\$13,254,265
Children's Cases					
Other - Custody, Etc.	980	1,031	1,169	1,431	705
Dependent and Neglected	2,501	2,568	2,187	2,465	1,768
Unruly and Runaway	859	1,029	653	621	338
Delinquent	4,958	5,095	5,290	5,026	3,120
Traffic (Summoned/Taken into custody)	34	16	23	10	14
Total Children's Cases	9,332	9,739	9,322	9,553	5,945
Traffic Citations	2,618	2,483	2,199	2,141	1,430
Children Admitted to Detention Center					
Dependent and Neglected	0	4	11	23	14
Unruly and Runaway	0	4	1	10	0
Delinquent	871	850	897	921	582
Traffic	0	0	0	0	0
Transient (Previously included in Unruly.)	3	2	8	9	4
Special (Previously included in Delinquent.)	25	9	9	17	22
Federal (Previously included in Delinquent.)	0	0	0	0	0
Total Children Admitted	899	869	926	980	622
Children Committed to DCS Corrective	182	236	213	170	128
Children Committed to DCS Protective	644	653	662	930	730
Children Committed to YSB	313	298	294	277	152
Children Transferred as Adults	71	92	78	90	49
Child Support cases heard	25,359	28,314	27,465	25,962	8,378 + 11,166 by Zoom = 19,544 **
All others (Children's cases heard)	16,219	17,448	19,002	20,233	6,990 + 9,297 by Zoom = 16,257 **
Total cases heard by Zoom					20,433

* SRT Summons #'s have been added into the 2020 Children's Cases total of 5,945. The SRT Summons #'s reflect a total of 1,053 summonses comprised of 867 Delinquent cases and 186 Unruly Cases.

** Please note that due to the COVID-19 virus, alternative methods were used for emergency dockets, including telephone and video hearings. These hearings are not included in the numbers above

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*

Welcome to a new era! I am honored to serve as the first African American female as your Juvenile Court Clerk. 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, then to temporarily please them by doing what you know is wrong.

The year that was 2020 and the global pandemic that plagued the world brought unforeseen challenges to the Juvenile Court as a whole and the Clerk's office in particular. Working with the Court we worked and continue to work through the pandemic. It has changed our day-to-day interactions here at the Juvenile Court Clerk's office in working with the public. The many upgrades and changes due to COVID and the continuously changing orders of the Supreme Court regarding Clerk and Court functions amidst the Pandemic have been difficult on our staff, but we have adapted and worked with the court to create a virtual Juvenile Court for Shelby County.

Through it all, 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 March of 2020, just ahead of suspension of in person court proceedings, we deployed our new Clerk system upgrade which will eventually allow our office to accept electronically filed petitions from all attorneys and applicants. This new system will also allow for the Juvenile Court to go paperless. We call it JCE 23 or Juvenile Court electronic by 2023. While the pandemic has slowed down programming and delayed phase 2 and 3 of this system, we are on track to begin Phase 2 in 2021.

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 seventeenth 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*

Cheryl Thomas, *Supervisor*

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 \$3,323,179.03 in child support transactions in 2020. The Clerk's Office also received in 2020 a total of \$405,379.79 in state reimbursements for "Clerk Services" associated with these collections/transactions and filings under the IV-D Child Support Program.

ACCOUNTING DEPARTMENT

Bill Pope, *Manager*

Deona Wimbley, *Accountant*

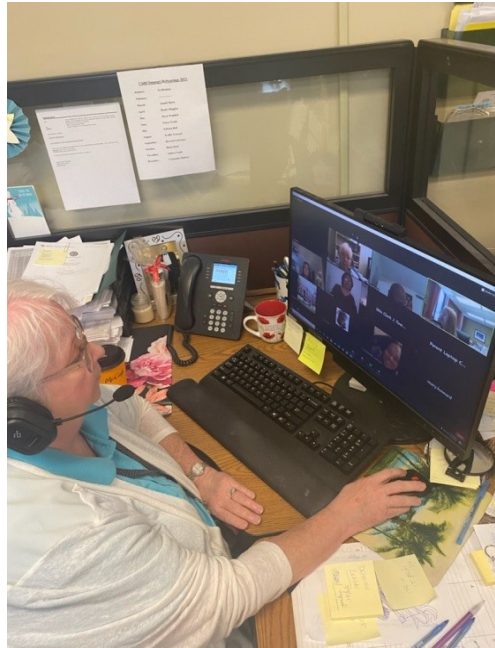
This department is responsible for accounting and internally auditing the bookkeeping procedures of the Collections Department on a daily and monthly basis. At the end of each month, collected revenue that has been deposited daily through the Shelby County Trustee's Office is remitted to the County Department 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 626 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 \$4,400,905.37

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 2020, there were approximately 70,049 pages of minutes were compiled representing over 44,929 individual Juvenile Court orders. The Pandemic and the Supreme Court's order cancelling most in person court proceedings have altered the work of the Minute Clerk Dept. Together with the Technology Coordinator of the Clerk's office, they have helped create the virtual Juvenile Court dockets. Attending court via Zoom session from office or home, this department has embraced the challenge of clerking in the new virtual world. Handling everything from accepting exhibits to creating orders in a virtual world, this Dept. has had to handle over 20,433 online court session in 2020.

CENTRAL RECORDS DEPARTMENT

Adreine Williams, *Manager*

Jenise Burke, *Supervisor*

Charita Harris, *Supervisor*

Tabitha Wray, *Supervisor*

Central Records Department personnel are responsible for building, housing and securely maintaining all Juvenile Court records. Currently there are over 1,401,137 records housed in the Clerk's Office. In 2020, there were 4,183 legal records created. In January 2020, social files were no longer created and Court Services implemented Juvenile packets and started housing their own juvenile files. There were 4,765 Children's Bureau packets completed. In the Child Support Onbase Client Queue there were 25,827 e-file referrals. Child Support Research processed 2,999 new establishment petition referrals. The Legal Department processed 23,667 e-file referrals. In 2020 there were a total of 21,389 petitions/motions e-filed and printed. During the pandemic The Imaging Department processed 7,343 Covid-19 orders that were either continued cases due to the pandemic or the matter was struck from the docket due to the pandemic. 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.

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 2020, 5106 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.

Due to the Courts suspending almost all in-person court proceedings and moving to Zoom video conferencing, the number of summons/subpoenas processes decreased from the previous year. With in-person court hearings being postponed due to COVID- 19, the numbers of new warrants processed decreased. Implementing a new temporary process with the Shelby County Sheriff's and Memphis Police Departments allowed the Clerk's office to execute/remove over 4,500 warrants from the Offender Management System (OMS). We continued to process time sensitive data daily as mandated by DHS IV-D State contract.

Staff in Parent Location funded under the DHS 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.



Officer Michael Anderson in awarded the 2020 MVP of the Process Department by Captain Larry Swain

Juvenile Court Legal Departments

Pamela Skelton, *Chief Administrative Officer*



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.

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 help 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 2020 provided them with assistance for 1,459 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 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 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 2020, approximately 1,175 Guardians ad litem and 1,038 parents' counsel were appointed in children's cases, with a total number of 2,213 cases.

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, 2020 to December 31, 2020, the Juvenile Defender's Office represented 618 cases assigned on the detention and delinquency docket. The Public Defender's Office represented 723 cases, for a total of 1,341 cases.

Office of Clinical Services

Tucker Johnson, *Ph.D.*

Paige Myrick, *Admin Tech*

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. Thirty-eight evaluations were completed in 2020.

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

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

Dr. Audrey Elion is the Special Assistant - Trauma Informed Interventionist for the Juvenile Court of Memphis and Shelby County. Juvenile Court is trauma informed as well as trauma responsive. The Trauma Informed Interventions office is managed by Dr. Elion. This office is responsible for providing oversight over 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. Last year, this office was able to connect with the community utilizing various virtual platforms to ensure that the community was aware of the court's trauma informed system of care.

In the midst of COVID-19, trauma efforts continued at the court. Dr. Elion continued to conduct presentations for the employees of Juvenile Court that focused on not only being trauma informed but also being trauma responsive. She was able to do oversight for several departments to identify areas of growth as well as areas that could be enhanced. We are striving to provide preventative and interventive strategies to prevent or limit any additional traumatization while promoting well-being for the youth. Additionally, we have implemented using additional trauma assessments to ascertain the needs of the youth that we serve. Meetings were conducted with administrators to ensure that the staff and departments policy and procedure manuals were trauma informed and trauma responsive. We have taken the initiative to continuously create a trauma sensitive culture by adhering to policies that demonstrate the role that trauma may have on the youth and families we serve and provide resources to assist the families.

Court Service 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 pre-adjudicatory 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 provision;
- 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;
- Pledge 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 2020, 5,945 children were brought to the attention of Juvenile Court on matters relating to delinquency, unruly behavior, and dependency and neglect. This is a decrease of 37.77% from the 9,553 cases that came to the Court in 2019. An additional 1,430 children were issued traffic citations representing a 33.21% decrease over the 2,141 cases the previous year. (See chart below – please note that the traffic offenses included in the chart below are considered delinquent per TCA).

CHILDREN'S BUREAU			
JUVENILE COMPLAINTS	2020	2019	% CHANGE
DELINQUENT	3,120	5,023	-37.89%
UNRULY & RUNAWAY	338	624	-45.83%
DEP. & NEG.	1,610	2,401	-32.94%
CUSTODY & VISITATION	609	1,064	-42.76%
TERM PAR RIGHTS	158	64	146.88%
TRAFFIC	14	10	40.00%
OTHER	96	367	-73.84%
TOTAL ** (includes SUMMONSES)	5,945	9,553	-37.77%

While the number of cases have 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 thirteen 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 41 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.

In September of 2013, the Court entered into a Memorandum of Agreement with the Shelby County Sheriff's Office to implement the Law Enforcement Assessment Phone-in Pilot Program (LEAP) to help reduce the number of children who are physically arrested and brought to Juvenile Court. Sheriff's deputies may call the Central Detention Admissions Office to seek assistance on the necessity of physical arrests. Juvenile Summonses may be issued in lieu of arrest. Officers may also seek advice on other options that would allow children to remain in their home or community placement pending review of their complaint. The LEAP

program was expanded to include the Memphis Police Department in 2014, and added the Germantown and Collierville Police Departments in 2015.

These efforts to reduce the number of physical arrests has resulted in the Juvenile Court being 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

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 2020, the Children's Bureau handled 5,945 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 149 referrals for 2020.

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 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 2020, this section handled 176 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 121 Ceasefire referrals in 2020.

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 61 referrals to the program in 2020.

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. In 2020 this Court faced new challenges due to the COVID-19 Pandemic. This department had to restructure in order to keep both employees and the clients we service safe while still assisting the public. Protective Services counselors held conferences with approximately 3,195 individual clients during 2020 as well as provided assistance to approximately 4,795 children. Protective Services delivers 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 2,378 complaints during 2020. There were approximately 1,610 dependency and neglect complaints filed, 610 custody and visitation complaints filed in 2020, and this department also processed 158 termination of parental rights complaints in the year 2020.

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, 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 submits 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). 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 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 152 referrals in 2020.

All children placed on YSB probation reside 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 as well as 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). A 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. Although in 2020, due to the COVID-19 Pandemic, there were no in-person meetings, services were still rendered to youth that were placed under Youth Services Bureau supervision.

The Youth Service Bureau continues 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 also 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 (ERC) continues to be an effective pre- and post-adjudicatory program. The program receives pre- and post-adjudicatory youth. The mission of the ERC 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 ERC provides 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 life in a positive way. In 2020, in-person meetings were suspended for the ERC.

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 on various topics such as employment opportunities, interviewing, record expungement and restatement of driver's licenses. These topics are designed to enable the youth from having further contact with the court.

Children consigned to the YSB in 2020 compared to the previous ten years:

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
579	576	624	368	319	300	313	298	294	277	152

The Evaluation and Referral Section

SaTina Williams, *Manager*

Tonja Lewis, *Supervisor*

The Evaluation and Referral Section (E&R) seeks treatment and rehabilitation for court involved youth. 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 issues, 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 2019, the Court implemented the Child and Adolescent Needs Assessment (CANS) screening instrument, which identifies youth with high risk factors. E&R also utilizes the Child and Adolescent Service Intensity Instrument (CASII). The CASII is a standardized assessment tool that provides a determination of the appropriate level of service intensity needed by a child or adolescent and his or her family. During 2020, the country was exposed to COVID-19 which impacted services in this division.

The Evaluation and Referral Section also utilizes the CRAFFT screening tool to identify children with alcohol and substance abuse issues. The CRAFFT is the most well-studied adolescent substance use screener available and has been shown to be valid for adolescents from diverse socioeconomic and racial/ethnic backgrounds. It is recommended by the National Institute of Alcohol Abuse and Alcoholism (NIAAA) Youth Screening Guide.

The E&R Section is also trained to administer the Child PTSD Symptom Scale (CPSS). The tool was designed to assess PTSD diagnostic criteria and symptom severity. The CPSS is used to measure post-traumatic stress disorder in children ages 8 to 18. It is made up of 17 items in Part 1 and 7 items in Part 2.

The assessment tools have provided E&R with the ability 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 Section 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 2020 calendar year, 329 youth were referred to E&R for services.

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 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.

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 educational opportunities & instruction, programming, mental and physical 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 2020, JDS admitted 622 youths with 421 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 reduces idleness and promotes positive development physically, mentally and spiritually. Program activities include daily Circle-up and W.O.W (Words Of Wisdom) Wednesdays. During 2020, volunteers and Shelby County Alternative School Hope Academy provided classes virtually due to the pandemic with great success. Our students were able to adjust to virtual learning by participating in the following activities: Anger Management classes, art therapy, writing skills, theater classes through Tennessee Shakespeare Company, mentorship, "Real Talk", finance classes, *Save Our Sons* curriculum and computer coding through Memphis Urban League, religious services, book clubs and University of Memphis interns providing psycho-social emotional services to youth. 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 youths 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. In 2020, the Court's hearing and attorney visits were provided virtually and through video conferencing. All in-person visits were suspended in February due to the pandemic. All youth continued to receive free phone calls daily. Youth stayed in touch with court service counselors through telephone conferences.

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. JDS 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 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 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 of Finance and Purchasing*

Brenda Johnson, *Manager of 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 slightly from \$13,169,400 in FY2019 to \$13,254,265 in FY2020. Revenue to support expenditures comes from the following sources:

Department of Human Services, Child Support and Advocate Services	\$2,213,201
Tennessee Commission on Children and Youth (TCCY), CASA	\$9,000
The Urban Child Institute (CASA)	\$100,000
County General Fund	\$10,932,064
<hr/>	
Total Operating Funds	\$13,254,265

Volunteer Services Bureau

Leon Gray, *Administrator*

Pam Taylor, *Deputy Administrator*

The Volunteer Services Bureau oversees and provides administrative support for Juvenile Court of Memphis and 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 2020, 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. Due to the COVID-19 pandemic, volunteers were trained to deliver support virtually through methods such as Zoom, FaceTime, Google Duo and conference calls. The dedication of our volunteers is truly remarkable.

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

Prior to the beginning of the COVID-19 pandemic, Volunteer Services Bureau participated in community

outreach by visiting schools and organizations to motivate youth to refrain from inappropriate behavior and to educate the public on Court programs and operations. In order to adhere to COVID-19 pandemic safety guidelines, community outreach was temporarily suspended and no onsite Court tours were provided.

In 2020, partnerships established with Rhodes College, City of Memphis MPLOY and Shelby County Commissioner Summer Youth Program to provide students with internship opportunities in juvenile justice were temporarily suspended to adhere to COVID-19 safety guidelines.

Unfortunately, due to the COVID-19 pandemic, the annual Volunteer Recognition reception was not held. However, each Juvenile Court volunteer received a “Thank You” packet via mail. The packet included an official Certificate of Appreciation signed by Judge Dan H. Michael and a Juvenile Court keychain with the Court Shield on one side and the inscription “Thanks for being awesome!” on the other side.

Ambassador Program
Latonia White, *Clerical Specialist*
Michele Macklin, *Administrative Technician*

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. It is comprised of veteran employees assisted by properly trained community volunteers.

Each Ambassador has a positive affect with hands-on services to the families and children who come to the Court.

Auxiliary Probation Service (APS)
Eric Roberts, *Coordinator*
Shontanique Evans, *Administrative Technician*

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 2020, the APS continued to thrive. To adhere to COVID-19 safety guidelines, Auxiliary Probation Officers (APOs) were successfully trained to provide virtual supervision and mentoring via FaceTime, Google Duo, Zoom, email, text and social media.

In 2020, a total of 125 active Auxiliary Probation Officers (APOs) volunteered over 20,874 hours supervising and mentoring approximately 60 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 youths from future delinquent behavior.

2020 Auxiliary Probation Service (APS) milestone anniversaries included:

- 35 Years: Officer Aubrey Miller
- 25 Years: Officer Mary Brooks, Officer Jenetha Brown, Officer Jefferson Smith, Officer Janet Malone
- 20 Years: Officer Robert Williams, Officer Mary Easley
- 10 Years: Officer Joanne Vieyra