Each Action Item has a detailed Action Plan with specific steps and "outcomes" targeted for 2014. This report tracks the implementation progress.

### Completed

- All 2014 outcomes have been achieved

### On Track

- Implementation steps are progressing on schedule

### Slightly Behind Schedule

- Behind and requires minimal effort to be on track

### Significantly Behind Schedule

- One or more implementation step is behind schedule

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### Goal One. Reduce violence in the home.

**Strategy Leaders:** Bartlett Mayor Keith McDonald; Germantown Mayor Sharon Goldsworthy; Olliette Murry-Drobot, Family Safety Center

**Comments:**

#### Strategy 1 – Strengthen laws against repeat domestic violence offenders and improve court procedures and practices to better support victims and hold perpetrators accountable.

**Completed**

- **Action Item 1a:** Enact mandatory incarceration time for repeat domestic violence offenders. (TN Department of Safety and Homeland Security Commissioner)

**Completed**

- **Governor Haslam signed Repeat Domestic Violence Offender Bill SB2250/HB2388 on June 6, 2012.** Dr. Richard Janikowski is contracted to provide an annual analysis of domestic violence repeat offenders data collected by the Shelby County District Attorney's Office to determine the impact of the law. A preliminary report is expected by the end of the first quarter 2015.

**Slightly Behind Schedule**

- **Action Item 1b:** Implement Blueprint for Safety—a nationally recognized prototype for linking criminal justice agencies together in a coherent, philosophically sound domestic violence intervention model. (Shelby County Government Division of Community Services Director)

**The Shelby County Blueprint for Safety Project Coordinator was replaced mid-year with Ms. Lia Romer, of YWCA of Greater Memphis. Shelby County also transitioned to a new Director in the Division of Community Services, Martha Lott. The Family Safety Center was contracted to become the System Advocacy Liaison. The Sheriff's Department, MPD, District Attorney, Pretrial Services, Courts, and 911 Communication staff assigned to work on the Shelby County Blueprint for Safety met throughout the year discussing processes and protocols, reviewing documents, and standardizing the response to domestic violence calls. Final Draft documents were circulated during the months of November and December 2014 to each entity for final review, comment and approval.**

**The challenges facing the Blueprint Project Coordinator are finalizing the document and submission for OVW approval. Tentative Launch Date set of February 19, 2015.**
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**Quarterly Progress Report**

**Performance Period: October-December 2014**

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**On Track**

**Action Item 1c:** Identify opportunities for judicial commissioners / magistrates to receive domestic violence training. (Domestic Violence Court Judge, Blue Print for Safety)

- Considering option of changing law to require commissioners be re-certified on a term basis, and include DV training as a mandatory element of re-certification.

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**Strategy 2 – Expand legal, housing, counseling, and other services to victims of domestic violence to help avoid repeat victimization.**

**Completed**

**Action Item 2a:** Family Safety Center. Build on the co-location of services at the Family Safety Center through implementation of best practices, multi-disciplinary teams and expanded victim services. (Family Safety Center)

- A strategic plan prepared by the National Family Justice Center Alliance was completed in February 2014 and adopted by the FSC Board.
- Implemented a system for tracking partner outcomes with data becoming available in the latter part of 2014. On average, served 200 new clients a month with an average of 20 returning clients each month.
- Established FSC Legal Services Task Force to assist victims with legal needs.
- Transitioning from current Efforts to Outcomes tracking system to Apricot case management system which will be widely utilized by partner agencies.
- Secured an additional three years of funding from the Assisi Foundation, FEDEX, and AutoZone, in addition to renewed State funding at existing levels.
On Track

Action Item 2b: Housing Services for Victims and Families. Develop and implement solutions for expanding quality local emergency, transitional and permanent housing and shelter for domestic violence victims, while ensuring those options are organized as a continuum. (Memphis and Shelby County Domestic & Sexual Violence Council)

OSC Chair, Commissioner Bill Gibbons, and Director of the Office of Criminal Justice, Bill Scollon toured Salvation Army, YWCA and Seek Ye Old Path emergency shelters for DV victims and their families.

FSC Strategic Plan identified the need for a main campus to house DV services and housing. YWCA membership voted on August 9, 2014 to merge with the Family Shelter and acquired property which houses both DV and homeless victims and their families needing emergency and transitional services. As many victims of DV become homeless, women may use MIFA services to obtain space in the new shelter.

FSC issues monthly partnership reports indicating the number housing referrals and type of assistance needed. During the month of November 2014, 1185 DV offenses were reported in Memphis and 168 in Shelby County as reported by FSC. FSC identified 156 abusers and had 178 requests for services; 1.53% of the clients requested relocation assistance, 2.67% requested rental assistance, 1.53% requested utility assistance, 3.05% requested transitional housing, 1.15% requested permanent housing.

Strategy 3 – Increase awareness and reporting of child abuse and neglect.

On Track

Action Item 3a: Scale up Stewards of Children training throughout Shelby County. (Shelby County Child Advocacy Center)

Reported a goal of training 35,000 stewards; Center trained 35 adults in FY2010; 318 adults in FY2011; 3637 adults in FY2012; 4156 adults in FY2013; and 2904 adults in FY2014. Total number of adults trained equals 12,439 as of end of 2014. 162 different organizations have held Stewards of Children trainings with a total of 502 training sessions.

Strategy 4 – Establish a coordinated community response to elder abuse and maltreatment.

On Track

Action Item 4a: Establish and implement a coordinated community response to elder abuse and maltreatment. (Plough Foundation)

In 2014, the Plough Foundation, together with more than 50 community partners, undertook a comprehensive review of elder services. Currently in the
Goal Two: Reduce gang and drug crime

Strategy 5 – Establish a multi-agency metro gang unit for a coordinated, focused and data-driven effort to reduce gang violence.

**Strategy Leaders:** Shelby County District Attorney General Amy Weirich; U.S. Attorney Ed Stanton

**Comments:**

- The multi-agency gang unit is fully operational and an undisclosed location for operations secured. Teams are working well together, coordinating with federal ATF.
- The Environmental Court, at the request of the SCDAG and pursuant to the work of the MGU, issued two gang injunctions in 2014 (both in the 4th Quarter): in October, one adjacent to the medical district (against Dixie Homes Murda Gang/47 Neighborhood Crips) and in December, in Frayser at the Ridgecrest and Greenbriar apartment complexes (against FAM Mob).

**Completed**

Action Item 5a: Implement collaborative law enforcement practices for a planned, focused effort to reduce gang violence, including data-driven deployment of law enforcement resources to high gang and drug crime areas. (Shelby County Sheriff, Memphis Police Director, U.S. Attorney, Shelby County District Attorney)

**On Track**

Action Item 5b: Equip law enforcement to make social services referrals for youth who are part of or exposed to gang-related activities. (U.S. Attorney, Shelby County District Attorney, Shelby County Sheriff, Memphis Police Director).

Community forums are ongoing. Anecdotally, they are not seeing movement from one neighborhood to another as law enforcement focuses on a particular area, but will need to look at this in about a year.

**Strategy 6 – Maintain and strengthen the multi-agency model for a coordinated and focused effort to reduce specific types of crime, much of which is gang-related.**

establishment phase, in August 2014 the Foundation approved funding of $3.45 million over three years through August 2017. They are in the process of signing MOU’s and have as partners the following agencies: The Aging Commission of the Mid-South, Ave Maria Home, Baptist Memorial Health Care Corporation, Community Legal Center, Family Safety Center, Memphis Area Legal Services, Memphis Crisis Center, Meritan, Inc., National Clearinghouse on Abuse in Later Life, RISE Foundation, and the Shelby County Crime Victims Center. Plough is anticipating an official kick off of the program at the end of January 2015.
On Track

Action Item 6a: Utilize the existing Safe Streets Task Force aggressively to reduce bank robbery, business robbery and carjacking, much of which is gang related. (U.S. Attorney, Shelby County District Attorney)

Ongoing. Each of these cases is prosecuted as “no deals” when state charges are filed. State ADA’s are specifically assigned to review each case for possible federal prosecution and Assistant US Attorneys are notified and provided with these files. Task force is working well and almost at full staffing. Discussed formalizing requests for business model of neighborhood watch, modeled on Hacks Cross vicinity, possibly replicating in Highland Heights area. Will coordinate with COPS program and Major Green.

Completed

Action Item 6b: Assign an assistant District Attorney to the U.S. Attorney’s office to help prosecute major drug cases under federal law. (U.S. Attorney, Shelby County District Attorney)

Although no ADA is specifically assigned to the U.S. Attorney’s office, indictments for a variety of Schedule I, II and VII drug violations are referred for federal prosecution resulting in 356 prosecutions under these statutes in 2014, 92 in the 4th quarter. The SCDAG continues to work with the federal DEA as well on specific investigations. State drug prosecutions have increased dramatically. 75% or more of drug cases involve gang members or those supplying gang members with narcotics.

Action Item 6c: Project Safe Neighborhoods Task Force. Utilize the existing Project Safe Neighborhoods Task Force to continue aggressive prosecution of felons in possession of firearms. (U.S. Attorney, Shelby County District Attorney)

As of November 2014, total crimes involving firearms down 25.1% since 2006
- Homicides involving firearms down 1.5% since 2006
- Business robberies involving firearms down 67.7% since 2006
- Individual robberies down involving firearms 22.8% since 2006
- Carjackings involving firearms down 83.9% since 2006

Ongoing weekly meetings are being held with representatives of the participating agencies to review cases that are appropriate for referral for federal prosecution.

Strategy 7 - Expand use of and strengthen Tennessee law to tackle illegal criminal gang activity.

Action Item 7a: Train prosecutors to fully use nuisance laws. (Shelby County District Attorney)

On Track

On Track

Action Item 7a: Train prosecutors to fully use nuisance laws. (Shelby County District Attorney)

Ongoing. The SCDAG is currently leveraging the city’s Neighborhood Preservation Act cases. In addition, there are now three gang experts in the MGU. MGU personnel attended two trainings in the fall 2014: Advanced Gang Investigations in September and RICO training in October, both sponsored by the U.S. Department of Justice.

Completed

Action Item 7b: State Nuisance Law to Tackle Illegal Gang Activity. Clarify the law to make it easier to tackle illegal gang activity at the neighborhood level through injunctive relief against such activity in specific geographic areas. (TN Dept. of Safety and Homeland Security Commissioner)

Completed

House bill 1430, known as the Community Safety Act, amending T.C.A. Title 29, Ch.3 was signed into law May 1, 2014, and became effective July 1, 2014: allows a judge to create a geographic safety zone. The Shelby County District Attorney’s Office has issued two such injunctions since October 2014, one in
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**Completed**

Action Item 7c: Clarify the TN nuisance law to make it easier for communities to tackle illegal gang activity at the neighborhood level through injunctive relief against such activity in specific geographic areas. (TN Dept. of Safety and Homeland Security Commissioner)

House bill 1430, known as the Community Safety Act, amending T.C.A. Title 29, Ch.3 was signed into law May 1, 2014, and became effective July 1, 2014. The amendment allows a judge to create a geographic safety zone. The Shelby County District Attorney’s Office has issued two such injunctions since October 2014, one in the area of the medical district and one in the area of Ridgecrest and Greenbriar Apartments in Frayser. See also, report in response to Action Item 5a.

Goal Three: Reduce blight, problem properties and crimes in apartment complexes.

Strategy Leaders: Memphis Mayor A C Wharton; Dave Carlson, Smith & Nephew

Strategy 8– Expand the Safeways model and other site-based social services programming to "hot spot" apartment complexes throughout Memphis and Shelby County.

**On Track**

Action Item 8a: Safeways Certification and Community Action Program. Expand agreements with apartment complex owners to implement the model, including a certification and periodic recertification process by which a complex can be designated officially as a “Safeways Property”.

(Safeways, Inc., Shelby County District Attorney)

Identified 6,000 potential additional units for the Safeways certification process.

25% average reduction in Q1 2014 Safeway tracked offenses over the same time period 2013.

Trained 4 MPD precincts with “Safeways 101” protocols.

Affirmed partnership with SCDAG Weirich to include SCDAG official seal on Safeways signage.

Based on funding flow and other challenges, Safeway anticipates modification of goal achievement date to end of 1st Quarter 2015 from end of 2014.

Action Item 8b: Expand site-based social services for apartment residents living in apartment complexes located in high-crime areas. (Agape-Powerlines Community Network)

As of the end of December 2014, Powerlines Community Network served 8,900 youth and families in 9 apartment complexes in high crime areas (5,100 served through Agape programs and 3,800 served by the 100 partnering

On Track
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Quarterly Progress Report
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Strategy 9: Reduce blight systematically throughout the City of Memphis.

On Track

Action Item 9a: Implement the “25 Square Blocks” initiative to systematically address blight and problem properties throughout the city of Memphis. (City of Memphis Director of Community Enhancement)

Ongoing.

Strategy 10 – Expand use of state and local laws to reduce problem properties and blight.

On Track

Action Item 10a: Increase efforts to utilize the state nuisance law to control and eliminate problem properties. (Shelby County District Attorney)

In 2014, the SCDAG has so far filed 6 nuisance actions addressing problem properties, including an Overton Crossing nightclub as well as several businesses where drug activity was occurring. Their office has also met with the owner of a problematic apartment complex and negotiated several changes such as increased security, etc., at the complex in lieu of any nuisance action. Additionally, the SCDAG’s office met with the owners of 17 local hotels in an effort to address crime occurring on their premises, again in lieu of any nuisance action.

Action Item 10b: Drug Dealer Eviction Program. Expand the drug dealer eviction program, including the development of a centralized database for the program that is easily accessible to owners and managers of rental properties. (Shelby County District Attorney)

Website tracking: 512 page views through July in calendar year 2014. Updated data is forthcoming.

Action Item 10c: Enact local ordinances and state law to identify and hold accountable individual owners of blighted and nuisance multi-unit properties. (City of Memphis Attorney)

Dave Carlson, goal leader, is attempting to schedule meetings to address this item.

Provided over 1,000 hours of paid, onsite security services for clients, staff, visitors, and property. Replicated PCN model in two additional apartment communities and brought onsite wraparound services to five ASD schools, providing 23% of the total student body (or 1,340 students) with intensive services.

Areas serviced have seen a 50% reduction in crime over a 3-year period. Through NOVA collaborative for youth exposed to violence, met all goals for nearly 187 individual youth and families living in neighborhoods with high crime and heavy gang-related activities. Effectively engaged more than 300 youth and families in a child abuse awareness and prevention initiative, resulting in a 40% parental knowledge increase (Nurturing Parenting evidence-based model).

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Goal Four: Reduce adult repeat offenses.

Strategy Leaders: Shelby County Mayor Mark Luttrell; Shelby County Sheriff Bill Oldham; Shelby County Division of Corrections Director William Gupton

Strategy 11 – Coordinate support services “under one roof” for adult (18+ yrs.) inmates returning to the community from incarceration.

**On Track**

**Action Item 11a:** Memphis and Shelby County Office of Re-entry. Establish and successfully implement the Memphis and Shelby County Office of Offender Re-entry, beginning with a pilot “one stop shop” for ex-offenders within Shelby County. (TN Dept. of Correction Commissioner, Shelby County Division of Corrections Director)

Comments:

The offender re-entry pilot program began with 129 participants in 2012-13. In a University of Memphis study led by Dr. Bert Burraston, in this pilot phase the intervention group had 60% fewer re-incarcerations than the control group, surpassing the stated goal of 30% fewer. In June 2014 the program moved from the Pilot stage and is in full operation. In September 2014, Phyllis Fickling became the new Executive Director/Administrator of the program.

The office recently held an online registration for the program where 400 new applications were submitted. There were 93 graduates from the Second Chance program in September.

Currently, 77 participants (31%) who are currently enrolled in post-release and Second Chance are employed.

A site for the permanent offices was secured at 1362 Mississippi Avenue and the move to the new “hub” is scheduled for March 2015.

A strategic plan is underway to build capacity by identifying and partnering with other community resources to address county-wide re-entry needs, incorporating the feedback from The Justice Group.

**Slightly Behind Schedule**

**Action Item 11b:** Establish an inter-agency Steering Committee comprised of law enforcement, criminal justice agencies and community organizations to implement and guide expansion and scale-up of the MSC Office of Offender Reentry programming. (TN Dept. of Correction Commissioner, Shelby County Division of Corrections Director)

Comments:

The existing Steering Committee was formed to provide strategic guidance during the Pilot stage of the Office of Re-entry. As the strategic plan is being designed to increase capacity, accountability, best practices, and outcome measurements, new members will be solicited who will have expertise in the core areas for successes, i.e., education, job placement, health care, and behavioral management.

Strategy 12 – Establish other innovative partnerships among government agencies that use existing staff, data and resources to achieve better recidivism results.

**On Track**

**Action Item 12a:** Secure identification and government benefits for ex-offenders before and immediately after release. (TN Dept. of Correction Commissioner)

Comments:

In November 2014 the first set of driver’s license issuance equipment was installed at Bledsoe County Correctional Facility (BCCX). The equipment was
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Significantly Behind Schedule

**Action Item 12b:** Increase the number of adult (18+ yrs.) ex-offenders placed into jobs by assigning a Workforce Investment Network (WIN) job developer to facilitate permanent job placement for ex-offenders and by developing a transitional, short-term jobs program that provides employment immediately following incarceration coupled with other work readiness and longer-term job placement services. (Workforce Investment Network Director)

Commissioner Kevin Woods now heads WIN. In 2014 WIN had a total of 36 ex-offender participants enrolled in Individual Training Accounts (ITA) with only one withdrawal and 27 completions. In Industrial Readiness Training, 9 of 10 individuals were hired. There were 31 participants in the City of Memphis Clean & Green Initiative.

WIN participated in the 1st Annual TN Re-Entry Collaboration and Resource Fair, funded a pilot program to train ex-offenders in warehouse and logistics which resulted in six hires. WIN also hosted an orientation for re-entry agencies about WIN services.

On Track

**Action Item 12c:** Increase the number of ex-offenders (18+ yrs.) who earn career readiness certificates. (Shelby County Division of Corrections Director, Shelby County Sheriff)

Bill Gupton is the newly appointed Director of Shelby County Division of Corrections and is reviewing policies and procedures related to career readiness.

Slightly Behind Schedule

**Action Item 12d:** Community Impact Program. Reduce recidivism through a pilot initiative by the Tennessee Department of Correction in partnership with local law enforcement and the court system to provide intensive supervision and services to defendants on probation in order to increase the likelihood of successful completion. (TN Dept. of Correction Commissioner)

In April 2014 MCIP did expand to accepting offenders from all Memphis/Shelby County zip codes. As a result case load numbers have increased. In November 2014 Veronica Leavy was named the MCIP supervisor. MCIP has also taken an active role at the Gun Stat meetings, furthering the cooperative relationship between MCIP and local law enforcement, to effectuate better supervision, reduced recidivism, and successful reentry, all while increasing public safety in Memphis/Shelby County. Although no MOU’s have been signed, CIP partners with Messick Adult Education for testing and volunteers teach the GED classes. GED classes are offered at the Board of Probation and Parole on Overton Crossing.

Strategy 13 – Expand access to drug court treatment for felony defendants with serious drug addictions.

Installed but issuance has not started. TDOC and DOSHS are slated to have issuance equipment installed in the remaining TDOC facilities by the end of March 2015. TDOC staff will be trained by TDOS. Offenders entering TDOC with a valid TN DL will be able to renew as needed to prevent an expiration. Eligible offenders with no TN DL or ID will be issued a State of TN ID prior to release.

In April 2014 MCIP did expand to accepting offenders from all Memphis/Shelby County zip codes. As a result case load numbers have increased. In November 2014 Veronica Leavy was named the MCIP supervisor. MCIP has also taken an active role at the Gun Stat meetings, furthering the cooperative relationship between MCIP and local law enforcement, to effectuate better supervision, reduced recidivism, and successful reentry, all while increasing public safety in Memphis/Shelby County. Although no MOU’s have been signed, CIP partners with Messick Adult Education for testing and volunteers teach the GED classes. GED classes are offered at the Board of Probation and Parole on Overton Crossing.
On Track

Action Item 13a: Reallocate and expand treatment funds to handle more felony drug defendants with serious addictions. (TN Department of Correction Commissioner, Shelby County District Attorney)

2,015 participants have graduated Drug Court. In 2013, of 149 graduates, zero were re-arrested. For calendar year 2014, there were 155 graduates with zero re-arrests to date. Of the 139 individuals who graduated from the program in 2011, only 3 were re-convicted, representing a recidivism rate of 2.2%. Overall, according to Judge Dwyer, Drug Court graduates have a 25% recidivism rate compared to 75% recidivism among non-participants. Approximately 3/4’s of the felony offenders are addicted to heroin.

Goal Five. Reduce youth violence. (Note: Implementation priority is Frayser/North Memphis.)

YV Strategy Group - Prevention. Leaders: Memphis Mayor A C Wharton; Shelby County Mayor Mark Luttrell

Strategy 14 – Enroll more children in high quality prenatal and early learning programs.

Slightly Behind Schedule

Action Item 14a: Enroll more families in prenatal, home visitation and 3-star/nationally accredited child care programs. (Early Success Coalition)

Since the end of the prior funding grant in August 2013, enrollment of families in appropriate care has been incorporated into the Early Success Neighborhood Plan, part of Project Launch, in which the Early Success Coalition is serving as the local implementation project through the TN Department of Health. The work is funded through SAMHSA. Seeding Success is monitoring metrics for this goal. Funding was secured in October 2014 and therefore new reporting of metrics is expected in early 2015. Trina Gillam, Healthy Families Supervisor, is the new contact person for this project.

On Track

Action Item 14b: Advocate for Pre-K expansion. (PeopleFirst Partnership)

According to TN Department of Education, for 2013-2014, over $85 million from the state education budget was allocated to school districts to operate 935 classrooms serving over 18,000 four-year-olds. This did not represent an expansion of services from prior school years. However, PeopleFirst continues to advocate for Pre-K and was a part of a Shelby County/Metro Nashville coalition that recently was given the “green light” by Governor Haslam to respond to the federal Preschool Development Grants competition. Others in the coalition locally were the Greater Memphis Chamber, Memphis Tomorrow, Shelby County Government, Shelby County Schools, Millington Municipal
Strategy 15 – Expand neighborhood-based youth services provided by community and faith organizations.

Significantly Behind Schedule

Action Item 15a: Identify, engage and empower faith and community based organizations to create partnerships with schools within their respective neighborhoods, and provide effective youth programming. (Urban Youth Initiative Inc. and First Baptist Church Broad)

From January – June 2014, the Urban Youth Initiative participated in a survey conducted by Dr. Laura Harris, and youth council activities were conducted by VISTA. In addition, UYI had 9 students enrolled in the Frayser Neighborhood Council through March 2014. UYI also conducted weekly training sessions for youth workers, including youth support for City of Memphis’s Gun Down program. UYI disbanded at the end of June 2014, however, leaving a gap in leadership on this action item.

On Track

Action Item 15b: Continue and expand crime prevention presentations in schools. (Shelby County Sheriff, Shelby County District Attorney)

From January through December 2014, the Speakers’ Bureau has held 740 programs, with 106,121 individuals in attendance across all programming. Programs included Neighborhood Watch (77 programs), Street Gang Awareness (14 programs), Senior Safety (7 programs), and McGruff/Stranger Danger (162 programs), among others. More than 48,000 individuals attended these presentations in the 4th quarter of 2014.

On Track

Action Item 15c: Mobilize parishioners to support youth development. (Congregational Health Network)

Revisions were made to Healing Homes curriculum in partnership with Shelby County Office of Early Childhood and Youth-NOVA. Curriculum was piloted in 2013 as part of the Congregational Health Network. Methodist Healthcare continued to sponsor CHN classes in 2013-2014. This curriculum was presented to the DOJ on September 9, 2014 at LeBonheur Methodist as part of an OJJDP site visit. Curriculum revisions are nearing completion by Dr. Kitty Lawson and UT to include more faith-based information and activities based on feedback from participants.

On Track

Action Item 15d: Train community clergy leaders in police protocols to support collaborative crime prevention and community development initiatives (Memphis Police Department, First Baptist Church-Broad)

The Clergy Academy has trained more than 170 clergy between 2011 and 2014. Evaluations of the program were conducted by Dr. Laura Harris, who presented her preliminary report to Director Armstrong on Aug. 20, 2014. The final report was completed September 30, 2014. Surveys in targeted areas (Manassas A, B, and C, and Peres) were conducted in 2014. Report highlights indicated...
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Overwhelming satisfaction (greater than 90%) of graduates of the Clergy Academy with the program.

Recommendations for sustaining partnerships between clergy and the police department included quarterly meetings at churches with police and community leaders, ride-alongs on a consistent basis, MPD visits to churches and community events, collaborative participation in activities with youth, young adults, and gang members.

100% of clergy attending indicated they were more motivated to be involved in crime prevention in their communities as a result of participating in the Clergy Academy.

**Strategy 16 – Ensure youth violence prevention is a priority for all major neighborhood revitalization initiatives, specifically including Choice Neighborhoods, a federally funded planning initiative focused on transforming the Vance Avenue Neighborhood by linking affordable mixed-income housing with quality education, public transportation, good jobs and safe streets, and Community LIFT, a community redevelopment intermediary organization coordinating the implementation of the Greater Memphis Neighborhood Plan to revitalize targeted Memphis neighborhoods.**

**Significantly Behind Schedule**  
**Action Item 16a:** Make youth violence prevention a priority for the Choice Neighborhoods initiative. (City of Memphis Housing and Community Development)

The City of Memphis applied for a grant to further this work but was notified in the spring of 2014 that the grant would not be funded. The City is planning to apply again for the same area (Foote/Cleaborne). They have hired a developer and the NOFA was issued November 8 with a deadline for response on February 8, 2015. The City has hired McCormack-Barron as developer (same developer as Legends and University Place).

**On Track**  
**Action Item 16b:** Make youth violence prevention a priority for Community LIFT. (Community LIFT)

Community LIFT Uplift Grants went to Lifeline to Success to develop career goals for middle and high school students and create a mentoring program for juvenile offenders in Frayser, as well as a Heal the Hood initiative in Upper South Memphis to reduce youth violence. LIFT has been working in Frayser and the Heights to help create neighborhood planning processes where stakeholders determined strategies for the neighborhood to reduce crime. The planning phase wrapped up in May 2014 and in collaboration with other neighborhood programs, helped produce the Frayser 2020 report and economic redevelopment plan. LIFT also supports the Heights Coalition Blight Squad. In June 2014, LIFT was awarded a grant through the White House’s Neighborhood...
**Strategy 17 – Implement county government’s Defending Childhood Initiative (DCI) to help ensure young victims of exposure to violence are nurtured so as not to become perpetrators.**

On Track  
**Action Item 17a:** Partner with neighborhood leadership groups to champion project programs within the targeted area. (Shelby County Office of Early Childhood & Youth)

DCI-Nova continues to build new partnerships in Frayser and Southeast Memphis and expand existing partnerships through national linkages, resources that build capacity. Drs. Jerry Watson and Greg Washington are consultants assisting with the Men Healing Men Think Tank, sponsored in part by DCI-Nova.

On Track  
**Action Item 17b:** Provide a comprehensive awareness and social marketing campaign on how to prevent children from being exposed to violence and how to get help for children who are exposed to violence. (Shelby County Office of Early Childhood & Youth)

DCI-Nova, along with the Office of Early Childhood and Youth and the Youth Forum, hosted the 2014 DCI All Sites Meeting in Memphis, June 24-26, 2014. More than 120 attendees from all over the United States attended and participated in a DCI-Youth forum work session. Over 20 local city and county partners and community members participated on panels, in presentations and/or as consultants. The session ended with the first Strike Out Violence Night with the Memphis Redbirds.

Provided training to more than 30 MPD leaders at Airways Precinct regarding children’s exposure to violence.

Additionally, DCI-Nova:

- Sponsored the SCS Multi-Dimensional Approach to Serving Children Workshop which was open to the community – SCS provided an overview of all services, resources available to children with needs, and how to access the services to 50 attendees.

- Coordinated training for two cohorts of child welfare workers on the Child Welfare Trauma Training Toolkit by faculty of the University of...
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On Track  
**Action Item 17c:** Enroll families in project pilot areas in high quality prenatal and home visitation services. (Early Success Coalition)

TN Center of Excellence for Children in State Custody faculty in July and August. Over 40 child welfare workers attended 16 hours of training on the toolkit.

- Participated in planning and attended the Youth Forum Site Visit – September, 2014.

The DCI-NOVA coordinator was invited to participate in the Center for Juvenile Justice Reform Reducing Racial and Ethnic Disparities (RED) fellowship program. A team from Shelby County attended a week long session at Georgetown University.

To date approximately 200 families are being served by the Early Success Coalition Network home visiting programs and site based providers. Providers continue to enroll families identified for home visitation services and served 103 families in 2014.

On Track  
**Action Item 17d:** Provide family training in reducing domestic violence, preventing child abuse, and parenting skills. (Exchange Club Family Center; Child Advocacy Center; Le Bonheur Center for Children and Parents; Congregational Health Network)

Sponsored by the National Forum on Youth Violence Prevention and DCI, Victims to Victory facilitated Healing Homes Faith Based Curriculum on Family and Youth Violence. In 2014, an additional 57 faith based leaders were trained. Stewards of Children trainings were held by the Memphis Child Advocacy Center in the DCI-NOVA target areas (see 3a).

On Track  
**Action Item 17e:** Provide training to childcare and youth development providers. (Le Bonheur Center for Children and Parents; University of Memphis School of Social Work)

Two Center for Social Emotional Foundation for Early Learning (CSEFEL) specialists were hired by LeBonheur and have trained 163 child care providers in use of the CSEFEL assessment tool.

University of Memphis coordinated monthly professional development training on various topics such as:

- Implementation Science Training – National Implementation Research Network – In training provided by the DOJ, attendees were provided overview, materials, consultant resource on applying implementation science to achieve system change.

- Shelby County Schools – Multi-Dimensional Approach to Serving Children
**Completed**

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<tr>
<th>Action Item</th>
<th>Description</th>
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<td>17f</td>
<td>Deliver Kingian Non-Violence Training to all students in pilot area. (Shelby County Schools)</td>
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Final reporting regarding the Kingian Nonviolent Training was submitted by Memphis City Schools and reported more than 19,000 students trained in 16 schools. Data was missing from 4 schools – Cordova High, Sheffield High, Raleigh Egypt High and Westside Middle School.

**On Track**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>17g</td>
<td>Conduct outreach to increase enrollment in high quality childcare. (Agape Powerlines Community Network)</td>
</tr>
<tr>
<td>17h</td>
<td>Establish outreach, identification and referral of children exposed to violence. (Shelby County Office of Early Childhood and Youth; Agape, Powerlines Community Network)</td>
</tr>
</tbody>
</table>

Based on the report from NOVA, outreach is ongoing. The PeopleFirst Cradle to Career pipeline reflects the goals of this action item. Ongoing training and support has been provided to staff. Outreach is being provided to over 200 families per month in the targeted areas.

Funding was secured for DCI-NOVA fiscal years 2014-2016, although at substantially reduced levels, resulting in cessation of some programming conducted through MOUs with community organizations, specifically Agape. However, DCI-NOVA will continue to support sustainable activities through a streamlined portfolio that will be imbedded in organizations, communities, individuals, policies, and practices.

**On Track**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>17i</td>
<td>Expand trauma-focused therapy for children ages 0 – 19. (Le Bonheur Center for Children and Parents; Exchange Club Family Center; Child Advocacy Center)</td>
</tr>
</tbody>
</table>

New Trauma Focused CBT Learning Collaborative was established in December 2014 with approximately 40 participants representing 10+ organizations. The Exchange Club, Victims to Victory, Child Advocacy Center, and Le Bonheur Children’s Medical Center all have staff in place to assist children in need of CBT.

**Slightly Behind Schedule**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>17j</td>
<td>Implement an online client data base that multiple social service agencies can use to coordinate their services for each child. (Shelby County Office of Early Childhood and Youth)</td>
</tr>
</tbody>
</table>

DCI-NOVA Partners are waiting to finalize design and formalize agreements to transition to the new client data and training tracking system.

**YV Strategy Group – Intervention.** Leaders: Juvenile Court Judge Dan Michael, Shelby County Schools Superintendent Dorsey Hopson
This Operation: Safe Community progress report is compiled quarterly based on reporting from OSC partners. Any items unreported prior to preparation of this document or developments having occurred since the close of the quarter will be reflected in next quarter’s report.

**Strategy 18** – Expand case-managed wrap-around services (e.g. mentoring, mental health counseling, afterschool programming, job training and placement, etc.) for troubled youth involved in Juvenile Court, youth known to be gang-involved, or for students most at risk of suspension, expulsion, or criminal offense.

**On Track**

**Action Item 18a:** Gang Reduction Assistance to Saving Society’s Youth. Expand and enhance U.S. Office of Juvenile Justice and Delinquency Prevention gang prevention model, called G.R.A.S.S.Y., for improved outreach, case management and direct services to gang-involved SCS students. (Shelby County Schools Chief of Safety, Security and Emergency Management)

In 2013-14, the program saw a 78% decrease in gang expulsion and suspension compared to the prior year. 12 students involved in the program obtained their high school diplomas; 10 received employability skills training leading to summer internships; 6 mastered the Building and Construction Trades Council’s Multi-Core Curriculum and received a nationally recognized Pre-Apprenticeship Certification.

The GRASSY Hybrid Model is currently being used at Cordova High, Craigmont High, Hamilton Middle, Kirby High, Melrose High, Raleigh Egypt High, Sheffield High, Southwind High, White Station High, Kingsbury Middle, Manassas High, Wooddale High, and Whitehaven High. The two current GRASSY OJJDP Model schools are Trezevant High and Hamilton High.

GRASSY received the new “Prevent” grant funding in November 2014 to expand into additional schools.

**On Track**

**Action Item 18b:** Expand the number of Juvenile Court successful referrals of youth to needed services (e.g. mentoring, mental health, afterschool programming, job training, etc.). (Juvenile Court of Memphis and Shelby County)

In 2014 the office fell just short of its intended goal of increasing referrals by 22%, with a total of 754 youth referred to E&R during the year (a referral rate of 14.5 youth per week) representing an increase of 18.55%. The program also implemented in November 2014 a new risk assessment tool, YASI. The program also had a parental responsibility agreement approved by the Court in October 2014 and began immediate implementation in an effort to hold parents accountable.

**On Track**

**Action Item 18c:** Establish mentors for youth leaving Juvenile Court’s Hope Academy – a joint venture of Juvenile Court and Shelby County Schools with structured classroom instruction to students detained at Juvenile Court. (Juvenile Court of Memphis and Shelby County)

Returnees measured by 40-day period. There is a shortage of mentors; recruitment goal of 25-25 mentors is still a work in progress and has been modified to 20 recruits. With the advent of the Pyramid Mentoring initiative of the Shelby County Schools (a portal on the SCS site allowing for mentors to sign up) in December 2014, expecting to see meaningful results. Anecdotally, students remanded back to their primary schools from Hope Academy are doing
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On Track

Action Item 18d: Mentoring/Truancy Program. Expand Shelby County District Attorney’s mentoring program for truant students at the elementary and middle school levels. (Shelby County District Attorney)

MPD was awarded OJJDP FY14 supplemental grant funds to address shortfalls in data collection relating to truancy. Number of participating schools increased from nine to 11, but recently all three Raleigh-Egypt schools were added to the program as well, bringing the total to 14. Fifteen new mentors were trained in 2014.

- In 2013-14, truancy numbers were 26,408 for those missing 5 days and 10,095 for those missing 10 days, representing an increase of 106% and 122% respectively, according to District numbers.
- However, Tennessee Department of Education numbers were much higher and, based on their evaluations on six of 13 schools in the District Attorney’s truancy mentoring program, only 35% of students meeting the criteria for referral were, in fact, referred.

Truancy roundtables were held in October and November 2014 bringing interested parties together to discuss data collection and attendance. Data discrepancies were resolved and SCS Research office took ownership of maintaining attendance data. DA Weirich and Superintendent Hopson will co-convene a Truancy and Attendance Taskforce to focus on next steps and plan to reconvene in January 2015.

On Track

Action Item 18e: Increase the number of Court Services Adjudicated Delinquent Youth being referred to the Juvenile Intervention & Faith-based Follow-up (JIFF) program for needed intervention services (mentoring, educational advancement, life and/or employment skills training, etc.). (JIFF, Inc. and Court Services Division: Youth Services & Children’s Bureaus)

JIFF has realized an increase in youth referred and enrolled in programming by Juvenile Court from 67 to 78 (16%) with involvement with JIFF’s Educational Connection and Case Mentoring Connection components for the 2014 calendar year. Seventy of the 78 participants were administered Pre & Post TABE tests in the Education Advancement Program. Fifty-five (79%) increased at least 1 grade level. During program participation to date in 2014, 10 youth were re-arrested for crimes equal to or greater than, therefore realizing a recidivism rate of 13%. This reflects an improvement over the 2013 year total rate of 19% recidivism (14 of 72).

Has served over 780 Juvenile Court referred adjudicated delinquent youth since JIFF’s inception, March 2003.
On Track

OSC Action Item 18(f): Implement and enhance Positive Behavioral Interventions and Supports (PBIS) framework in 3 (three) high-need high schools. (Shelby County Schools)

This Action Item was added to the OSC plan in November 2014.

PBIS is currently engaged in three schools in Southeast Memphis with emerging gang activity: Sheffield, Kirby, and Wooddale High Schools. The following reflects results at mid-year mark for the 2014-15 school year:

<table>
<thead>
<tr>
<th>Attendance Rate: 2013-14</th>
<th>2014-15 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kirby</td>
<td>91.4</td>
</tr>
<tr>
<td>Sheffield</td>
<td>92.5</td>
</tr>
<tr>
<td>Wooddale</td>
<td>91.5</td>
</tr>
</tbody>
</table>

Male attendance rate trailed female by .3% Additional interventions including increased outreach to homes and rewards for progress will be implemented in the second half of the school year.

<table>
<thead>
<tr>
<th>Suspension Rate: 2013-14</th>
<th>2014-15 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Kirby</td>
<td>1,120</td>
</tr>
<tr>
<td>Sheffield</td>
<td>568</td>
</tr>
<tr>
<td>Wooddale</td>
<td>1,281</td>
</tr>
</tbody>
</table>

Sheffield is on target to reduce male suspensions by 41% and reduce female suspensions by 60%. Kirby and Wooddale are on target to increase suspensions. Discipline referrals at Sheffield are down by 35% for males and 45% for females. Kirby and Wooddale are reporting referral increases of near 50% for males and females. New full-time PBIS staff will begin focused work with Kirby and Wooddale on February 2. Sheffield will continue to receive part-time assistance.

Re-launched full Culinary Arts training program to youth and young adults 16-24 through Face Forward Memphis grant and collaborated with Visible Music College to bring a music production project to JIFF youth, with pilot program running July – September 2014.
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Funding for PBIS is currently provided by concurrent grants from the Office of Juvenile Justice Delinquency Prevention awarded to the Memphis Police Department.

**YV Strategy Group – Law Enforcement.** Leaders: Shelby County District Attorney Amy Weirich; Memphis Police Director Toney Armstrong

**Strategy 19** – Require suspended students to attend alternative schools.

**Action Item 19a:** Enact state legislation requiring expelled students to attend educational programs. (Shelby County Schools)

Due to the costs associated with this action item and the merging of the school districts, Shelby County Schools has requested that this item be suspended. Further meetings with Dr. Ray confirmed this course of action.

**Strategy 20** – Intensify targeted patrols in areas with high rates of youth crime.

**Action Item 20a: Data-Driven Policing.** Utilize data-driven deployment of police to areas with high rates of youth crime. (Memphis Police Director, Shelby County Sheriff)

The Memphis Police Department and Shelby County Sheriff’s Office continue to provide services across the community, including in targeted neighborhoods, in the most efficacious manner. Recently, and in response to an increase in youthful violent offenses in the 2nd and 3rd quarters of 2014 within Memphis, MPD launched Operation: Blue Storm utilizing DDP in eight specific neighborhoods. In September 2014 and again in October 2014, OCS Crime Trends reports showed a reduction in violent crime against previous months despite reduced police ranks. The Shelby County Sheriff’s Office utilizes DDP as well and launched a variety of initiatives such as Call Ahead to help curb juvenile crime in this effort.

A robust recommendations report has been prepared by Richard Janikowski in partnership with the City of Memphis, the MPD and the Memphis Shelby Crime Commission. This report draws on findings and conclusions of other reports in past years conducted by City of Memphis as to how to most strategically deploy police manpower to affect reductions in major violent and property crime. As a result, in November 2014 an MPD Task Force on Strategic Alignment was formed and is chaired by Rep. Kemp Conrad.

**Strategy 21** – Involve law enforcement more actively in youth violence prevention and intervention efforts.
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Quarterly Progress Report

Performance Period: October-December 2014

Completed

**Action Item 21a:** Implement Cops & Kids Training. This evidence-based training program increases officers’ effectiveness in interacting with children, with the goal of having greater impact on prevention and early intervention in truancy and other “gateway” behaviors. (Shelby County Office of Children and Youth)

Funding for this program terminated in 2013. However, in 2014 the MPD, in coordination with DCI, piloted use of an information card to provide on scene where children are present at scenes of violence and created a training video for officers in the use of this resource. It is anticipated that this program will expand to the Sheriff’s office.

**Strategy 22 – Expand community-based policing.**

**On Track**

**Action Item 22a:** Establish Community Outreach Program (COP) units to focus on 1) restoring order within high crime neighborhoods and 2) developing continuing support from and to those neighborhoods. (Memphis Police Director)

Dr. Laura Harris conducted evaluations of citizen reaction to several COP programs (Clergy Academy, Citizen’s Academy, and Neighborhood Watch), as well as surveys of residents about their neighborhoods. She presented her preliminary report to Director Armstrong in August and the final report was completed on 9/30/14. The report includes findings of evaluation tools and methodologies for the Frayser and South Memphis areas. Grant funding supported this evaluation process and ended on 9/30/14, however the COP program continues to operate.

In addition, the Links to Community Empowerment for Frayser Residents web-based toolkit had a soft launch in July 2014, was completed in August, and has been rolled out in community meetings held in September and October. The most recent community training meeting was conducted by Rangeline CDC in November 2014. (Peer-to-peer training was conducted in September.)

Collateral materials promoting the site were developed to support community outreach, including wallet cards with QR codes for use by the MPD on calls which include a link to the site, safefrayser.org. Use of the site will be evaluated through analytics and the site will be monitored on a periodic basis for accuracy.

**YV Strategy Group – Juvenile Justice/Graduated Sanctions.** Leaders: TN Dept. of Correction Commissioner Derrick Schofield

**Strategy 23 – Expand graduated sanctions that balance penalties and accountability with support services.**
On Track

Action Item 23a: Expand the S.H.A.P.E. program, an effort which provides intervention services (tutoring, mentoring, life skills training) for students committing minor offenses in lieu of sending them to Juvenile Court. (Shelby County Schools Chief of Safety, Security and Emergency Management)

Significantly Behind Schedule

Action Item 23b: Expand use of GPS bracelets and community-based enforcement programs. (Juvenile Court of Memphis and Shelby County)

Strategy 24 – Explore additional sentencing options in juvenile justice, with emphasis on what impact such changes would have on public safety, costs, rehabilitation, and recidivism.

Significantly Behind Schedule

Action Item 24a: Evaluate realignment of resources and sentencing options in juvenile justice, with emphasis on what impact such changes would have on public safety, costs, rehabilitation and recidivism (including, but not limited to, an evaluation of a blended sentencing option under which juveniles could be detained past age 19). (TN Department of Children’s Services Commissioner)

Data for April 2014 demonstrated there were more juvenile custody exits than intakes for Shelby County. Merlene Hyman, as new Regional Administrator for DCS and Kerelynn Davis, as new Deputy Regional Administrator, have participated in discussions on alternatives for juvenile detention, including one in September 2014. The TN Sentencing Task Force has been exploring options for juvenile sentencing and this item continues to be under review.

Strategy 25 – Test the feasibility of establishing prison youthful offender units, at existing facilities, for offenders under age 24 serving sentences in the adult correctional system.

For the 2012-13 school year, 78.4% of referrals came from the MPD, with 21.6% from school administration. 66.7% of referrals to the program came from 9th and 10th grades. The most common offense resulting in a referral was simple assault (47.1%), but numbers were down from the prior year. Transports to juvenile court from participating schools decreased from 569 in the prior school year to 281. 61.3% of students had no contact with Juvenile Court after their initial referral to S.H.A.P.E. SCS has expanded the S.H.A.P.E. program to a broader level of minor offenses for the 2014-15 school year. SCS schools engaged in this program for the 2014-15 school year are: (High Schools): Southwind, Bolton, Melrose, East, Carver, Hamilton, Kirby, Craigmont, Raleigh-Egypt, Northside, Hillcrest, Wooddale, Kingsbury, Cordova, Trezevant, Manassas, Ridgeway, and Whitehaven. It is also operating in Wooddale and Highland Oaks Middle Schools. Preliminary data for the 2013-14 school year indicates 231 students were in the program with 23% re-offending. The full report is expected in the first quarter 2015.

After a technology grant through the Memphis Police Department ended in May 2013, the court has continued to use GPS bracelets as budgeted (capacity is 15 units as of end of 2014) on a pre-adjudicatory basis for those youth who would otherwise be placed in detention or for youth in the custody of the Youth Services Bureau (YSB) who have demonstrated a need for increased monitoring.
On Track

Action Item 25a: Pilot a youthful offenders unit at Northwest Correctional Complex (NWCK) site (TN Dept. of Correction Commissioner)

A unit was established by dedicating 160 beds at NWCK. Shelby County residents occupy 28. Gang-affiliated youth are excluded from this unit and are put in general population.


Strategy 26 – Increase case-managed, wrap-around services (e.g. mental health counseling, substance abuse treatment, education, job training and placement, etc.) for youth returning from incarceration.

See Strategy 11 for adult repeat offenders. Youth ages 18-24 (though not less than 18) will be served through action items under that strategy.

Significantly Behind Schedule

Action Item 26a: Increase capacity at transitional schools. (Shelby County Schools)

Capacity at MLK Transition Center is 125 and all slots are full for the outset of 2014-15 school term. Approximately 25% of these students are re-entering from DCS custody. Lack of state law requiring suspended/expelled students to attend school continues to be an issue. Dr. Ray indicated he estimated the cost of fully providing expelled and suspended students with all the services they needed at one site at approximately $10 million annually (including academic, social work, psychologists, medication prescribers, family counseling, etc.). Yet, this year the alternative schools budget (which includes the two transition schools) was cut by $6.2 million. MLK offers wrap around services including mental health counseling and evaluation for special education needs.

Completed

Action Item 26b: Expand wrap-around case management for youth with serious emotional disturbance. (JustCare Family Network)

JCFN served 263 families over the course of the grant. Success was measured by improved school attendance and performance. JCFN’s six-year grant expired at the end of September 2014 but they obtained a no-cost extension. Based on updates provided to MSCC by the former director, the majority of the work to be done during this final year involves the development of a sustainable local family organization in Shelby County as part of the legacy of the funded six year System of Care grant. With the former leadership no longer in place and leadership handed off, this action item is under review by MSCC.