

**OPERATION: SAFE  
COMMUNITY**  
A MEMPHIS FAST FORWARD INITIATIVE



**Action Agenda  
with  
Detailed Action Plans  
2012 – 2016**

Produced by the Memphis Shelby Crime Commission  
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## Table of Contents

<b>Action Agenda Plan Summary</b>	--	<b>3</b>
<b>Detailed Action Plans</b>	--	<b>14</b>
<b>Goal 1: Reduce violence in home</b>	--	<b>15</b>
Strategy 1	--	15
Strategy 2	--	21
Strategy 3	--	28
Strategy 4	--	31
Strategy 5	--	34
<b>Goal 2: Reduce gang and drug crime</b>	--	<b>37</b>
Strategy 5	--	37
Strategy 6	--	40
Strategy 7	--	46
<b>Goal 3: Reduce blight, problem properties, etc.</b>	--	<b>50</b>
Strategy 8	--	50
Strategy 9	--	57
Strategy 10	--	60
<b>Goal 4: Reduce adult repeat offenders</b>	--	<b>65</b>
Strategy 11	--	65
Strategy 12	--	71
Strategy 13	--	81
<b>Goal 5: Reduce youth violence</b>	--	<b>83</b>
Strategy 14	--	84
Strategy 15	--	90
Strategy 16	--	102
Strategy 17	--	109
Strategy 18	--	111
Strategy 19	--	125
Strategy 20	--	126
Strategy 21	--	128
Strategy 22	--	131
Strategy 23	--	135
Strategy 24	--	140
Strategy 25	--	141
Strategy 26	--	144

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



## Introduction and Executive Summary

*Operation: Safe Community* (OSC) is an historic and ambitious crime reduction initiative spearheaded by top government, criminal justice, and business leaders in partnership with schools, citizens, and faith and community-based organizations. It is a component of *Memphis Fast Forward*, a comprehensive plan of action to accelerate economic prosperity and quality of life in Memphis and Shelby County.

Launched in late 2006, *Operation: Safe Community* created a plan with 15 research-backed, data-driven strategies for how law enforcement – both by itself and in specific types of strategic community partnerships – can make a meaningful dent in crime. The goal was quite simple: to make Memphis-Shelby County one of the safest communities of its size in the nation by 2011. It was an ambitious – some thought audacious – goal, and while it was not reached, **Memphis and Shelby County can celebrate a dramatic and momentous reduction of major violent crime (down 23%) and major property crime (down 26%).**

On the heels of such success and momentum, the leadership team has built a plan for the next five years that is arguably better than the first. The new plan calls for maintaining laser-like focus on data-driven policing with MPD's Blue C.R.U.S.H., widely acknowledged as the major contributor to the crime reductions to date. But it also establishes a special new focus on youth violence prevention and intervention, with strategies having been developed through a unique partnership with the U.S. Department of Justice.

Further, the plan emphasizes cooperation and integration with other major strategic plans and initiatives throughout Memphis and Shelby County. While it seems sometimes that there are announcements of new major initiatives every month, *Operation: Safe Community* is committed to proactively ensuring coordination with other major initiatives to avoid duplication of effort and to leverage new resources where they are available.

For example, we view the Memphis Mayor's Innovation Delivery Team, funded by a grant from Bloomberg Philanthropies, as a tremendous resource in 'delivering' (implementing) some of the key strategies of *Operation: Safe Community*. Other major initiatives with which we are aligning closely for maximum impact include the State of Tennessee Public Safety Action Plan, Defending Childhood Initiative, Choice Neighborhoods and Community LIFT Neighborhood Plan, among others.

As with any good strategic plan, this one will evolve. We have learned much from our work over the past five years and are committed to continued learning and to embracing new partners and opportunities as they surface, and to dropping initiatives that are not having the anticipated impact.

The following is the executive summary of our plan.

## Metrics

***Operation: Safe Community* has three levels of metrics by which to assess progress:**

- Macro Metrics represent overall reported violent and property crime throughout all of Shelby County. These will be reported on a monthly basis.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- Goal Level Indicators represent the best data available to shed light on progress measured against the five OSC goals. Most of these will be reported on a monthly basis.
- Action Item Metrics represent both process and outcomes data reflecting progress measured against specific action/implementation plans for each Action Item. These are not contained in this Action Agenda document, but rather are found in the individual action plan for each action item. They include short-term (1 year), medium-term (2-3 year) and long-term (4-5 year and longer) outcomes.

## Macro Metrics

Operation Safe Community - Monthly Crime Trend Report												
Shelby County - TIBRS <sup>1</sup> GROUP A OFFENSES												
January 1 - December 31, 2006-2011												
Selected Offenses of Interest												
Offense Type	2006	2007	% Change 2006-07	2008	% Change 2006-08	2009	% Change 2006-09	2010	% Change 2006-10	2011	% Change 2010-11	% Change 2006-11
Murder	153	153	0.0%	146	-4.6%	142	-7.2%	96	-37.3%	119	24.0%	-22.2%
Forcible Rape <sup>2</sup>	479	502	4.8%	428	-10.6%	447	-6.7%	490	2.3%	449	-8.4%	-6.3%
Aggravated Assault	8,335	8,291	-0.5%	8,299	-0.4%	8,106	-2.7%	7,296	-12.5%	7,415	1.6%	-11.0%
Robbery	5,510	5,052	-8.3%	4,952	-10.1%	4,294	-22.1%	3,382	-38.6%	3,192	-5.6%	-42.1%
<b>MAJOR VIOLENT CRIME</b>	<b>14,477</b>	<b>13,998</b>	<b>-3.3%</b>	<b>13,825</b>	<b>-4.5%</b>	<b>12,989</b>	<b>-10.3%</b>	<b>11,264</b>	<b>-22.2%</b>	<b>11,175</b>	<b>-0.8%</b>	<b>-22.8%</b>
Burglary	18,512	16,433	-11.2%	17,753	-4.1%	15,544	-16.0%	14,996	-19.0%	14,462	-3.6%	-21.9%
Theft Offenses	39,480	39,055	-1.1%	38,608	-2.2%	34,287	-13.2%	30,083	-12.3%	30,484	1.3%	-22.8%
Motor Vehicle Theft	7,374	6,780	-8.1%	5,869	-20.4%	4,611	-37.5%	4,396	-40.4%	3,777	-14.1%	-48.8%
<b>MAJOR PROPERTY CRIME</b>	<b>65,366</b>	<b>62,268</b>	<b>-4.7%</b>	<b>62,230</b>	<b>-4.8%</b>	<b>54,442</b>	<b>-16.7%</b>	<b>49,475</b>	<b>-24.3%</b>	<b>48,723</b>	<b>-1.5%</b>	<b>-25.5%</b>
Simple Assault	24,836	25,541	2.8%	25,605	3.1%	25,975	4.6%	26,440	6.5%	26,116	-1.2%	5.2%
Drug/Narcotic Violations <sup>3</sup>	6,827	7,514	10.1%	6,505	-4.7%	6,655	-2.5%	6,928	1.5%	6,294	-9.2%	-7.8%
Weapon Law Violations <sup>3</sup>	1,782	1,856	4.2%	1,760	-1.2%	1,733	-2.7%	1,601	-10.2%	1,597	-0.2%	-10.4%

## Goal Level Indicators

### Goal 1: Reduce Violence in the Home.

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## Goal 2: Reduce Gang and Drug Crime.

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

## Goal 3: Reduce Blight, Problem Properties, and Crime in Apartment Complexes.

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

## Goal 4: Reduce Adult Repeat Offenses.

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation) (Tennessee Department of Correction Commissioner)

## Goal 5: Reduce Youth Violence.

- The number of arrests for Part I Violent Crimes of persons aged 24 and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons aged 24 and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims aged 24 and under (University of Memphis Department of Criminal Chair)
- The percentage of Part I Violent Crime Victims aged 24 and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



## Policing Strategy Note

**Data-driven policing.** The expansion of data-driven policing, especially Memphis Police Department’s Blue C.R.U.S.H., is credited as the major factor in the dramatic reductions in crime in Memphis and Shelby County during the first five years of *Operation: Safe Community*.

Maintaining and continuing to refine it and ensuring that the number of officers is sufficient to provide reasonable coverage are critical to the success of all of the goals of this new plan. Currently “full complement” for Memphis Police Department is 2,480 officers, but only 2,400 of those positions were filled as of January, 2012. Similarly, the Shelby County Sheriff’s Department has played a significant role in reducing crime in Shelby County and the unincorporated areas. Its continued work in the area of “smart policing” to ensure sufficient coverage also impacts the success of the new plan. Currently “full complement” for the Sheriff’s Office is 639 but only 555 of those positions are filled as of February, 2012.

## Goal One. Reduce violence in the home.

**Strategy Leaders: Bartlett Mayor Keith McDonald; Germantown Mayor Sharon Goldsworthy, and Olliette Murry-Drobot.**

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

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

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 Director of Community Services )

Action Item 1c: Establish annual evaluations for judicial commissioners/magistrates that include their handling of domestic violence cases and identify opportunities for them to receive domestic violence training (Domestic Violence Court Judge)

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

Action Item 2a: Fully implement the Family Safety Center (Family Safety Center)

Action Item 2b: Expand capacity of local housing and shelter for domestic violence victims (Erase Domestic Crime Collaborative Shelter and Supportive Housing Taskforce)

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

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

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## **Strategy 4 – Increase the availability of homemaker services for victims and potential victims of elder abuse.**

Action Item 4a: Restore and increase funding for homemaker services which help elderly persons who are or may be in jeopardy of being abused by others residing in or visiting their homes (Meritan)

## **Goal Two: Reduce gang and drug crime.**

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

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

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 General)

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 General, Shelby County Sheriff, Memphis Police Director).

## **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.**

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 General)

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 General)

Action Item 6c: 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 General)

## **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 General)

Action Item 7b: Strengthen the state nuisance law to more effectively tackle illegal criminal gang activity (Tennessee Department of Safety and Homeland Security Commissioner)

Action Item 7c: Strengthen Tennessee law to include tougher sentences for gang-related crimes and for gun possession by those with prior violent felony convictions (Tennessee Department of Safety and Homeland Security Commissioner)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

**Strategy Leaders: Memphis Mayor A C Wharton and 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.**

Action Item 8a: Expand agreements with apartment complex owners to implement the Safeways model, including a certification and periodic recertification process by which a complex can be designated officially as a “Safeways Property” (University of Memphis Center for Community Building and Neighborhood Action, Shelby County District Attorney General)

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

### **Strategy 9: Reduce blight systematically throughout the City of Memphis.**

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)

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

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

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

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)

## Goal Four: Reduce adult repeat offenses.

**Strategy Leaders: Shelby County Mayor Mark Luttrell, Tennessee Board of Probation and Parole Chairman Charles Traughber, Shelby County Sheriff Bill Oldham, and Shelby County Correction Division Director James Coleman.**

### **Strategy 11 – Coordinate support services “under one roof” for adult (18 years old and older) inmates returning to the community from incarceration.**

Action Item 11a: Establish a Memphis and Shelby County (MSC) Office of Offender Reentry, beginning with a pilot “one stop shop” for 200 ex-offenders within Shelby County (Tennessee Board of Probation and Parole Chairman and Shelby County Division of Correction Director)

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 (Tennessee Board of Probation and Parole Chairman, Shelby County Division of Correction Director)

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

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

Action Item 12b: Increase the number of adult (18 years old and older) 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)

Action Item 12c: Increase the number of ex-offenders (18+ years of age) who earn career readiness certificates (Shelby County Correction Division Director, Shelby County Sheriff)

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

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

**Goal Five. Reduce youth violence.**

(Note: Implementation priority is Frayser/North Memphis.)

***Memphis Youth Violence Prevention Plan: Goal is to reduce youth violence by 25%.***

**Strategy Group: Prevention.** Leaders: Memphis Mayor A C Wharton, Shelby County Mayor Mark Luttrell, and Methodist Le Bonheur Healthcare Senior Vice-President Steve West.

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

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

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

**Strategy 15 – Expand neighborhood-based youth services provided by community and faith organizations.**

Action Item 15a: Increase the number and quality of professionally-staffed faith-based youth programs (Urban Youth Initiative)

Action Item 15b: Expand the number of churches “adopting” schools and providing services for youth and families specifically affiliated with those schools (First Baptist Church – Broad)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

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

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

**Strategy 16 – Ensure youth violence prevention is a priority for all major neighborhood revitalization initiatives, specifically including Vance 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.**

Action Item 16a: Make youth violence prevention a priority for the Vance Choice Neighborhoods Initiative (City of Memphis Housing and Community Development)

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

**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.**

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

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, Memphis Area Women’s Council, Erase Domestic Crime Collaborative)

Action Item 17c: Enroll families in project pilot areas in high-quality prenatal and home visitation services (Early Success Coalition)

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)

Action Item 17e: Provide training to child care and youth development providers (Le Bonheur Center for Children and Parents, University of Memphis School of Social Work)

Action Item 17f: Deliver Ghandian Non-Violence Training to all students in pilot area (Memphis City Schools)

Action Item 17g: Conduct outreach to increase enrollment in high quality child care (Agape Powerlines Community Network)

Action Item 17h: Establish outreach, identification, and referral of children exposed to violence (Shelby County Office of Early Childhood and Youth, Agape Powerlines Community Network)

Action Item 17i: Expand trauma-focused therapy for children from birth to 19 years old (Le Bonheur Center for Children and Parents, Exchange Club Family Center, Child Advocacy Center)

Action Item 17j: Implement an on-line 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)

**Strategy Group – Intervention.** Leaders: Juvenile Court Judge Curtis Person and Memphis City Schools Superintendent Kriner Cash.

**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 or known to be gang-involved.**

Action Item 18a: 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 MCS students (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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)

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

Action Item 18d: Expand Shelby County District Attorney’s mentoring program for truant students at the middle school level (Shelby County District Attorney General)

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)

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

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

Action Item 19a: Enact state legislation requiring expelled students to attend educational programs (Memphis City Schools)

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

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

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

Action Item 21a: Implement Cops & Kids Training, an evidence-based training program that 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)

See also Action Item 5b.

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

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

**Strategy Group – Juvenile Justice/Graduated Sanctions.** Leaders: Tennessee Department of Children’s Services Commissioner Kate O’Day and Tennessee Department of Correction Commissioner Derrick Schofield.

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

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 instead of sending them to Juvenile Court (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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

See also Action Item 18d.

**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.**

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 19 years of age (Tennessee Department of Children’s Services Commissioner)

**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.**

Action Item 25a: Pilot a youthful offenders unit at Northwest Correctional Complex (NWCX) site (Tennessee Department of Correction Commissioner)

**Strategy Group– Reduce youth repeat offenses.** Leaders: Tennessee Board of Probation and Parole Chairman Charles Traugher and U.S. Attorney Ed Stanton

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**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 between 18 and 24 years of age (though not under 18) will be served through action items under that strategy.

Action Item 26a: Increase capacity at transitional schools (Memphis City Schools)

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



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# Detailed Action Plans

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

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

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests and active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

**Accountable Organization/Leader:** Tennessee Department of Safety and Homeland Security Commissioner Bill Gibbons.

**Description:** This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the accountable organization/leader named above and in conjunction with other items on OSC’s 2012 Action Agenda.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Impose a mandatory minimum sentence and fine for a second conviction of domestic assault.	Achieve a reduction in the percentage of defendants in domestic violence cases who have previous convictions.	Maintain a reduced percentage of domestic violence defendants with previous convictions.
B. Impose a mandatory minimum sentence and fine for a third or subsequent conviction.		

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 1b:** Implement Project 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)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

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

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

**Accountable Organization/Leader:** Shelby County Government Director of Community Services Dottie Jones.

**Description:** The purpose of the Project Blueprint for Safety Demonstration Project is to implement the best practice model developed by Praxis International to create a coordinated interagency approach in Shelby County, Tennessee, that strengthens our justice system’s response to domestic violence.

**Partners/Collaborators:** Memphis/Shelby Crime Commission, Family Safety Center of Memphis and Shelby County, Shelby County Crime Victims Services, Memphis Area Women’s Council, Memphis Police Department, Shelby County Sheriff’s Office, Shelby County District Attorney General’s Office, Domestic Violence Court.

**Staff and Financial Resources:** Funding for the Project Blueprint is provided through a grant from the Department of Justice Office on Violence Against Women with \$196,000 through June 30, 2013, for implementation.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Develop a case processing map and book of local policies.	Increased compliance among practitioners (911 Dispatch, MPD, SCSSO, PTS, SCDAG) on the implementation of the Shelby County Blueprint for Safety.	Domestic violence calls taken by 911 dispatch are more thoroughly documented. Measurement to be determined.
B. Implement the recommendations and policies of the Shelby County Blueprint for Safety.	Implementation committee members review system cases to	Documentation by law enforcement of all domestic

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



	<p>a) gauge level of compliance to Blueprint policies and b) troubleshoot when compliance is low.</p> <p>Blueprint practices are reviewed and evaluated; revised as needed.</p> <p>Implementation committee reviews and evaluates implementation progress and revises as needed.</p>	<p>violence calls involving intimate partner violence regardless of whether an arrest was involved. Measurement to be determined.</p> <p>Follow-up and documentation by law enforcement investigation units of all domestic violence calls involving intimate partner violence regardless of whether an arrest was involved. Measurement to be determined.</p> <p>Dispatch and law enforcement files that contain detailed histories of all domestic violence calls involving intimate partner violence in order to document a pattern over time. Measurement to be determined.</p> <p>An environment that discourages the dual arrest of victim and offender in cases where the victim of intimate partner violence defended himself or herself. Measurement to be determined.</p> <p>More prosecutions of domestic violence cases involving intimate partner violence even when the victim is too intimidated to testify. Measurement to be determined.</p>
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		Harsher and swifter punishments for domestic violence offenders. Measurement to be determined.
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**2011 Key Accomplishments/Current Status:**

- A working inter-agency committee has been formed to adapt the Blueprint for Safety to fit local conditions and realities.
- Key work groups in six practice areas - 911 dispatch; law enforcement; courtroom security; prosecution; victim/Witness services, and bail/probation - have been formed and meet on a regular basis to review the St. Paul Blueprint.
- Video conferences have been held by Praxis International for each work group to explain the Blueprint for Safety model and to discuss how to implement it within Shelby County.

**2012 Action Steps and Implementation Activities:**

Output A: Develop a Case Processing Map and Book of Local Policies.

*Implementation Activities*

- Produce a current case processing map of each step of processing a criminal domestic violence related case.
- Create a book of local policies, administrative forms, and protocols for current case processing of criminal cases.
- Organize a series of meetings with the Praxis consultant to review current policies, protocols, and training memos in relation to Blueprint policies and make agreed upon adaptations.
- Meet individually with each agency director to review the recommendations of the committee.
- Hold a collective meeting of all agency heads to present the committees' recommendations.

Output B: Implement the Recommendations and Policies of the Shelby County Blueprint for Safety.

*Implementation Activities*

- Develop and implement measurement instruments to benchmark and measure long-term outcomes.
- Assist the agency directors in the process of accepting or modifying the language changes to the Blueprint and the supplemental training and procedural memos.
- Ensure committee review and feedback of the final copy of the local adapted Blueprint including training and procedural memos, working in concert with the local team and directors. Praxis will write the final copy.
- Help organize the process of changing the adaptation committee to an implementation committee.
- Coordinate the implementation committee to put into practice the policies including a) documentation requirements; b) new procedures, forms, matrices, and c) database changes, etc.
- Organize a site visit by the lead consultant to produce a 4-6 month work plan ending in a formal press conference announcing the launch of the Blueprint.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Dottie Jones  
Director, Division of Community Services  
Shelby County Government  
160 North Main, Suite 350  
Memphis, TN 38103  
901-222-2085  
[dottie.jones@shelbycountyttn.gov](mailto:dottie.jones@shelbycountyttn.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 1c:** Establish annual evaluations for judicial commissioners/magistrates that include their handling of domestic violence cases, and identify opportunities for them to receive domestic violence training. (Domestic Violence Court Judge)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

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

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County, and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County, and possibly suburban municipalities (Shelby County District Attorney General)

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The Action Item is under development and an update can be found in the updated Action Agenda on the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).



**OSC Action 2a: Fully implement the Family Safety Center.**

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

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

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

**Accountable Organization/Leader:** Family Safety Center Executive Director Olliette Murry-Drobot.

**Description:** The purpose of the Family Safety Center (FSC) is to effectively combine civil, criminal, health, and social services for victims of family violence by providing one place where victims will have access to a full range of services and help.

**Partners/Collaborators:** Bartlett Police Department, CAAP, Collierville Police Department, Community Legal Center, Department of Children’s Services, Shelby County District Attorney General, Exchange Club Family Center, Germantown Police Department, Le Bonheur Center for Children and Parents Division, Memphis Area Legal Services, Memphis Child Advocacy Center, Memphis Police Department, MIFA, Millington Police Department, Shelby County Crime Victims Center, Shelby County Sheriff’s Office, Sophia’s House, Victims to Victory, YWCA.

**Staff and Financial Resources:** Funding for the Family Safety Center, if sustained at the current level, will be able to achieve the outputs below.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Complete construction of the location to serve as a one-stop shop by January 1, 2012, and begin offering services.</p> <p>B. FSC staff will identify community resources to address the needs of clients. Increase in the community’s domestic violence awareness and available services.</p>	<p>Family Safety Center will serve 50 – 70 clients per month.</p> <p>Anticipate a 5% increase in service delivery among victims from Shelby County Citizens Dispute seeking assistance from the Family Safety Center.</p>	<p>Anticipate a 10% increase in service delivery among victims from Shelby County Citizens Dispute seeking assistance from the Family Safety Center.</p> <p>Anticipate a 5-10% increase in the number of Domestic Violence-related arrests.</p> <p>Increase prosecution of DV cases by 10%.</p>



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**2011 Key Accomplishments/Current Status:**

- Completion of renovation to the Family Safety Center to serve as one-stop shop by January 1, 2012.
- Establish database accessible by 3-5 partner agencies for client tracking and information-sharing ensuring effective service delivery.
- Established MOUs with 19 partners to provide direct services to victims.
- Shelby County Crime Victims Center and Mid-South Rape Crisis Center relocated to 1750 Madison Professional Building to work in coordination with the Family Safety Center.
- Ongoing outreach activities including FSC e-newsletter, Facebook page, and 3-5 outreach activities per month.
- Ongoing communications with partnering agencies through involvement with FSC Operations Committee.

**2012 Action Steps and Implementation Activities:**

Output A: Complete construction of the location to serve as a one-stop shop by January 1, 2012, and begin offering services.

*Implementation Activities*

- Final phase of construction for the Family Safety Center will occur
- Six or more agencies will have staff members working from the Family Safety Center daily to serve victims by May 1, 2012
- Establish a database to track clients' needs, demographics, referrals, and outcomes of their visit to the Family Safety Center
- Increase the number of clients served from 10 to 25 per month

Output B: FSC staff will identify community resources to address the needs of clients.

*Implementation Activities*

- Family Safety Center will serve as the central intake for housing initiative led by AGAPE to increase housing options for domestic violence victims
- Purchased license to database for client tracking and reporting to partners

Output C: Increase in the community's domestic violence awareness and available services.

*Implementation Activities*

- Maintained Operations Committee to plan and assist with implementation of service delivery
- Planning grand opening of the Family Safety Center in April, 2012, with soft roll-out of service delivery currently underway
- Information-sharing and outreach to Juvenile Court, Memphis Police Department, and other agencies

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Olliette Murry-Drobot  
Executive Director  
Family Safety Center of Memphis and Shelby County  
1750 Madison Suite 501  
901-870-6647  
[olliette@familysafetycenter.org](mailto:olliette@familysafetycenter.org)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 2b:** Expand capacity of local housing and shelter for domestic violence victims. (Erase Domestic Crime Collaborative Shelter and Supportive Housing Task Force)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

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

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

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**Accountable Organization/Leader:** Erase Domestic Crime Collaborative Director Deborah Clubb.

**Description:** The purpose of Erase Domestic Crime Collaborative's Supportive Housing Emergency Shelter Task Force is to advocate for maximum use and optimum services in current shelter space for victims/survivors and to collaborate with community partners to identify and provide additional emergency shelter space configured with current best practices and understanding of local needs. We further seek to develop and expand a partnership between LEDIC Management Group and partner victim service groups that creates a new relationship to help survivors who are ready to establish new lives.

**Partners/Collaborators:** Members of the EDCC -- Agape Child and Family Services; Memphis Shelby County Domestic and Sexual Violence Council; Exchange Club Family Center; Family Safety Center; Memphis Area Women's Council; Memphis Area Legal Services; Memphis Child Advocacy Center; Memphis Men for Memphis Women; Memphis Police Department; Memphis Shelby Crime Commission spearheading Operation: Safe Community; Dr. Owen Phillips, UTHSC; Shelby County Crime Victims Services; Jill Stem, Crown Manufacturing; Judge Larry Potter; YWCA; Diana Bedwell, United Way of the Mid-South.

**Staff and Financial Resources:** Funding for the Erase Domestic Crime Collaborative is within the ongoing operation of the Memphis Area Women's Council which is funded by private donations and through participation presently in three federally-funded grant initiatives related to domestic violence abatement within Shelby County. In addition, we have a small grant from Allstate Foundation for financial literacy for DV victims for which we are seeking matching partners. Staff is provided by the Memphis Area Women's Council and includes the executive director and University of Memphis student interns.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Develop best strategies for providing additional shelter options for domestic violence survivors and ways to empower them to use options.</p> <p>B. Develop a strategy to address priority assignment of Section 8 housing to domestic violence survivors.</p> <p>C. Offer “Money Talks: Making Sense of Bills, Banks, and Borrowing,” a program to equip and empower DV victims via financial education in southeast and north Memphis.</p>	<p>Increase emergency shelter units for DV survivors/victims by 25%.</p> <p>Increase access to rental units on terms survivors can access by 5%.</p> <p>Establish a New Start Fund for DV survivors/victims.</p> <p>Increase access to government/subsidized housing programs with priority access by DV survivors/victims.</p> <p>Perpetuate financial education to equip and empower DV victims increasing their willingness to live independently.</p>	<p>Increase emergency shelter units for DV survivors/victims.</p> <p>Increase access to rental units on terms survivors can access.</p> <p>Institutionalize New Start Fund.</p> <p>Increase access to government/subsidized housing programs with priority access by DV survivors/victims.</p>

**2011 Key Accomplishments/Current Status:**

- Intervened with operators of DV emergency shelter to address victim/client complaints, reformed management, and rules and to adjust public perception and willingness to use the shelter.
- Shifted to 6 p.m. curfew unless arrangements are made to be later for work or church.
- No long-time planning is done with clients but goals set as appropriate.
- Counseling contracted with Christian Counseling Center brings weekly support group and twice weekly individual counseling as well as initial assessment.
- Hiring a new children’s advocate/counselor.
- MAWC/EDCC volunteer rewrote YWCA operations manual.
- Conferred with operators of DV transitional shelter, pursuing potential for adaptations to allow more emergency-level services, to conform to long-time DV emergency shelter rules and work more cooperatively.
- Operators acquired funding for new wide publicity campaign to attract more use and support of the shelter.
- MAWC and partners won a \$10,000 Allstate Foundation grant to provide financial literacy training to DV victims and to address barriers to their willingness to take advantage of rental terms and other aspects of Supportive Housing opportunity with apartment complexes.



- Worked to recruit additional apartment complexes and managers to provide more options around the county.
- Connected 260-Home Rapid Re-housing effort, staff and system (funded thru September 2012) to Family Safety Center and shelter partners to provide another source of housing and case management for DV victims/survivors.

**2012 Action Steps and Implementation Activities:**

Output A: Develop best strategies for providing additional shelter options for DV survivors and ways to empower them to use options.

*Implementation Activities*

- Convene shelter operators, service providers, survivors, and potential funders with Erase Domestic Crime Collaborative
- Create action strategies related to expansion of shelters that would serve all victims of Shelby County in need based on research of local needs and preferences
- Expand Supportive Housing program by recruiting apartment owners, property managers and service providers
- Research and create a survivors' fund (i.e. New Start Fund) to help survivors acquire independent housing

Output B: Develop a strategy to address priority assignment of Section 8 housing to domestic violence survivors.

*Implementation Activities*

- Convene with Katie Kitchen, Kimberly Mitchell, and other city housing officials to review past history of Section 8 use for DV victims
- Plan strategy based on information and current city policies toward Section 8

Output C: Offer "Money Talks: Making Sense of Bills, Banks, and Borrowing," a program to equip and empower DV victims via financial education, in southeast and north Memphis.

*Implementation Activities*

- Secure funds to match Allstate Foundation to complete budget for trainer, materials, child care, and food for training sessions
- Build relationship with partners to offer training sessions, arrange venues and recruit participants in both pilot locations

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Deborah M. Clubb

Executive Director

Memphis Area Women's Council/Erase Domestic Crime Collaborative

2574 Sam Cooper Blvd.

Memphis TN 38112

901-378-3866

dclubb@memphiswomen.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal One:** Reduce violence in the home.

**Strategy 3:** Increase awareness and reporting of child abuse and neglect.

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

**Accountable Organization/Leader:** Child Advocacy Center Executive Director Nancy Williams.

**Description:** The mission of the Memphis Child Advocacy Center is to serve children who are victims of sexual and severe physical abuse through prevention, education, and intervention. The goal of the Child Advocacy Center’s Stewards of Children initiative is to provide evidence-based child sexual abuse prevention and response training for adults responsible for the care of children.

**Partners/Collaborators:** Partners in the Stewards of Children initiative include child-serving agencies, faith-based organizations, Defending Childhood Initiative, Urban Youth Initiative, Urban Child Institute, Memphis Police Department, City of Germantown, City of Bartlett, Shelby County District Attorney General’s Office, Le Bonheur Children’s Hospital, Early Success Coalition, Department of Children’s Services.

**Staff and Financial Resources:** Funding for the Stewards of Children initiative is in place for 2012 outputs. Mid-term and long-term outcomes are contingent in part on continued public and private dollars. Additional staffing will be necessary in order to attain the long-term goal of reaching 5% of the Shelby County adult population by 2017.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Implement Community Impact Evaluation plan to assess Stewards of Children training effectiveness and influence in Shelby County.	Continue implementing Community Impact Evaluation plan, including an increase of child-serving organizations that have new, improved and adequate child protection policy.	4% of the Adult Shelby County Population is reached with Stewards of Children training, signifying a cultural shift in the numbers of adults and organizations protecting children and reacting responsively to child sexual abuse.
B. Increase number of individuals trained by 1,000% from FY 2011.		
C. Implement <i>Partners in Prevention</i>	Increase the number of	

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>(with <i>Darkness to Light</i> and the <i>Memphis Child Advocacy Center</i>) program for organizations who meet criteria.</p> <p>D. Implement training program for additional volunteer Stewards of Children authorized facilitators/MCAC Education Ambassadors.</p>	<p>individuals trained by 650% from FY 2012.</p> <p>Increase by 200% the numbers of organizations that successfully reach “Partners in Prevention” status.</p>	<p>Trained adults will be better able to protect at least ten children from sexual abuse in the months and years after <i>Stewards of Children</i> training by the Memphis Child Advocacy Center.</p> <p>More adults in Shelby County will take protective actions toward prevention of child sexual abuse as measured by in-class pre and post evaluations and subsequent six month follow-up evaluations.</p>
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**2011 Key Accomplishments/Current Status:**

- Secured endorsement from Mayor Wharton resulting in the Memphis Police Department’s commitment to train 2,400 MPD officers in 2012.
- Secured endorsement from Mayor Goldsworthy resulting in commitment to train all staff in the Germantown Police, Fire, Paramedic, and Parks & Recreation Departments as well as the Athletic Club and local Library in 2011/2012 and to work with the City Administrator to review and enhance the City’s Child Protective Policy in 2012.
- Secured endorsement from Mayor McDonald resulting in commitment to train all Bartlett Police Department officers and the entirety of the Bartlett Park and Recreation Department staff in 2012.
- Provided Stewards of Children training to 870 individuals.
- Partnered with the Assisi Foundation, the Community Foundation of Greater Memphis, and the Kemmons Wilson Family Foundation to host two successful breakfast events introducing Stewards of Children training to leaders of various organizations throughout Shelby County, yielding endorsements and multiple trainings.
- Stewards of Children highlighted in two guest columns and one news article in The Commercial Appeal.

**2012 Action Steps and Implementation Activities:**

Output A: Implement Community Impact Evaluation plan to assess Stewards of Children training effectiveness and influence in Shelby County.  
*Implementation Activities*

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- Work with consulting program evaluation professional to develop and implement approved plan

Output B: Increase number of individuals trained by 1,000% from FY 2011.

*Implementation Activities*

- Provide training to organizations already scheduled
- Increase outreach and promotion via strategic marketing and additional events introducing Stewards of Children to target audiences of decision makers

Output C: Implement *Partners in Prevention (with Darkness to Light and the Memphis Child Advocacy Center)* program for organizations who meet criteria.

*Implementation Activities*

- Establish guidelines and criteria for Partners in Prevention program
- Promote to past and future organizations that have taken Stewards training and may be interested in the Partners designation

Output D: Implement training program for additional volunteer Stewards of Children authorized facilitators/MCAC Education Ambassadors.

*Implementation Activities*

- Establish volunteer program parameters and criteria including, but not limited to, background checks & interviews and level of volunteer commitment
- Recruit organizations/individuals and key CAC volunteers

For More Information, Contact:

Virginia Stallworth  
Associate Director  
Memphis Child Advocacy Center  
1085 Poplar Ave., Memphis, TN 38105  
(901) 888-4340  
vstallworth@MemphisCAC.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 4a:** Restore and increase funding for homemaker services which help elderly persons who are or may be in jeopardy of being abused by others residing in or visiting their homes. (Meritan)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 1:** Reduce violence in the home.

**Strategy 4:** Increase the availability of homemaker service for victims and potential victims of elder abuse.

**Goal Level Indicators:**

- The number of domestic violence arrests in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)
- The number of domestic violence arrests/active cases that are repeat offenders in Memphis and unincorporated Shelby County and possibly suburban municipalities (Shelby County District Attorney General)

**Accountable Organization/Leader:** Meritan.

**Description:** The purpose of the homemaker service is to help individuals remain in their own residences and to maintain independence when that independence and their well-being are threatened by environmental, health, or safety factors. The service is appropriate for elderly persons who are or may be in jeopardy of being abused by others residing in or visiting their homes.

**Partners/Collaborators:** Tennessee Department of Human Services Adult Protective Services Unit and the Aging Commission of the Mid-South.

**Staff and Financial Resources:** Funding for Meritan’s current level of homemaker service is provided by the Tennessee Department of Human Services, Aging Commission of the Mid-South, United Way of the Mid-South, and the City of Memphis. This funding primarily pays paraprofessional and professional staffing costs, which comprise the major part of the operating budget.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Collaborate with <i>Operation: Safe Community</i> partners to work with appointed and elected state officials to reverse or offset the shifting of Tennessee Department of Human Services funding out of Shelby County and into other parts of the state. (Note: About 48% of Shelby	Execute contracts with the Tennessee Department of Human Services that restore and increase homemaker funds in Shelby County.  Accept an increased volume of homemaker service referrals.	Measure results of heightened use of homemaker service to prevent elder abuse in accordance with the Goal Level Indicators developed by credible evaluation of homemaker services, in



<p>County’s homemaker service allotment has been lost to other counties in recent years.)</p>	<p>Maintain close collaborations with Adult Protective Services staff and local law enforcement.</p> <p>Enhance communication and coordination among Meritan staff, Adult Protective Services staff, and law enforcement officers, toward the goal of most efficiently using homemaker service on a case-by-case basis to prevent elder abuse.</p> <p>Collect and report data to enable measurement of the action plan’s outcomes.</p>	<p>analysis of methodology, and in strategic and operational refinements, is available.</p> <p>Homemaker services are delivered to endangered elderly residents in Shelby County.</p>
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**2011 Key Accomplishments/Current Status:**

- Meritan has enlisted the aid of the United Way of the Mid-South in advocating for the return of homemaker service funding to Shelby County, resulting in the United Way’s engagement in this matter.
- The United Way has discussed the negative consequences of the loss of these funds with appropriate officials of the United States Department of Health and Human Services. Responding to a public solicitation, the agency has submitted comments on this matter to the Tennessee Department of Human Services for inclusion in its federal funding application for the 2012 fiscal year.
- Meritan has informed state legislators of the funding shift away from Shelby County and has requested their involvement.

**2012 Action Steps and Implementation Activities:**

Output A: Collaborate with *Operation: Safe Community* partners to work with appointed and elected state officials to reverse or offset the shifting of Tennessee Department of Human Services funding out of Shelby County and into other parts of the state.

*Implementation Activities*

- Lobby state officials to regain for Shelby County the homemaker service allotment that has been lost to other counties in recent years.
- Work with the City of Memphis’ government relations personnel and with other *Operation Safe Community* partners to communicate persuasively with elected and appointed state officials regarding the severity of this issue

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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- Educate state and local officials about elderly abuse issues and the role of homemaker service in prevention
  - Communicate concerns regarding the loss of homemaker funds and the need to increase them in the local community

## For More Information, Contact:

Deborah Cotney

President

Meritan

4700 Poplar Avenue, Memphis, TN 38117

Telephone: 901-766-0600

DeborahCotney@meritan.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC 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 General)

This initiative will advance the following Strategy/Goal Level Indicators:

**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.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** U.S. Attorney, Shelby County District Attorney General, Shelby County Sheriff, Memphis Police Director.

**Description:** Shelby County District Attorney General, the U.S. Attorney, the Memphis Police Director, and the Shelby County Sheriff have agreed to develop a newly formulated multi-agency metro gang unit. In early 2012, key stakeholders will meet to develop a formula for implementation of the new metro gang unit. *Due to the confidential nature of the metro gang unit's work, limited details regarding the metro gang unit's goals and strategies will be available in the coming months after its formation.*

**Partners/Collaborators:** U.S. Attorney's Office, Shelby County District Attorney's Office, Shelby County Sheriff's Office, Memphis Police Department.

**Staff and Financial Resources:** Funding for the multi-agency metro gang unit is included in the existing budgets of the partner organizations.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Partners in the metro gang unit will meet to develop a plan to implement a newly formulated metro gang unit.	Law enforcement officers assigned to metro gang unit will become experts on specific local gangs.	Reduction of gang activity in target areas. Reduction in gang-related violent crimes.
B. Metro gang unit partner organizations will begin implementing components of the metro gang unit implementation plan.	Metro gang unit will identify specific areas with gang problems and create action plans to implement in response to gang activity. Prosecutors assigned to metro gang unit will	Established relationship between community and multi-agency metro gang unit.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



	use existing gang legislation through use of gang experts to suppress gang activity.	
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**2011 Key Accomplishments/Current Status:**

- Shelby County District Attorney General, the Memphis Police Department, and the Shelby County Sheriff attended a three-day fact-finding conference in Fresno, California, to study the multi-agency gang unit model in place there.
- The District Attorney General sponsored a gang nuisance training event for West Tennessee law enforcement.
- Presentation summarizing the necessary components involved in forming a multi-agency gang unit learned from the model being used in Fresno, California, was given to the Shelby County District Attorney General, U.S. Attorney, Shelby County Sheriff, and Director of the Memphis Police Department.
- The Shelby County District Attorney General, U.S. Attorney, Memphis Police Department, and Shelby County Sheriff agreed to attend a day-long meeting to develop a formula for implementation of the new metro gang unit.

**2012 Action Steps and Implementation Activities:**

Output A: Partners in the multi-agency metro gang unit will meet to develop a plan to implement a newly formulated metro gang unit.

*Implementation Activities*

- Due to the confidential nature of the multi-agency metro gang unit’s work, limited details regarding the metro gang unit’s goals and strategies will be available in the coming months.

Output B: Metro gang unit partner organizations will begin implementing components of the metro gang unit implementation plan.

*Implementation Activities*

- Due to the confidential nature of the multi-agency metro gang unit’s work, limited details regarding the metro gang unit’s goals and strategies will be available in the coming months.

For More Information, Contact:

Amy P. Weirich  
 Shelby County District Attorney General  
 201 Poplar Ave., Suite 301  
 Memphis, TN 38103  
 901-222-1300  
 www.scdag.com

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Toney Armstrong, Director of Police  
Memphis Police Department  
201 Poplar Ave., 12<sup>th</sup> Floor  
Memphis, TN 38103  
(901) 636-3700  
toney.armstrong@memphistn.gov

Bill Oldham  
Shelby County Sheriff  
11670 Memphis Arlington Road  
Arlington, TN 38002-9311  
(901) 867-1401  
Bill.Oldham@shelby-sheriff.org

Edward L. Stanton III  
U.S. Attorney for the Western District of Tennessee  
167 N. Main Street, 800 Davis Horton Federal Building  
Memphis, TN 38103  
(901) 544-4231  
Edward.Stanton@usdoj.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC 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 General, Shelby County Sheriff, Memphis Police Director)

This initiative will advance the following Strategy/Goal Level Indicators:

**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.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** U.S. Attorney’s Office, Shelby County District Attorney’s Office.

**Description:** The newly formed multi-agency gang unit will incorporate elements of a comprehensive model involving prevention, intervention, and suppression in an effort to reduce gang activity and gang-related crime. To this end, the multi-agency metro gang unit will partner with social service organizations, faith-based organizations, and established school-based programs such as G.R.A.S.S.Y. to implement the comprehensive approach to solving community gang-related issues. *Additional information regarding the multi-agency metro-gang units’ activities will be forthcoming in early 2012.*

**Partners/Collaborators:** U.S. Attorney’s Office, Shelby County District Attorney’s Office, Shelby County Sheriff’s Office, Memphis Police Department.

**Staff and Financial Resources:** Funding for these programs is included in the existing budgets of the partner organizations.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Additional information regarding the multi-agency metro gang unit’s activities will be forthcoming in early 2012.	Additional information regarding the multi-agency metro gang unit’s activities will be forthcoming in early 2012.	Additional information regarding the multi-agency metro gang unit’s activities will be forthcoming in early 2012.

**2011 Key Accomplishments/Current Status:**

- Shelby County District Attorney, the Memphis Police Department, and the Shelby County Sheriff attended a three-day fact-finding conference in Fresno, California, to study the multi-agency gang unit model in place there.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- The Shelby County District Attorney General sponsored a gang nuisance training event for West Tennessee law enforcement.
- Presentation summarizing the necessary components involved in forming a multi-agency gang unit learned from the model being used in Fresno, California, was given to the Shelby County District Attorney General, the U.S. Attorney, the Shelby County Sheriff, and the Director of the Memphis Police Department.
- The Shelby County District Attorney General, the U.S. Attorney, the Memphis Police Department, and the Shelby County Sheriff agreed to attend a day-long meeting to develop a formula for implementation of the new metro gang unit.

## **2012 Action Steps and Implementation Activities:**

### *Implementation Activities*

Additional information regarding the multi-agency metro-gang unit's activities will be forthcoming following a meeting of the unit's key leadership team set for late January 2012.

**The Action Item is under development and an update can be found in the updated Action Agenda on the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

### For More Information, Contact:

Amy P. Weirich  
Shelby County District Attorney General  
201 Poplar Ave., Suite 301  
Memphis, TN 38103  
901-222-1300  
[www.scdag.com](http://www.scdag.com)

Toney Armstrong, Director of Police  
Memphis Police Department  
201 Poplar Ave., 12<sup>th</sup> Floor  
Memphis, TN 38103  
(901) 636-3700  
[toney.armstrong@memphistn.gov](mailto:toney.armstrong@memphistn.gov)

Bill Oldham  
Shelby County Sheriff  
11670 Memphis Arlington Road  
Arlington, TN 38002-9311  
(901) 867-1401  
[Bill.Oldham@shelby-sheriff.org](mailto:Bill.Oldham@shelby-sheriff.org)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Edward Stanton  
U.S. Attorney for the Western District of Tennessee  
167 N. Main Street, 800 Davis Horton Federal Building  
Memphis, TN 38103  
(901) 544-4231  
Edward.Stanton@usdoj.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC 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 General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal Two:** Reduce gang and drug crime.

**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.

**Goal Level Indicators**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** U.S. Attorney and Shelby County District Attorney General.

**Description:** The U.S. Attorney and the Shelby County District Attorney’s Office will continue to utilize Safe Streets Task Force (SSTF), a multi-agency approach to the apprehension and prosecution of those who commit robberies of banks, businesses, and carjackings.

**Partners/Collaborators:** FBI, Shelby County Sheriff’s Department, Memphis Police Department, Germantown Police Department, Bartlett Police Department, U.S. Attorney, Shelby County District Attorney General.

**Staff and Financial Resources:** Funding for the Federal Bureau of Investigation Safe Streets program is included in the existing budgets of partner organizations.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Partners in SSTF will continue to review robberies of businesses, banks, and carjackings and will pursue focused prosecution of these crimes.	<p>Focused prosecution of business robberies, bank robberies, and carjackings.</p> <p>Multi-agency partnership supports efficient and effective prosecution of business robberies, bank robberies, and carjackings.</p>	<p>Reduced incidence of business and bank robberies.</p> <p>Reduced incidence of carjackings.</p>

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2011 Key Accomplishments/Current Status:

- The Safe Streets Task Force solved 17 of the 19 bank robberies that occurred in Shelby County in 2011, which is an 89% solve rate.
- The task force dismantled a robbery ring comprised of Vice Lord gang members. The gang members committed three bank robberies and three business robberies before their arrest.

## 2012 Action Steps and Implementation Activities:

Output A: Partners in SSTF will continue to review robberies of businesses, banks, and carjackings and will pursue focused prosecution of these crimes.

### *Implementation Activities*

- Monthly meetings of partner organizations for the purpose of reviewing each carjacking, business, and bank robbery
- Cooperative decision-making among partnership organizations as to whether federal or state prosecutors will indict and prosecute said cases
- Partners in SSTF will continue to assign representatives to SSTF ensuring multi-agency support in the prosecution of offenders

### For More Information, Contact:

Amy P. Weirich  
Shelby County District Attorney General  
201 Poplar Ave., Suite 301  
Memphis, TN 38103  
901-222-1300  
[www.scdag.com](http://www.scdag.com)

Edward L. Stanton III  
U.S. Attorney for the Western District of Tennessee  
167 N. Main Street, 800 Davis Horton Federal Building  
Memphis, TN 38103  
(901) 544-4231  
[Edward.Stanton@usdoj.gov](mailto:Edward.Stanton@usdoj.gov)

Aaron T. Ford  
Special Agent in Charge  
FBI Memphis Division  
225 North Humphreys Blvd. Suite 3000  
Memphis, TN 38120  
(901) 747-4300  
[Aaron.ford@ic.fbi.gov](mailto:Aaron.ford@ic.fbi.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC 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 General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 2:** Reduce gang and drug crime.

**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.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** U.S. Attorney, Shelby County District Attorney General.

**Description:** The U.S. Attorney and the Shelby County District Attorney’s office will collaborate to ensure successful arrests and prosecutions of dangerous drug offenders.

**Partners/Collaborators:** U.S. Attorney and Shelby County District Attorney General.

**Staff and Financial Resources:** Funding for the Safe Streets program is included in the operating budget of the Federal Bureau of Investigation and the operating budgets of partner organizations.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Increase prosecutorial collaboration between the U.S. Attorney’s Office and the District Attorney’s Office in order to increase prosecution of repeat felony drug offenders.	Increased drug indictments.	Reduced crime related to the use, sale, and purchase of drugs.

**2011 Key Accomplishments/Current Status:**

- Assigned an experienced state prosecutor to work as a Special Assistant United States Attorney prosecuting federal drug cases.
- Enhanced the relationship between state and federal prosecutors in the area of drug prosecutions for the purpose of arresting and bringing to justice those who distribute drugs in Memphis.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2012 Action Steps and Implementation Activities:

Output A: Increase prosecutorial collaboration between the U.S. Attorney's office and the District Attorney's office in order to increase prosecution of repeat felony drug offenders.

### *Implementation Activities*

- The United States Attorney's Office and the Shelby County District Attorney's Office will continue to operate the recently expanded the Special Prosecutors Program; in the fall of 2011, an additional Assistant District Attorney was assigned full-time to the U.S. Attorney's Drug Unit to facilitate even more aggressive prosecutions of repeat drug offenders.

### For More Information, Contact:

Amy P. Weirich  
Shelby County District Attorney General  
201 Poplar Ave., Suite 301  
Memphis, TN 38103  
901-222-1300  
[www.scdag.com](http://www.scdag.com)

Edward L. Stanton III  
U.S. Attorney for the Western District of Tennessee  
167 N. Main Street, 800 Davis Horton Federal Building  
Memphis, TN 38103  
(901) 544-4231  
[Edward.Stanton@usdoj.gov](mailto:Edward.Stanton@usdoj.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 2:** Reduce gang and drug crime.

**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.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** U.S. Attorney and Shelby County District Attorney General.

**Description:** Project Safe Neighborhoods is a national initiative of the U.S. Department of Justice aimed at reducing gun crime. The local Project Safe Neighborhoods Task Force is an inter-agency, collaborative effort that brings a comprehensive, coordinated, and community-based approach to reducing area gun crime.

**Partners/Collaborators:** Shelby County District Attorney's Office, Memphis Police Department, Shelby County Sheriff's Office, Bureau of Alcohol, Tobacco, Firearms & Explosives, Tennessee Department of Probation and Parole, H.O.P.E. Works, and the University of Memphis Center for Community Criminology and Research.

**Staff and Financial Resources:** Funding for Project Safe Neighborhoods comes from a combination of federal grants from the Department of Justice and the operating budgets of partner organizations.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Continue prosecutorial collaboration between the U.S. Attorney's office and the District Attorney's office in order to increase prosecution of felons in possession of firearms.	Increased prosecution of felons in possession of firearms.	Reduced gun arrests/indictments related to the use of guns.  Reduced violent crime.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2011 Key Accomplishments/Current Status:

- In early 2012, the PSN Task Force will pass the 20,000 mark for cases reviewed as a part of the Memphis / Shelby County PSN Initiative since its inception 10 years ago. As a result of these reviews, more than 1,525 defendants have been prosecuted in federal court for firearms violations, drug offenses, carjackings, and business robberies. In addition, more than 700 individuals have pled guilty to above range offers in state court.

## 2012 Action Steps and Implementation Activities:

Output A: Continue prosecutorial collaboration between the U.S. Attorney's office and the District Attorney's office in order to increase prosecution of felons in possession of firearms.

### *Implementation Activities*

- The United States Attorney's Office and the Shelby District Attorney General's Office will continue to staff the Special Prosecutors Program within the U.S. Attorney's Firearm Unit at full capacity.
- Two Assistant District Attorneys will continue to be assigned full-time to the U.S. Attorney's firearms unit to facilitate the comprehensive prosecution of repeat violent offenders in addition to a newly added Assistant District Attorney assigned to the U.S. Attorney's Drug Unit.
- Attorneys from the U.S. Attorney's firearms unit will collaborate with detectives from the PSN Task Force to teach one and two-hour blocks of instruction at the MPD and SCSO In-Service Training so that 100% of MPD and SCSO officers will receive instruction on topics critical to the effective and efficient investigation and prosecution of repeat violent and drug offenders (U.S. Attorney's firearms prosecutors and PSN Task Force Officers will commit more than 120 hours to ensure that more than 2,500 officers will receive this training).

### For More Information, Contact:

Amy P. Weirich  
Shelby County District Attorney General  
201 Poplar Ave., Suite 301  
Memphis, TN 38103  
901-222-1300  
[www.scdag.com](http://www.scdag.com)

Edward L. Stanton III  
U.S. Attorney for the Western District of Tennessee  
167 N. Main Street, 800 Davis Horton Federal Building  
Memphis, TN 38103  
(901) 544-4231  
[Edward.Stanton@usdoj.gov](mailto:Edward.Stanton@usdoj.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 2:** Reduce gang and drug crime.

**Strategy 7:** Expand use and strengthen Tennessee law to handle illegal criminal gang activity.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** Amy Weirich, Shelby County District Attorney General.

**Description:** The Shelby County District Attorney General has identified the gang provision in the state public nuisance law as a way to combat gang violence and give the citizens of Shelby County relief from criminal gang activity in their neighborhoods.

**Partners/Collaborators:** Federal, State and Local Law Enforcement Agencies and University of Memphis Center for Community Criminology & Research.

**Staff and Financial Resources:** Funding for the Shelby County District Attorney General’s involvement is primarily provided through the Shelby County District Attorney General’s operating budget. Additional funding, both private and public, will be sought through grants and endowments in partnership with all collaborators listed.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Gather criminal intelligence on criminal gangs in the area to prepare for training through the new “Metro Gang Unit” comprised of local, state, and federal law enforcement officers.	Develop law enforcement gang experts.  Train additional officers on elements necessary to prosecute defendants under existing criminal gang statutes.	Reduce number of violent incidents reported in areas previously affected by criminal gangs.  Increase level of community involvement and partnership with law enforcement.
B. Train officers and prosecutors on gang provisions of the state nuisance law.		

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2011 Key Accomplishments/Current Status:

- Meeting with local, state and federal law enforcement agencies on identifying criminal gang intelligence needs.
- Continue work to create the framework of the new “Metropolitan Gang Unit.”
- Identifying local community groups.

## 2012 Action Steps and Implementation Activities:

Output A: Develop and prosecute cases using the gang enhancement statutes and gang nuisance provisions to reduce criminal gang activity and youth involvement in criminal gang culture.

### *Implementation Activities*

- Assist the newly formed Metro Gang Unit in gathering criminal gang intelligence
- Develop cases and prosecution on existing and new anti-gang legislation

Output B: Train officers and prosecutors on gang provisions of the state nuisance law.

### *Implementation Activities*

- Train officers and assistant district attorneys on criminal gang provision in the state nuisance law and train law enforcement officers on recognizing gang-related offenses

## For More Information, Contact:

Ray Lepone  
Chief Gang Prosecutor  
Shelby County District Attorney’s Office  
201 Poplar Avenue, Suite 300  
901-545-5900  
info@scdag.com

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 7b:** Strengthen the state nuisance law to more effectively tackle illegal criminal gang activity. (Tennessee Department of Safety and Homeland Security Commissioner)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 2:** Reduce gang and drug crime.

**Strategy 7:** Expand use of and strengthen Tennessee law to handle illegal criminal gang activity.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** Tennessee Department of Safety and Homeland Security Commissioner Bill Gibbons.

**Description:** This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the accountable organization/leader named above and in conjunction with other items on OSC’s 2012 Action Agenda.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Review ways to strengthen the state’s nuisance law to address illegal gang activity, including the review of laws in other states.	Propose and enact legislation to more effectively tackle illegal gang activity through civil nuisance actions.	Utilize the state’s nuisance law to curb illegal gang activity through civil actions.

For More Information, Contact:

Commissioner Bill Gibbons  
 Department of Safety and Homeland Security  
 State of Tennessee  
 312 Rosa L. Parks Avenue,  
 Tennessee Tower, 23<sup>rd</sup> Floor  
 Nashville, TN 37243  
 615-251-5165  
 bill.gibbons@tn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 7c:** Strengthen Tennessee law to include tougher sentences for gang-related crimes and for gun possession by those with prior violent felony convictions. (Tennessee Department of Safety and Homeland Security Commissioner)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 2:** Reduce gang and drug crime.

**Strategy 7:** Expand use of and strengthen Tennessee law to handle illegal criminal gang activity.

**Goal Level Indicators:**

- The number of felony drug arrests countywide (Shelby County District Attorney General)
- The number of felony drug indictments countywide (Shelby County District Attorney General)
- The number of reported violent crimes committed by three or more people in Memphis (Shelby County District Attorney General)

**Accountable Organization/Leader:** Tennessee Department of Safety and Homeland Security Commissioner Bill Gibbons.

**Description:** This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the accountable organization/leader named above and in conjunction with other items on OSC’s 2012 Action Agenda.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Increase the penalty for possession of a firearm if the defendant has a prior violent or drug felony conviction.	Achieve a reduction in gun crimes committed by individuals with previous violent or drug felony convictions.	Maintain the reduction.
B. Increase the penalty for conviction of certain serious crimes involving three or more acting in concert, specifically including aggravated assaults and robberies.	Achieve a reduction in aggravated assaults and robberies committed by three or more acting in concert.	Maintain the reduction.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 8a:** 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.” (University of Memphis Center for Community Building and Neighborhood Action [CBANA] and Shelby County District Attorney General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties, and crimes in apartment complexes.

**Strategy 8:** Expand the Safeways Model and other site-based social services programming to “hot spot” apartment complexes throughout Memphis and Shelby County.

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

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**Accountable Organization/Leader:** University of Memphis Center for Community Building and Neighborhood Action (CBANA) and Shelby County District Attorney General.

**Description:** CBANA’s purpose – in collaboration with the Safeways Advisory Group/Safeways Memphis Partnership – is the continued development and initial implementation of the Safeways Community Action Partnership and Apartment Certification model and to establish and oversee data collection and analysis protocols for customizing and monitoring intervention strategies for certification and recertification of apartment complexes. The Shelby County District Attorney will direct one of the major components of the Safeway’s package -- the “No Trespassing Program.” The District Attorney’s Office maintains a program by which apartment owners and managers can implement a “blanket” authorization of agency so that trespassers can be arrested on site at a complex. The program includes the posting of notice, the execution of an affidavit, a lease amendment, and coordination with the Memphis Police Department. In “hotspot” apartment complexes, this program is essential in crime reduction.

**Partners/Collaborators:** Memphis Police Department.

**Staff and Financial Resources:** Funding for the University of Memphis/CBANA’s role in this initiative – and for the initiative as a whole – is contingent on buy-in from the city, county, private foundations, and private sector apartment community stakeholders. With verbal commitment from the city and private sector to move forward and serious interest from the county and a key private foundation, a detailed budget request is being finalized for January, 2012, submission (beginning with Memphis City Council). The budget envisions an independent 501c3 nonprofit organization, Safeways Memphis Partnership, and a contractual relationship with CBANA for ongoing data analysis. Funding for the Shelby County District Attorney’s role in this action initiative as it now exists is included in the existing budget.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



Additional funding for one full-time employee would be required for city-wide implementation of the program.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Implement Safeways Community Action Partnership and Apartment Certification demonstration phase two.</p> <p>B. Target and address “hotspot” apartment complexes with the No Trespassing Initiative.</p>	<p>Enroll 10 apartment complexes in 2012 and increase to 20 to 30 complexes in 2013; expand participation contingent on funding and evolving business model.</p> <p>City-wide implementation of No Trespassing Program at “hot spot” apartment complexes.</p>	<p>Reduce Part I violent and property crimes and drug-related activity by 20% between pre-certification and annual recertification; further decrease and/or sustain reductions as appropriate complex by designated complex.</p> <p>Decrease major drug crimes, robbery, and shooting crimes at apartment complexes.</p>

**2011 Key Accomplishments/Current Status:**

- Several apartment complexes enrolled in the “No Trespassing Program” in 2011 with reduction in crime statistics.
- Refinement of the enrollment process in preparation for more widespread implementation.
- Safeways apartment ownership advisory group formed to refine the strategy and develop the business model (strategy and model based on pilot partnership with LEDIC Asset Management) presented to appropriate stakeholders for comments and buy-in.
- Detailed budget being developed for presentation to interested stakeholders in city and county government, private foundations, and potential private sector partners. Seed funding anticipated for 2012 phase-in.

**2012 Action Steps and Implementation Activities:**

Output A: Implement Safeways Community Action Partnership and Apartment Certification demonstration phase two.

*Implementation Activities*

- Present final proposal and detailed budget to key stakeholders, beginning with Mayor Wharton and City Council
- Confirm commitments for first year seed funding and establish budget
- Reconvene Safeways Advisory Group
- Hire executive director and staff up as appropriate for phase-in budget



# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties and crimes in apartment complexes.

**Strategy 8:** Expand the Safeways Model and other site-based social services programming to “hot spot” apartment complexes throughout Memphis and Shelby County.

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

**Accountable Organization/Leader:** Agape - Powerlines Community Network.

**Description:** Community Network (PCN), led by Agape and its more than 70 collaborative partners’ purpose is to connect under-resourced neighborhoods with the resources and services they need that will help create a more nurturing environment for children and families to be successful.

**Partners/Collaborators:** The collaborative partners through Powerlines Community Network include more than 50 non-profits and public entities serving in health (relational/emotional, mental, physical, etc.) including program services by Agape; educational and workforce development; groups representing more than 500 churches, and more than 1,000 volunteers serving as mentors, tutors, and in other key community need areas. Specific partners include Memphis Police Department, Memphis City Schools, Shelby County Office of Early Childhood and Youth, Family Safety Center, WIN, Community Alliance for the Homeless, to name a few.

**Staff and Financial Resources:** More than \$1.2 million of initial annual funding has been secured for Agape services and for the infrastructure of Powerlines Community Network’s role in this initiative, which serves in Raleigh/Frayser, Whitehaven, and Hickory Hill/Southeast Memphis designated apartment communities. Additional funding will need to be secured to serve beyond the 10-15 designated apartment communities or to expand to different communities. Key staff for PCN include Kristee Bell, Director, Powerlines Community Network; PCN Site Coordinators (one leading in each of the three above noted communities), and 15 Connectors connecting youth/families with the resources and services they need and want.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Begin/Expand Powerlines Community Network in 3-5 designated apartments in each of the three currently serving communities: Raleigh/Frayser, Whitehaven, and Hickory	With additional funding, expand to serve up to 7-10 apartments in each of the three current PCN communities.  Launch PCN into 1-2 additional communities based on	With additional funding, community resources will be available through the combined efforts of more than 100 organizations and churches in four pilot communities.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>Hill/Southeast Memphis.</p> <p>B. Implement Connectors staffing and model as a critical part of connecting relationally to families in apartments in noted designated areas and through funded initiatives: Teen Pregnancy and Parenting Success Initiative (TPPS) and Defending Childhood Initiative (DCI).</p> <p>C. Increase reporting of crime in specifically noted crime areas (drugs and family violence) by at least 10%.</p> <p>D. Expand Agape’s Families in Transition (FIT) program to utilize apartment complexes for “transitions in place” services through PCN for homeless families and domestic violence victims.</p>	<p>community needs, assets, and funding.</p> <p>Assist in decreasing specific crime areas in apartment communities by 15% by 12/31/15.</p> <p>Serve up to 2,500 youth and families in each PCN community through Connectors with appropriate human services from at least 50 collaborating agencies/groups and churches.</p> <p>Increase school readiness, school completion rates, and workforce development with youth/families served.</p>	<p>As a result of increased community resources, family violence in apartment complexes will be reduced.</p> <p>As a result of increased community resources, crime will decrease in specific pilot apartment communities by December 31, 2016.</p>
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## 2011 Key Accomplishments/Current Status:

- Agape launched and expanded Powerlines Community Network (PCN) in the following three communities in strategic apartments with explicit agreements to provide “place-based” services by more than 70 non-profits, public agencies, and churches:
  - Raleigh/Frayser
  - Whitehaven
  - Hickory Hill/Southeast Memphis
- Secured \$1.2 million for PCN infrastructure and Agape program services provided within PCN.
- Secured Department of Justice Office of Violence Against Women (OVW) \$250,000, a three-year award, to expand on Agape’s Families in Transition (FIT) “transition in place” national model to serve families fleeing domestic violence through PCN, and, in doing so, creating a community model to expand to scale through apartments served through PCN.
- Powerlines Community Network being selected as the “place-based” model for Teen Pregnancy and Parenting Success (TPPS) and Defending Childhood Initiative (DCI).
- Engaged more than 1,000 volunteers to serve as mentors, tutors, and organize community events through PCN.



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**2012 Action Steps and Implementation Activities:**

Output A: Begin/Expand Powerlines Community Network in 3-5 designated apartments in each of the three currently serving communities: Raleigh/Frayser, Whitehaven, and Hickory Hill/Southeast Memphis.

*Implementation Activities*

- Establish site coordinators in place in 3-5 apartment communities in three communities
- Offer Powerlines collaborative services in 3-5 apartment communities in three communities
- Utilize data gathered by CBANA and other members of the leadership team to select additional sites for implementation

Output B: Implement Connectors staffing and model as a critical part of connecting relationally to families in apartments in noted designated areas and through funded initiatives: Teen Pregnancy and Parenting Success Initiative (TPPS) and Defending Childhood Initiative (DCI).

*Implementation Activities*

- Serve at least 500 youth and families through the Connectors model via the TPPS and DCI initiatives in Raleigh/Frayser and Hickory Hill with appropriate human services from at least 30 PCN collaborators and churches

Output C: Increase reporting of crime in specifically noted crime areas (drugs, family violence) by at least 10%.

*Implementation Activities*

- Conduct community cafes to enhance neighborhood trust and thereby increase reporting of crime
- Develop community relationships through the implementation of Connectors and the expansion of Powerlines communities

Output D: Expand Agape's FIT program to utilize apartment complexes for "transitions in place" services through PCN.

*Implementation Activities*

- Modify FIT (Families in Transition) model to utilize apartment settings served by PCN for "transitions in place" model for homeless families and domestic violence victims
- Work with Memphis Police Department and other providers serving domestic violence victims to develop a scalable model in apartment communities to provide permanent housing for both domestic violence victims and the homeless community

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

David Jordan  
Executive Director  
Agape Child & Family Services  
111 Racine Street, Memphis, TN 38111  
901.323.3600  
[david.jordan@AgapeMeansLove.org](mailto:david.jordan@AgapeMeansLove.org)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 9a:** Implement the “25 Square Blocks” initiative neighborhood by neighborhood throughout the City of Memphis. (City of Memphis Division of Community Enhancement)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties, and crimes in apartment complexes.

**Strategy 9:** Reduce blight systematically throughout City of Memphis.

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

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**Accountable Organization/Leader:** City of Memphis.

**Description:** The City of Memphis Division of Community Enhancement is the designated authority for implementing code enforcement, grounds maintenance, and City Beautiful programs. These anti-blight, anti-poverty, anti-crime initiatives include the following strategies:

- **25-Square:** An intensely comprehensive code enforcement strategy focused in targeted 25 square blocks increments. Strategy deployed in all designated areas within three years. (City of Memphis)
- **CDC 50-Lot Program:** Neighborhood Community Development Corporations (CDCs) are contracted with and compensated to clean up, remove debris, and mow 50 vacant or unoccupied properties in their neighborhoods using small “mom and pop” vendors.

**Partners/Collaborators:** City of Memphis Division of Housing & Community Development; City of Memphis Division of Public Works, Community Development Corporations, and neighborhood organizations including Jacobs Ladder/Beltline, Klondike/Smokey City, Memphis Community Development Corporation/ALBA, Riverview Kansas CDC, Binghampton CDC, Frayser CDC, North Memphis CDC, LeMoyne/Soulsville CDC, Rangeline CDC, Powerhouse CDC, Neighborhood Organizations, Westwood Neighborhood Association, Mitchell Heights, Mallory Heights\*, Frayser Community Association, Douglass Bungalow Crump, Orange Mound Civic Club, Klondike, Smokey City, Red Oaks Neighborhood Association, Southeast Memphis Neighborhood Partnership, Soulsville USA, Census Tract 61.

**Staff and Financial Resources:** Staffing and funding for the City of Memphis’ role in this initiative is provided in part in the submitted FY12 (with supplement) & FY13 operating (GF) budgets of Code Enforcement, Grounds’ Maintenance, and City Beautiful. Demolition activity is scaled based on a requested FY12 CIP appropriation of \$4.2 million.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Condemn &amp; demolish 1,200 uninhabitable residential units.</p> <p>B. Expand &amp; execute 25-Square &amp; 50-Lot CDC.</p>	<p>Condemn &amp; demolish 1,800 uninhabitable residential units.</p> <p>Mitigate 7000 sq. blocks, abate overgrowth on 8,000 unique lots (14,000 mows), inspect &amp; bring into compliance 15,000 residential units through 25 Square Blocks and 50-Lot CDC.</p> <p>Contract with 20 small businesses (30+ crews, 65+ employees) for grass and weed overgrowth mitigation, contract with 12 CDCs and 15 neighborhood organizations for grass and weed overgrowth mitigation.</p>	<p>Reduced blight in Memphis.</p> <p>Reduced crime associated with blight and problem properties.</p> <p>Improved neighborhood stability.</p>

**2011 Key Accomplishments/Current Status:**

- The 2011 grass and weed growth season provided the launch of demonstration programs for 25-Square and 50-Lot. This demonstration proved the efficacy and economy of community-based strategies to abate grass and weed overgrowth at lower cost and higher efficiency.
- 25-Square Demonstration mitigated more than 300 square blocks in 12 neighborhoods, including Code Enforcement sweeps that produced more than 540 citations for more than 2,500 code violations and the ordered demolition of 140 residential units including apartments. Additionally, 77 houses were boarded and secured, more than 780 vacant lots with extreme overgrowth were cleared and mowed, and more than 100,000 linear feet of sidewalks, alleyways, and right-of-ways were cleared.
- 50-Lot CDC Demonstration produced abatement of 2,500 vacant lots by CDC vendors.

**2012 Action Steps and Implementation Activities:**

Output A: Condemn and demolish 1,200 uninhabitable residential units.

*Implementation Activities:*

- Condemn & demolish 1,200 uninhabitable residential units

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## Output B: Expand and execute 25-Square & 50-Lot CDC.

### *Implementation Activities*

- Map Memphis into four major quadrants and 24 sub-zones
- Select 27 diverse neighborhoods from all areas of the Memphis
- Meet with community leaders to introduce program, solicit commitment to participate, define 25 square block boundaries and begin training of volunteers to identify grass and weed overgrowth violations
- Community leaders canvass 25 square blocks boundaries and call in overgrowth violations to MCSC
- CE issues certified letter to property owners of record to cure overgrowth violations
- Coordinate “sweep” of 25 block area by Code Enforcement officers to inspect and cite building code violations, and issue Board and Secure orders where appropriate and refer others to Condemnation
- Deploy crews, vehicles, and equipment (including small CDC vendors) to target area for comprehensive mitigation, including bush hog tall weeds, mowing grass, weed eating and blowing, tree/shrub mitigation, removal to curb of debris (limbs, tires, appliances, bagged cuttings, etc.)
- Pick up, remove, and transport debris from curb by CE trucks/loaders to city landfill
- Coordinate mitigation of proximity thoroughfares and right-of-way by Public Works
- Remove and eliminate graffiti on all public buildings, private residences, structures, fences, etc.
- Complete final clean-up of all streets by CE street sweepers
- Follow-up audit canvass of area with local leaders, City Beautiful, and CE

### For More Information, Contact:

Onzie O. Horne  
Deputy Director  
City of Memphis, Division of Community Enhancement  
2714 Union Ext., Suite 300  
(901) 636-4707  
onzie.horne@memphistn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties, and crimes in apartment complexes.

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

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties. (Shelby County District Attorney General)

**Accountable Organization/Leader:** Shelby County District Attorney General.

**Description:** The Shelby County District Attorney’s Office is responsible for filing state nuisance actions against apartment complexes that present dangers such as crime and/or blight to the surrounding community. Many such complexes are overrun with drug sales and gang activities while others sit abandoned and deteriorating. Nuisance actions force the owners of these complexes into court, requiring owners to make positive changes in order to reduce crime or address blight. Envisioned in OSC is a more systematic and aggressive manner of investigation, documentation, and prosecution of such complexes and increased communication with the apartment owners and managers.

**Partners:** Memphis Police Department.

**Staff and Financial Resources:** The Shelby County District Attorney’s Office’s Organized Crime/Special Operations Unit works with the Memphis Police Department and the Shelby County Sheriff’s Office in the investigation and prosecution of public nuisance actions. Depending on the volume of the nuisance activity, prosecutorial resources may need to be increased. Additional investigative resources will be needed to expand this program. Memphis Police Department is at present equipped to investigate one or two complexes at a time. Fast-tracked investigation of the worst 15-20 complexes would require the dedication, at least in the short-term, of additional law enforcement assets.<sup>1</sup>

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Public Nuisance investigations, filings, prosecution, and changes at the 15 to 20 complexes</p> <p>B. Develop a better forum for communication between apartment owners and managers and the District Attorney’s Office and the</p>	<p>Established forum for communication with apartment owners and managers so that it is known what is expected in terms of security, crime response, etc., in order to avoid public nuisance prosecution.</p>	<p>Decrease in drug arrests at apartment complexes with a corresponding increase in apartment owners and managers participation in security, crime response, and other relevant areas.</p>

<sup>1</sup> A four-person team of experienced nuisance investigators could reasonably be expected to complete an investigation of the worst 15-20 offenders in approximately 4 weeks.

**OPERATION: SAFE  
COMMUNITY**  
A MEMPHIS FAST FORWARD INITIATIVE



other relevant law enforcement agencies.		
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**2011 Key Accomplishments/Current Status:**

- Filed nuisance actions against several Memphis area apartment complexes and required those owners to make positive changes at the complexes.

**2012 Action Steps and Implementation Activities:**

*Additional allocation of law enforcement assets may be required.*

Output A: Public Nuisance investigations, filings, prosecution, and changes at the 15 to 20 complexes.

*Implementation Activities*

- Identify the 15-20 most problematic complexes
- Complete nuisance investigations
- File and prosecute nuisance actions to affect positive change
- Use this large-scale prosecution pilot as a means of increasing communication with apartment complexes city-wide and as a way to encourage positive changes in other complexes

Output B: Develop a better forum for communication between apartment owners and managers and the District Attorney’s Office and the other relevant law enforcement agencies.

- Increase communication between apartment owners/managers, the DA’s office, and other partner law enforcement agencies through increased one-on-one communication and forums
- Provide updates to apartment owners/managers regarding effective outcomes

For More Information, Contact:

Paul Hagerman  
Assistant District Attorney General  
Shelby County District Attorney’s Office  
157 Poplar Avenue  
(901) 508-3326  
paul.hagerman@scdag.com

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 10b:** 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 General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties, and crimes in apartment complexes.

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

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

**Accountable Organization/Leader:** Shelby County District Attorney’s Office.

**Description:** The Shelby County District Attorney’s Office operates “The Drug Dealer Eviction Program.” This program tracks drug-related arrests in all rental properties and seeks the eviction of tenants involved in drug crimes. Most often, eviction is effected by a letter that is sent to the tenant. Eviction under these terms is voluntary. In some events, eviction actions are filed in Court by the District Attorney’s Office and eviction is ordered by a General Sessions’ Court Judge.

**Staff and Financial Resources:** The Drug Dealer Eviction Program is run by Jackie Condrey. She is responsible for all aspects of the program except court appearances.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Develop a searchable database that tracks drug-related arrests in all rental properties.	A working database will be accessible to and/or provided to property owners and managers.	Decrease in drug arrests at apartment complexes.

**2011 Key Accomplishments/Current Status:**

- Constructed the foundation for a database of persons arrested for drug use and sales who reside in rental properties.
- Evicted more than 250 tenants in 2011.

**2012 Action Steps and Implementation Activities:**

Output A: Develop a searchable database that tracks drug-related arrests in all rental properties.

*Implementation Activities*

- Construct and maintain a searchable database

# **OPERATION: SAFE COMMUNITY**

**A MEMPHIS FAST FORWARD INITIATIVE**



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For More Information, Contact:

Jackie Condrey  
Criminal Investigator  
Shelby County District Attorney's Office  
157 Poplar Avenue  
(901) 222-1397  
[Jackie.condrey@scdag.com](mailto:Jackie.condrey@scdag.com)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC 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)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 3:** Reduce blight, problem properties, and crimes in apartment complexes.

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

**Goal Level Indicators:**

- The number of drug arrests countywide at apartment complexes and other rental properties (Shelby County District Attorney General)

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**Accountable Organization/Leader:** City of Memphis Attorney.

**Description:** This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the accountable organization/leader named herein and in conjunction with other items on OSC's 2012 Action Agenda.

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**The Action Item is under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 11a:** Establish a Memphis and Shelby County Office of Offender Reentry, beginning with a pilot “one stop shop” for 200 ex-offenders within the Shelby County. (Tennessee Board of Probation and Parole Chairman and Shelby County Division of Correction Director)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 4:** Reduce adult repeat offenses.

**Strategy 11:** Coordinate support services “under one roof” for adult (18 years of age and older) inmates returning to the community from incarceration.

**Goal Level Indicators:**

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation) (TN Department of Correction Commissioner)

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**Accountable Organization/Leader:** Tennessee Board of Probation and Parole Chairman and Shelby County Division of Correction Director.

**Description:** The purpose of Shelby County Office of Reentry’s collaborative case management pilot is to apply evidence-based practices to provide parolees returning to Shelby County with the tools necessary to ensure their successful integration. This will be accomplished by identifying and addressing the criminogenic risks and the intervention needs of high-risk offenders by promoting pro-social processes and refocusing cognitive strategies with program participants. The program includes intensive, centralized discharge planning processes and improved access to services upon release.

**Partners/Collaborators:** Re-entry Core Team consisting of staff from BOPP, TDOC, City of Memphis, and Shelby County Division of Corrections and Service Provider Network.

**Staff and Financial Resources:** Funding for the Memphis and Shelby County Office of Offender Re-entry is provided by City of Memphis and Shelby County general funds and a two-year allocation of \$110,000 per year from Tennessee Department of Parole and Probation. The Office of Offender Re-entry will seek additional funding from a variety of public and private sources.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Develop a Service Provider Network to support offender services.</p> <p>B. Maximum of 200 offender parolees will participate in re-entry case management pilot.</p>	<p>Increase access to re-entry resources and best practices for partners and the general public.</p> <p>Decrease the number of pilot offenders returning to prisons from TDOC and SCCC by 30%.</p>	<p>Increase offender continuum of services through establishment of a database management system for service providers.</p> <p>Decrease the number of 200 (+) offenders returning to prison from TDOC and SCCC by 30%.</p>

**2011 Key Accomplishments/Current Status:**

The infrastructure developed as part of the programs described below will serve as components of the Office of Re-entry.

- Through the United States Department of Justice, the Second Chance Act awarded a Re-entry Demonstration Grant to the City of Memphis Second Chance Program, 2009-2012
- SCCC awarded Health and Human Services Responsible Fatherhood and Healthy Marriage Grant, 2006-September 2011
- Health and Human Services awarded Shelby County Divisions of Corrections/ 3 R Project awarded the Project MOST (Motivated Offenders Surviving Tomorrow) Grant, 2011-2014

**2012 Action Steps and Implementation Activities:**

Output A: Develop a Service Provider Network to support offender services.

*Implementation Activities*

- Determine the roles and responsibilities of the Service Provider Network
- Establish MOUs for service providers of offender services

Output B: Maximum of 200 offender parolees will participate in re-entry case management pilot.

*Implementation Activities*

- Establish communication protocols to provide effective case management
- Ongoing staff training on effective case management and supervision
- Quarterly reporting to court judges

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Stanley Lipford  
Administrator  
Shelby County Division of Corrections  
1045 Mullins Station Rd  
(901) 377-4695  
Stanley.Lipford@shelbycountyttn.gov

Tina Stafford  
District 7 Director  
Tennessee Board of Probation and Parole  
170 N. Main, 10th Floor  
(901) 543-9044  
Tina.Stafford@tn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC Action Item 11b:** Establish an inter-agency steering committee comprised of law enforcement, criminal justice, and community organizations to implement and guide expansion and scale-up of the MSC Office of Offender Reentry programming. (Tennessee Board of Probation and Parole Chairman and the Shelby County Division of Correction Director)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 4:** Reduce adult repeat offenses.

**Strategy 11:** Coordinate support services “under one roof” for adult (more than 18 years of age) inmates returning to the community from incarceration.

**Goal Level Indicators:**

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation). (Tennessee Department of Correction Commissioner)

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**Accountable Organization/Leader:** Tennessee Board of Probation and Parole Chairman and Shelby County Division of Correction Director.

**Description:** The interagency Steering Committee is a multidisciplinary team focused on project evaluation, strategic planning, leveraging resources, and the review and application of best practices. This group will serve as champions for expanding the Office of Re-entry Case Management pilot and establish a sustained service provider collaboration to serve ex-offenders and reduce repeat offenses.

**Partners:** Tennessee Department of Correction, Shelby County Division of Corrections, Department of Children Services, Shelby County Sheriff Office, Board of Probation and Parole, City of Memphis, Workforce Investment Network, Tennessee Department of Safety and Homeland Security, Faith-based Representatives, MATA, Maximus, Social Security Administration, Shelby County District Attorney Office, Shelby County Public Defender Office, Shelby County Health Department, Shelby County Juvenile Court, Tennessee Department of Mental Health, Memphis Housing Authority, Office of Veterans Administration, and a public education representative.

**Staff and Financial Resources:** Funding for the Memphis and Shelby County Office of Offender Re-entry is provided by City of Memphis and Shelby County general funds and a two year allocation of \$110,000 per year from Tennessee Department of Parole and Probation. The Memphis and Shelby County Office of Offender Re-entry will seek additional funding from a variety of public and private sources.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Establish roles and responsibilities for Steering Committee.</p> <p>B. Conduct SWOT Analysis for Five-Year Strategic Plan.</p> <p>C. Establish ongoing evaluation process to assess program results.</p> <p>D. Secure funding for pilot continuation.</p>	<p>Adoption and implementation of Five-Year Strategic Plan for Memphis Office of Offender Re-entry.</p> <p>Increase funding and staffing by 25% to support program expansion.</p> <p>Decrease the number of pilot offenders returning to prisons from TDOC and SCCC by 30%.</p> <p>Advocacy plan designed to generate support for program implementation on the local level.</p>	<p>Replicate pilot in various locales statewide through advocacy and demonstrated reduction in recidivism.</p> <p>Decrease the number of 200 (+) offenders returning to prison from TDOC and SCCC by 30%.</p>

**2011 Key Accomplishments/Current Status:**

- OSC Re-entry Roundtable held with 50 providers in Spring, 2010.
- State and local representatives recruited for OSC Re-entry Core Team in 2010.
- OSC Re-entry Strategic Plan adopted in 2010.
- Memphis Fast Forward adopted OSC Re-entry legislative item along with City of Memphis and Shelby County.

**2012 Action Steps and Implementation Activities:**

Output A: Establish roles and responsibilities for Steering Committee.

*Implementation Activities*

- Core Team will review Steering Committee objectives and establish roles and responsibilities within the first quarter of 2012

Output B: Conduct SWOT Analysis for Five Year Strategic Plan.

*Implementation Activities*

- Establish Strategic Planning Ad hoc Committee to develop a planning framework
- Conduct a SWOT Analysis with feedback from internal and external stakeholders

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output C: Establish ongoing evaluation process to assess program results.

*Implementation Activities*

- Conduct bimonthly program assessment meetings to determine program results

Output D: Secure funding for pilot continuation.

*Implementation Activities*

- Create fundraising plan for Memphis and Shelby County Office of Offender Re-entry to include public and private resources

**For More Information, Contact:**

Stanley Lipford  
Administrator  
Shelby County Division of Corrections  
1045 Mullins Station Rd  
(901) 377-4695  
Stanley.Lipford@shelbycountyttn.gov

Tina Stafford  
District 7 Director  
Tennessee Board of Probation and Parole  
170 N. Main, 10th Floor  
(901) 543-9044  
Email: Tina.Stafford@tn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 4:** Reduce adult repeat offenses.

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

**Goal Level Indicators:**

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation). (TN Department of Correction Commissioner)

**Accountable Organization/Leader:** Tennessee Department of Correction.

**Description:** The purpose of assisting offenders with securing identification and government benefits prior to release is to ensure offenders have all of the documents required to secure employment, housing, and medical/mental health services upon release.

**Partners/Collaborators:** Tennessee Department of Safety, Tennessee Department of Health, Tennessee Department of Labor and Workforce Development, Tennessee Department of Veterans Affairs, Social Security Administration, Tennessee Department of Human Services.

**Staff and Financial Resources:** The following staff and financial resources are needed to accomplish the goal of securing identification and government benefits for adult offenders prior to release:

- Associate Warden at each TDOC facility to oversee identification and benefit procedures
- Portable workstations to produce state identification cards and drivers licenses (approximately \$59,000 for first workstation and printer; each additional approximately \$21,000)

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Implement a process for obtaining birth certificates for every offender incarcerated in a TDOC facility.	All offenders obtain their birth certificate prior to release from TDOC.	Identification and government benefits are not a barrier to employment, housing, and medical/mental health care upon release.
B. Implement a process for offenders obtaining state issued identification and/or driver's license prior to release from incarceration.	All eligible offenders receive state issued identification and/or driver's license prior to release from TDOC.	Reduced recidivism as a result of offenders securing employment, housing, and mental health services upon release.
C. Implement/improve processes for eligible offenders applying for, or	All eligible offenders apply for, or are approved for SSI,	



obtaining, approval for benefits such as SSI, veterans, TANF, and Medicaid prior to release.	veterans, and Medicaid benefits upon release from TDOC.	
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**2011 Key Accomplishments/Current Status:**

- Representatives from Veterans Affairs visit each institution to meet individually with Veterans to determine present and future benefit eligibility.
- An initial process for offenders obtaining identification prior to release has been established in partnership with the Tennessee Department of Safety.
- Initial discussions have taken place between the Department of Correction, Department of Safety, and Department of Labor and Workforce Development to obtain the needed resources to allow the Career Coaches to provide state-issued ID's to offenders prior to release from TDOC custody.
- A pilot program was established in partnership with the Social Security Administration for eligible offenders to apply for and be approved for SSI benefits prior to release.

**2012 Action Steps and Implementation Activities:**

*Information regarding additional funding requirements is set forth above.*

Output A: Implement a process for obtaining birth certificates for every offender incarcerated in a TDOC facility.

*Implementation Activities*

- Revise TDOC policy to require institutional staff to assist offenders with locating and obtaining a birth certificate for each offender upon his/her entry into TDOC custody
- Partner with Tennessee Department of Health to determine process for obtaining birth certificates for offenders, particularly those without a valid State ID/driver's license
- Develop mechanism for documenting in TOMIS when each offender's birth certificate is obtained

Output B: Implement a process for offenders obtaining state-issued identification and/or driver's license prior to release from incarceration.

*Implementation Activities*

- Create a flow diagram of current process for obtaining state-issued ID/driver's license prior to release
- Identify breakdowns in current process and develop procedures for improving current processes
- Partner with the Tennessee Department of Safety and the Tennessee Department of Labor and Workforce Development to acquire resources required to allow state issued ID's and drivers licenses to be issued from the Career Coaches

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output C: Implement/improve processes for eligible offenders applying for, or obtaining, approval for benefits such as SSI, veterans, TANF, and Medicaid prior to release.

*Implementation Activities*

- Assess the success of the pilot SSI program and identify any changes in policies and procedures that are required for statewide expansion
- Identify any changes/improvements needed regarding the current process of assessing eligibility and applying for veterans' benefits while incarcerated
- Develop policies and procedures for assisting eligible offenders in applying for Medicaid prior to release
- Implement pilot programs for eligible offenders to be approved for Medicaid and TANF benefits upon release

For More Information, Contact:

Bill Gupton  
Assistant Commissioner  
Tennessee Department of Correction  
320 6<sup>th</sup> Avenue N.  
Rachel Jackson Bldg. 5<sup>th</sup> Floor  
Nashville, TN 37243  
615-253-8260  
william.gupton@tn.gov

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**OSC Action Item 12b:** Increase the number of adult (more than 18 years old) 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)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 4:** Reduce adult repeat offenses.

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

**Goal Level Indicators:**

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation) (Tennessee Department of Correction Commissioner)

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**Accountable Organization/Leader:** Workforce Investment Network Executive Director Desi Franklin.

**Description:** The purpose of WIN's job development pilot is to provide a healthy and supportive pathway for ex-offenders restarting their lives and reentering their communities. This will be accomplished initially by providing the services of a WIN staff job developer who will actively seek employment opportunities for WIN clients that are ex-offenders. WIN will also, in conjunction with partners/collaborators, work to develop a transitional jobs program that would provide short-term employment for returnees upon release, coupled with weekly sessions on establishing a career path, job development services, assistance with self-directed job search, and supportive services as appropriate to overcome barriers that most returnees encounter such as delinquent child support and lack of personal identification.

**Partners/Collaborators:** *For ex-offenders:* Memphis Leadership Foundation and its Economic Opportunities program, Barnhart Crane, Shelby County Office of Re-Entry, City of Memphis Legal, City of Memphis Procurement, and City of Memphis Community Enhancements, private sector customers and other partners as identified. For special projects (e.g., South Memphis Opportunities), Community LIFT, Advance Memphis, MIFA, Meritan, South Memphis Alliance, and Memphis Hope.

**Staff and Financial Resources:** Funding for the WIN job development pilot will be a combination of Workforce Investment Act (WIA) formula funding, city funds for contractual services, private funding from private sector customers, and nonprofit agency funds to manage and implement the Transitional Job services.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Create a catalog and assessment of jobs and industries especially with available openings suitable for WIN clients who are ex-offenders or targeted populations.</p> <p>B. Create a database of employers open to serving specific populations or in targeted zip codes and a database of industry skills and soft skills necessary for these specific employers.</p> <p>C. Offer Job Profiling services for interested employers.</p> <p>D. Make lists available lists of WIN client job seekers sorted by skills, abilities, and prior work and life experiences.</p> <p>E. Conduct testing, assessment, and credentialing of potential employees.</p> <p>F. Facilitate job placements and job retention.</p>	<p>Job retention over one year for those hired in the program.</p> <p>Less turnover and increased productivity in targeted industries.</p> <p>Support and case management services provided for a one year period to enhance retention.</p> <p>Increased industry understanding of necessary employee skills.</p> <p>Increased industry understanding and adaptation to barriers of special populations who become their employees.</p>	<p>Increase in continued permanent employment of WIN clients, including ex-offenders.</p> <p>Increased industry partnerships with WIN to create further employment opportunities.</p> <p>Increase in the number of WIN clients earning a livable wage and benefits sufficient to support targeted individuals and their family members.</p> <p>Increased commitment to the community, city, and county by tax-paying citizens.</p>

**2011 Key Accomplishments/Current Status:**

- Engagement by WIN of one full-time staffer (December 2011) to work as a job developer for WIN clients, including ex-offenders, targeted populations, and special projects
- Ongoing discussions with potential partners to discuss and determine partners and structure for proposed transitional jobs pilot
- Ongoing research of promising practices for transitional jobs programs
- Marketing and collaboration with local industries to educate employers on the advantages of public programs and targeted populations

## 2012 Action Steps and Implementation Activities:

Output A: Create a catalog and assessment of jobs and industries, especially with openings suitable for WIN clients who are ex-offenders or targeted populations.

### *Implementation Activities*

- Survey and interview those who work with ex-offenders
- Maintain and build a database of felon friendly employers and industries
- Build and maintain similar databases for other special populations (e.g., those with disabilities)
- Share databases with other community development agencies and public entities seeking to place hard to serve clients

Output B: Create a database of employers open to employing hard-to-serve populations or in targeted zip codes and a database of industry skills and soft skills necessary for these specific employers.

### *Implementation Activities*

- Survey industries and human resource departments for key hard and soft skills necessary to be employed in those industries
- Develop programs to improve job readiness and on-the-job soft skills
- Work with training providers to ensure proper methods of training for hard skills within an industry are available, affordable, and effective

Output C: Offer Job Profiling services for interested employers.

### *Implementation Activities*

- Survey industry openings for clarity and specific listing of necessary job skills
- Work with managers and human resource experts within industries to describe and detail required soft and hard skills
- Develop complete profiles on key industry jobs
- Work with industries and training providers to develop curricula that target these skills

Output D: Make available lists of WIN job seeker clients sorted by skills, abilities, and experience.

### *Implementation Activities*

- Determine bank of WIN clients with high demand skill sets or transferable skills/academic levels indicating likelihood of success with additional training
- Develop specific areas of training tailored to client needs
- Continue to use and build winrecruits.com as a go-to source for job seekers submitting resumes and for assisting WIN employer clients with job postings
- Identify and help clients “sell” transferrable skills

Output E: Conduct testing, assessment, and credentialing of potential employees.

### *Implementation Activities*

- Continue to provide full range of services at Career Center for WIN clients

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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- Offer and assist with KeyTrain on-line tutorials and other preparatory exercises to enhance high levels of certification and sufficient on-the-job skills
  - Offer and conduct assessments to guide career counseling for WIN clients
  - Support testing and completion of process leading to industry credentials

## Output F: Facilitate job placements and job retention.

### *Implementation Activities*

- Assign job developers to help place eligible ex-offender candidates in jobs suited to their skills and aptitudes
- Continue to work with Workforce Development Specialists post-placement to overcome barriers as they arise
- Continue follow up for one year to assure retention and overcome potential job loss

### For More Information, Contact:

Desi Franklin, Executive Director  
Workforce Investment Network (WIN)  
22 N. Front Street Suite 1050  
901-576-6812  
desi.franklin@memphistn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 12c:** Increase the number of ex-offenders (18 years old and older) who earn career readiness certificates. (Shelby County Correction Division Director and Shelby County Sheriff)

This initiative will advance the following Strategy/Goal Level Indicators:

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

**Goal 4:** Reduce adult repeat offenses.

**Goal Level Indicators:**

- The countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation) (Tennessee Department of Correction Commissioner)

**Accountable Organization/Leader:** Shelby County Division of Corrections Director James Coleman and Sheriff Bill Oldham (Shelby County Jail).

**Description:** The Shelby County Division of Corrections and Shelby County Jail will develop a comprehensive life skills and adult basic education program for inmates transferring from the Shelby County Jail to the Shelby County Correctional Center.

**Partners/Collaborators:** Shelby County Division of Corrections 3R program, Shelby County Diagnostic Program, Memphis City Schools, ARAMARK and Shelby County Sheriff’s Office.

**Staff and Financial Resources:** Funding from Shelby County Division of Corrections and Shelby County Jail will support program start-up. Additional funds will be need for staff for program implementation in FY 2013.

**Projected Impact:**

Short-term Outputs (2012)	Mid-term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Identify an electronic database to track offenders residing in the Shelby County Jail who are transferred to Shelby County Correctional Center.	Conduct assessment for all Shelby County Jail inmates utilizing SAGE instrument.	90% of individuals enrolled in the program will obtain a career certificate and a GED.
B. Design a referral system to appropriate in-house career readiness and basic education programs for offenders within the Shelby County Jail and Shelby County Corrections Center.	35% of individuals sentenced for SCCC from Shelby County Jail will be enrolled in the program (Fall 2012).  Of the individuals enrolled in the program, 85% will obtain career certificates and GED.	
C. Train staff to implement SAGE	Fully staff comprehensive life	



for all inmates in Shelby County Jail. D. Secure funding for staff implementation in 2013.	skills and GED program.	
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**2011 Key Accomplishments/Current Status:**

- Formulation of partnership between Shelby County Correction Center and Shelby County Jail in 2010.
- Private sector training for inmates incorporated at the Shelby County Jail from 2009 to 2011.
- Providing GED and life skills training for offenders at SCCC since 2006.

**2012 Action Steps and Implementation Activities:**

Output A: Identify an electronic database to track offenders residing in the Shelby County Jail who are transferred to Shelby County Correctional Center.

- Assess and evaluate existing databases including ITM, JMS, and others for offender tracking
- Determine appropriate database to support career readiness and GED activities

Output B: Design an in-house referral system for appropriate career readiness and basic education programs for offenders within the Shelby County Jail and Shelby County Correctional Center.

- Identify career readiness and basic education services needed in Shelby County Jail and Shelby County Correctional Center
- Work with Memphis City Schools to increase GED and basic adult education offerings
- Develop career and basic adult education pathways for offenders that support a continuum of services regardless of institution

Output C: Train staff to implement SAGE assessment for all inmates in Shelby County Jail.

- Purchase SAGE software for Shelby County Jail
- Conduct training for staff on SAGE assessment

Output D: Secure funding for staff implementation in 2013.

- Explore funding sources for additional staff for program implementation including grants
- Submit grant applications and/or include in Shelby County general fund request

For More Information, Contact:

Bill Oldham  
Shelby County Sheriff  
201 Poplar Avenue, Suite 9-04  
Memphis, TN 38102  
901-222-5505  
Bill.Oldham@shelby-sheriff.org

# **OPERATION: SAFE COMMUNITY**

**A MEMPHIS FAST FORWARD INITIATIVE**



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James Coleman  
Director of Shelby County Division of Corrections  
1045 Mullins Station Road Memphis, TN 38134-7796  
901-377-4502  
[james.coleman@shelbycountyttn.gov](mailto:james.coleman@shelbycountyttn.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 13a:** Reallocate and expand treatment funds to handle more felony drug defendants with serious addictions.

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 4:** Reduce adult repeat offenders.

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

**Goal Level Indicators:**

- Countywide recidivism rate, with recidivism defined as being re-convicted (and re-incarcerated or placed on supervision) within three years of being released from incarceration or supervision (probation) (Tennessee Department of Correction Commissioner)

**Accountable Organization/Leader:** Shelby County District Attorney General and Tennessee Department of Correction Commissioner.

**Description:** Drug Court is an alternative program that targets non-violent adult offenders with drug-related criminal charges. The program works in four phases. Offenders are placed into an intensive outpatient program which requires they report back to the court where the judge personally reviews their progress. Program components include voluntary participation, a 12-month sentence into the program, outpatient treatment [and inpatient when necessary, mandatory random drug testing, attendance at treatment sessions, attendance at 12-step meetings, sanctions for non-compliance, assessments for chemical dependency, and participation in other programs as deemed necessary by the Drug Court Team, which may include family/individual counseling, mental health counseling, GED/Job, readiness, life-skills/ parenting sessions, anger management classes, or other programs designed to assist the individual in returning to society as a productive citizen. The judge gets to know each client and works closely with the treatment providers and the Drug Court team to keep clients engaged in treatment.

**Partners/Collaborators:** Shelby County District Attorney General and Shelby County Drug Court Judge.

**Staff and Financial Resources:** Funding for the Drug Court’s existing programs is established through September, 2012. The Drug Court is in the process of seeking additional funding for expiring grants.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Increase awareness within the District Attorney’s office about the Drug Court Treatment Act and use of same as a disposition option.	<p>Increased access to Drug Court for non-violent felons with serious addiction problems.</p> <p>Increased graduation rates from Drug Court of non-violent felons with serious addiction problems.</p>	Reduced recidivism rates for non-violent felons with serious addiction problems.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2011 Key Accomplishments/Current Status:

- Drug Court served 70 (of 111) felony drug clients from July to December, 2011, (treatment program lasts from 12 to 18 months and can last as long as two years).
- Drug Court has had capacity to serve felony clients who qualify for the program.

## 2012 Action Steps and Implementation Activities:

Output A: Increase awareness within the District Attorney's office about the Drug Court Treatment Act and use of same as a disposition option.

### *Implementation Activities*

- In-house education on Drug Court Treatment Act
- In-house training on how to use the Drug Court Treatment Act as a disposition in the prosecution of non-violent felons with serious addiction problems

### For More Information, Contact:

Amy P. Weirich  
Shelby County District Attorney General  
201 Poplar Ave., Suite 301  
Memphis, TN 38103  
901-222-1300  
[www.scdag.com](http://www.scdag.com)

Derrick Schoefield  
Commissioner, Tennessee Department of Corrections  
320 6<sup>th</sup> Ave. North  
6<sup>th</sup> Floor, Rachel Jackson Building  
Nashville, TN 37243-0465  
(615) 741-1000  
[derrick.schoefield@tn.gov](mailto:derrick.schoefield@tn.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**NOTE:** Memphis is one of six cities chosen by the White House to take part in the National Forum on Youth Violence Prevention. The goal of the Forum is to use multi-disciplinary partnerships, balanced approaches, and data-driven strategies to reduce youth violence. The Memphis Youth Violence Prevention Plan is incorporated under *Goal #5 – Reduce Youth Violence* of OSC Action Agenda and Detailed Action Plans 2012-2016.

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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

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

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Early Success Coalition Co-chairs Sandra Allen and Keisha Walker.

**Description:** The ESCN is a partnership of agencies serving families with children pre-natal through eight years of age with high-quality prenatal and parenting support programs. The ESCN also works to improve the quality and capacity of those programs. Finally, these ESCN programs connect families to other programs that support positive early childhood development such as medical services and high quality child care. The initiative defines success as higher birth weights, decreased child abuse, and improved school readiness of program participants.

**Partners/Collaborators:** Currently eight partner agencies provide a total of 10 early home visitations and one clinic-based prenatal and parenting program. Those eight agencies/11 programs are:

1. Shelby County Health Department/Healthy Start, and HUGS (Help Us Grow Successfully Program).
2. Porter-Leath/Parents as Teachers and Early Head Start.
3. One-by-One Ministries/One-by-One Mentoring.
4. Christ Community Health Services/Centering Pregnancy.
5. Le Bonheur Center for Children and Parents/Nurse Family Partnership, Healthy Families America, and Parent Outreach Program.
6. Exchange Club Family Center/First Steps and Parent Aide.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 7. Christ Community Healthcare and WellChild/Centering Pregnancy.

Partners that provide community outreach and referral into these programs above include Powerlines Community Network, the Southeast Memphis Community Development Corporation, and the Tennessee Community Services Agency. Key partners that provide other direct services to participants in the programs listed above include the Memphis City Schools Pre-K program, Head Start, the Tennessee Early Intervention System (TEIS), and organizations that facilitate referrals to high-quality child care including the Child care Resource and Referral program at Le Bonheur Health and Wellness and the Ready, Set, Grow! program at the University of Memphis.

**Staff and Financial Resources.** Funding for three ESCN implementation staff and marketing/outreach activities is provided for two years from the U.S. Department of Human Services Agency for Children and Families Evidence-Based Early Home Visitation Grant and the U.S. Department of Human Services Office of Maternal and Child Health Teen Parenting and Pregnancy Success Grant. This staff will support at-risk neighborhoods throughout Memphis, beginning with North Memphis/Frayser.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**Projected Impact:**

Short-Term Outputs (2012)	Mid-Term Outcomes (2013-15)	5-Year Outcomes (2016)
<p>A. Centering Pregnancy pre-natal program will serve 10 pregnant teens from Frayser and Trezevant High School.</p> <p>B. 20 new families from North Memphis/Frayser will be enrolled in ESC early home visitation programs.</p> <p>C. 25 families from North Memphis/Frayser will enroll their children in high-quality child care and early learning programs.</p> <p>D. 5 service providers located in North Memphis/Frayser will coordinate with ESCN programs to provide services to ESCN participants.</p> <p>E. Baseline outcomes of ESCN participants from North Memphis/Frayser will be established and compared to County averages in healthy births, child maltreatment, and school readiness.</p>	<p>Percentage increase TBD in 2012 in ESCN participant outcomes compared to County averages in healthy births, child maltreatment, and school readiness.</p>	<p>Percentage increase TBD 2012 in ESCN participant outcomes compared to Shelby County averages in healthy births, child maltreatment, and school readiness.</p>



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**2011 Key Accomplishments/Current Status:**

- Seven agencies representing 10 home visitation programs and one clinic-based program signed an MOU to conduct shared outreach and coordinate services for primary ESCN services.
- In 2011, \$350,000 in new home visitation funding was secured from the State of Tennessee from the Affordable Care Act (ACA) funding stream, allowing ESCN home visitation agencies to add capacity for 185 additional clients throughout Shelby County (including Frayser).
- The Teen Parenting and Pregnancy Success grant was secured, which includes \$350,000 for Centering Pregnancy prenatal programs to be provided to MCS students.
- A two-year grant of \$219,000 for two additional staff to conduct outreach and coordination was secured through the U.S. Department of Health and Human Services Teen Parenting and Pregnancy Success grant, which will provide school-based social workers and community outreach workers in high crime apartment complexes including those in North Memphis/Frayser.
- Funding has been secured through the U.S. Department of Health and Human Services Teen Parenting and Pregnancy Success grant for a shared on-line client database for client tracking and outcomes measurement among ESCN members for two years, which will include community and faith-based providers in North Memphis/Frayser.

**2012 Action Steps and Implementation Activities:**

Output A: The Centering Pregnancy pre-natal program will serve 10 pregnant teens from Frayser and Trezevant High School.

*Implementation Activities*

- Train school personnel and social workers serving Frayser and Trezevant High Schools to make teen referrals into the Early Success Coalition Network Teen Pregnancy and Parenting Success

Output B: 25 new families from North Memphis/Frayser will be enrolled in ESCN early home visitation programs.

*Implementation Activities*

- Two outreach workers funded by the Defending Childhood Initiative, the Teen Pregnancy and Parenting Success grant, and the Memphis Youth Violence Prevention Plan will recruit families in North Memphis/Frayser into ESCN programs
- 10 Service providers and 10 other community agencies participate in training to refer families to ESCN programs

Output C: 50 families from North Memphis/Frayser will enroll their children in high-quality child care and early learning programs.

*Implementation Activities*

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- Two outreach workers funded by the Defending Childhood Initiative, the Teen Pregnancy and Parenting Success grant, and the Memphis Youth Violence Prevention Plan will recruit families in North Memphis/Frayser into high-quality child care and early learning programs
- 10 Service providers and 10 other community agencies participate in training to refer families to high quality child care and early learning programs

Output D: 5 service providers will coordinate with ESCN programs to provide services to ESCN participants.

*Implementation Activities*

- Service providers sign MOUs agreeing to a) provide services to participants in those programs, and b) participate in the ESCN client-tracking database
- Service providers participate in training to participate in the ESCN client tracking database

Output E: Baseline established for ESCN participant outcomes compared to Shelby County averages in core areas of healthy births, child maltreatment, and school readiness.

*Implementation Activities*

- University of Memphis CBANA tracks baseline outcome data from ESCN core programs compared to County averages for healthy births, child maltreatment, and school readiness; this baseline will be used to benchmark progress of ESCN programs going forward

For More Information, Contact:

Shandrian Guinn, LAP, MSSW  
Early Success Coalition, Project Coordinator  
Le Bonheur Community Health and Well-Being  
50 Peabody Pl., Suite 400  
Memphis, TN 38103  
Phone: 901-287-4707  
Fax: 901-287-4701  
shandrian.guinn@lebonheur.org

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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce Youth Violence.

**Strategy Group A:** Prevention.

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

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** PeopleFirst Partnership Director.

**Description:** PeopleFirst, one of the five initiatives of Memphis Fast Forward, is a partnership of business, healthcare, education, and government leaders in Memphis whose mission is to foster the development, attraction, and retention of talent within the City of Memphis.

This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the leaders named herein and in conjunction with other items on OSC's 2012 Action Agenda.

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**These Action Items are under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 15a:** Increase the number and quality of professionally staffed, faith-based youth programs. (Urban Youth Initiative Inc.)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 15:** Expand neighborhood-based youth services provided by community and faith organizations.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Cheryl Beard, Executive Director, Urban Youth Initiative Inc.

**Description:** The purpose of Urban Youth Initiative (UYI) is to equip, empower, and support Christian youth outreach workers and programs to effectively reach urban youth, including those most at-risk for delinquent behavior and nurture their development into purposeful adulthood by providing evidence-based, neighborhood-based holistic youth development programming throughout Memphis.

**Partners/Collaborators:** Memphis City Schools, Memphis Talent Dividend, United Way, Youth Villages, Juvenile Court, JustCare Family Network, Workforce Investment Network, local churches and community benefit organizations, Department of Children’s Services.

**Staff and Financial Resources:** Funding for Urban Youth Initiative’s programs is currently provided through private foundations, individuals, grants, and contracts. Additional funding must be sought to expand the network of outreach workers being trained and receiving salary/programming support.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Increase the number of faith-based youth programs staffed with	Increase the number of faith-based programs with full-time or	Provide after-school program access for every middle and

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>full-time trained outreach workers by 10% in 2012.</p> <p>B. Implement a training certification program targeting bi-vocational and volunteer youth program staff at faith organizations.</p>	<p>part-time trained staff providing effective after school programming by 10% annually.</p> <p>Establish a high-capacity, multi-staffed center serving youth in each major neighborhood area in Memphis.</p>	<p>high school through a network of churches and faith organizations.</p> <p>Increase service from approximately 10% to 25% of the students in Memphis schools.</p> <p>85% graduation rate for students participating in UYI supported programs.</p> <p>30% fewer incidents of violence, delinquency, suspensions, expulsions, and truancy among participating students.</p> <p>Participating students report above the national and local average of the Developmental Assets; (rating an average of 20).</p>
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## 2011 Key Accomplishments/Current Status:

- UYI currently partners with a network of 46 programs located in every neighborhood region in Memphis. This represents an 87% increase in professionally staffed faith-based youth programs since 1993.
- UYI partners provide holistic prevention and intervention services year-round in the areas of mentoring, character education, leadership development, life skills training, academic enrichment, college preparation, camping, and sports/recreation.
- More than 11,000 youths are reached annually by outreach workers serving in about 60 Memphis City Schools and through after-school programming in the surrounding neighborhoods.
- UYI has provided a three-year certification program for full-time youth outreach workers since 1993; more than 300 youth leaders have received training.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2012 Action Steps and Implementation Activities:

In order to accomplish the following implementation activities, additional funding resources will be necessary to support the new full-time staffing for youth programs (\$375,000 over 3 years) and payment for instructors and materials with the expanded training program.

Output A: Increase the number of faith-based youth programs staffed with full-time trained outreach workers by 10% in 2012.

### *Implementation Activities*

- UYI will solicit requests for proposals in the spring of 2012 to select five or more new qualified applicants to receive support under its Youth Worker Support Program, which includes a youth ministry grant for full-time youth worker, training, technical assistance, and coaching

Output B: Implement a training certification program targeting bi-vocational and volunteer youth program staff at faith organizations.

### *Implementation Activities*

- UYI will design the curriculum and structure necessary to implement a 12-month training program to accommodate the schedule of part-time and volunteer youth workers who desire professional training
- The anticipated start date will be fall, 2012

### For More Information, Contact:

Cheryl J. Beard  
Executive Director  
Urban Youth Initiative Inc.  
1548 Poplar Avenue  
Memphis, TN 38104  
(901) 729-3988  
cheryl@uyimemphis.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 15b:** Expand the number of churches “adopting” schools and providing services for youth and families specifically affiliated with those schools. (First Baptist Church--Broad)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 15:** Expand neighborhood-based youth services provided by community and faith organizations.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Dept. of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** First Baptist Church-Broad.

**Description:** The I AM program, a partnership with Lester Middle School, seeks to engage the family and the community in transforming children’s lives by connecting with children, parents, and community members to help them reach personal, spiritual, and community goals. First Baptist is engaged in three additional youth-related programs with other area Memphis City School students which include athletics and mentoring.

**Partners/Collaborators:** Select Memphis City Schools, Urban Youth Initiative, Christ United Methodist Church.

**Staff and Financial Resources:** Funding for the I AM program and other youth/family programs is provided by the operating budget of First Baptist Church. Additional funding is provided by a grant from Urban Youth Initiative.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Continue to offer programming designed to benefit the physical,	Increase the number of children who participate in available	Improved student behavior as reflected in a decrease in

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>emotional, and spiritual development of participating youth, their schools, and their communities.</p> <p>B. Continue to develop relationships/communication with partner schools (4), including both students and administration.</p> <p>C. Offer training workshop to area youth leaders/volunteers to help them establish school and community based youth and family development programs.</p>	<p>programming from 100 to 200 youth.</p> <p>Increase program offerings to include programs that offer exposure to positive life choices, such as lifestyle, economic, and educational opportunities.</p> <p>Train 25 youth leaders/volunteers to develop school and community-based youth and family development programs.</p>	<p>disciplinary referrals, improved grade averages, reduced absences and tardiness, and positive evaluations from teachers, administrators, mentors, and parents.</p> <p>Consistency in attendance to the after-school program and activities.</p> <p>Increased parent and volunteer support.</p> <p>Improved self-image, as measured by personal self-evaluations.</p>
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## 2012 Action Steps and Implementation Activities:

Output A: Continue to offer programming designed to benefit the physical, emotional, and spiritual development of participating youth, their schools, and their communities.

### *Implementation Activities*

- Hold a Family Summit at East High School
- Increase participation in the I AM program
- Offer *God and My City* program for participating schools during Spring Break
- Continue weekly physical fitness program called RISE

Output B: Continue to develop relationships/communication with four partner schools, both students and administration.

### *Implementation Activities*

- Visit schools to continue to develop relationships and gain from administration referrals of youth in need of programs
- Engage in school programs with youth (varies by school, but may include athletics, mentoring, tutoring)

Output C: Offer training workshop to area youth ministry leaders and volunteers to help them develop school and community-based youth and family development programs.

### *Implementation Activities*

- Hold training sessions (two) for youth ministry leaders and volunteers to educate them on developing school and community-based programs
- Facilitate, in cooperation with newly trained youth leaders, four Family Summits at area schools to support the engagement students, the involvement of families, and to challenge the community to provide a nurturing environment for its youth

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Pastor Broderick Connesero  
Youth Pastor, First Baptist Church-Broad  
2835 Broad Ave.  
Memphis, TN 38112  
(901) 323-2429  
[fbcyouthpastor.bc@gmail.com](mailto:fbcyouthpastor.bc@gmail.com)

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**OSC Action Item 15c:** Continue and expand crime prevention presentations in schools. (Shelby County Sheriff and Shelby County District Attorney General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 15:** Expand neighborhood-based youth services provided by community and faith organizations.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Shelby County Sheriff and Shelby County District Attorney General.

**Description:** Both the Shelby County Sheriff and the Shelby County District Attorney General engage school aged students in crime prevention presentations. These presentations, which are offered separately by the Sheriff and the DA, are designed to raise student's awareness of the negative effects of crime and prevent future crimes from being committed.

**Partners/Collaborators:** Memphis City Schools, Shelby County Schools.

**Staff and Financial Resources:** Funding for both the Shelby County Sheriff and the D.A.'s participation in crime prevention education programs is included in the operating budgets of their respective organizations.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Increase participation in “Do the Write Thing” in area schools.</p> <p>B. Increase parental involvement in reducing youth violence through participation in PTA and other parent meetings.</p> <p>C. Continue to speak at assemblies to students regarding the dangers of violent crime and drugs.</p>	<p>Increase participant’s awareness of negative aspects of violent cultures.</p>	<p>Increase student’s awareness of negative aspects of violent cultures.</p>

**2011 Key Accomplishments/Current Status:**

- 2,085 essays written from middle school students in 29 middle schools, with a male and female winner from each school. One male and one female student were selected as ambassadors from Memphis and Shelby County, which included all-expense paid trips to Washington, D.C., to the National Conference to Stop Violence with other middle school students from across the country.
- Shelby County Sheriff’s Office held more than 850 educational programs reaching more than 150,000 people in schools and in the community.

**2012 Action Steps and Implementation Activities:**

Output A: Increase participation in “Do the Write Thing” in area schools.

*Implementation Activities*

- Shelby County District Attorney General will continue to visit schools to encourage students to refrain from negative behavior and become a part of the solution
- Shelby County District Attorney’s office will encourage more students, teachers, and schools to participate in the Do the Write Thing Challenge

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output B: Increase parental involvement in reducing youth violence through participation in PTA and other parent meetings.

*Implementation Activities*

- Increase interaction with parents by speaking at PTA meetings and other parent assemblies about youth violence
- Sheriff's office will continue to interact with the parents of city and county school children to increase parental awareness of and involvement in preventing crime

Output C: Continue to speak at assemblies to students regarding the dangers of violent crime and drugs.

*Implementation Activities*

- Shelby County District Attorney General will continue to speak at assemblies to students regarding the dangers of violent crime and drugs
- Sheriff's Office will continue to speak to and interact with students regarding the dangers of violent crime, drugs, and related issues

For More Information, Contact:

Harold Collins  
Special Assistant to the District Attorney General  
201 Poplar Ave. 3<sup>rd</sup> Floor, Memphis Tennessee 38103  
Phone: 901-222-1300  
Harold.Collins@scdag.com

Bill Cash  
Chief Deputy, Shelby County Sheriff's Department  
11670 Memphis Arlington Road  
Arlington, TN 38002-9311  
(901) 867-1401  
w.cash@shelby-sheriff.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 15:** Expand neighborhood-based youth services provided by community and faith organizations.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Director of Education, Faith and Health Division Methodist Hospital.

**Description:** The Congregational Health Network offers training sessions for liaisons, clergy, and the general public. These seven week courses, offered weekly at Methodist University Hospital, blend church and education to enhance care-giving and skills to build capacity across our volunteer staff in the community. Course offerings have included training on hospital visitation, care for the dying, mental health first aid, and hands-on care-giving.

**Partners/Collaborators:** CHN partners with more than 460 local churches.

**Staff and Financial Resources:** Funding for the CHN’s training programs is included in its budget.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Identify, refine, and gain approval for a crime prevention curriculum geared toward youth violence prevention for CHN to offer to its	Crime prevention programs are offered annually through CHN to 500 individuals representing 240 congregations.	Increased community awareness of crime prevention programs specifically target toward

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>network of congregations.</p> <p>B. Train Faith and Health staff to offer program.</p>		<p>youth and increased implementation of same.</p> <p>Reduced youth violence.</p>
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**2012 Action Steps and Implementation Activities:**

Output A: Identify, refine, and gain approval for a crime prevention curriculum for CHN to offer to its network of congregations.

*Implementation Activities*

- Identify a crime prevention training program and refine same to fit within the framework of CHN training programs
- Present crime prevention training program to board of directors and gain approval of same

Output B: Train Faith and Health staff to offer program.

*Implementation Activities*

- Train Faith and Health staff to offer crime prevention program to CHN congregations

For More Information, Contact:

Dr. Perry C. Little  
 Director of Education  
 Congregational Health Network  
 Chaplain Manager for Methodist Germantown  
 7691 Poplar Ave  
 Germantown, Tennessee 38138  
 perry.little@mlh.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 15:** Expand neighborhood-based youth services provided by community and faith organizations.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis Police Department, Chief Toney Armstrong and First Baptist Church Broad, Pastor Keith Norman.

**Description:** The Memphis Police Department will train community clergy leaders in police protocols to support collaborative crime prevention and community development initiatives. The purpose of the Clergy Police Academy is to provide faith based community leaders with practical knowledge of various police operations, practices and objectives while exploring opportunities for community collaboration between the Memphis Police Department and faith based leaders.

**Partners/Collaborators:** Community and faith-based organizations in pilot neighborhoods TBD.

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**These Action Items are under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

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**OSC Action Item 16a:** Make youth violence prevention a priority for the Vance Choice Neighborhoods planning initiative. (City of Memphis Division of Housing and Community Development)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 16:** Ensure youth violence prevention is a priority for all major neighborhood revitalization initiatives, specifically including Vance 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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis Housing Authority.

**Description:** The Memphis Housing Authority was awarded a Choice Neighborhood Planning grant from Memphis Department of Housing and Urban Development (HUD) to develop a resident-driven plan for the redevelopment and revitalization of Foote Homes and the surrounding neighborhood. The purpose of the Vance Choice Neighborhood Planning Grant is to actively engage residents and community stakeholders in a planning process that will be the basis of the city's redevelopment plan for the neighborhood and the basis for their application for Choice Neighborhood Implementation funding. Ultimately, HUD will be looking for implementation projects that meet three objectives: 1) transform neighborhoods by revitalizing severely distressed housing, improving access to economic opportunities, and investing and leveraging investments in well-functioning services, effective schools and educational programs, public assets, public transportation, and improved access to jobs; 2) grow communities by concentrating/leveraging/coordinating public and private funding for public transportation, education, housing, energy, health and mental health services, support services, public

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



safety, and environmental programs and initiatives; and 3) support positive outcomes for all residents, including improvements in educational achievements and economic self-sufficiency. *Prevention of youth violence through promoting viable alternatives for youth development and economic self-sufficiency is key to this plan.*

**Partners/Collaborators:** University of Memphis School of Urban Affairs and Public Policy and the Vance Avenue Collaborative, which is facilitating the neighborhood component of the plan; Consilience Group, LLC, which is facilitating the People/Human Capital component of the plan with the leadership of MIFA, Memphis City Schools; Memphis HOPE/Urban Strategies; Mustard Seed, and other local providers; and PennRose Community-Capital, which is facilitating the housing component with the City of Memphis Division of Housing and Community Development.

**Staff and Financial Resources:** MHA has secured a \$250,000 planning grant from the Department of Housing Development and is providing a required match from the federal Community Development Block Grant to fund the two-year planning process.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Work in partnership with the MPD to design public safety strategies that target youth violence and youth gang prevention.</p> <p>B. Design action strategies and include in Choice Implementation Proposal to address root causes of youth violence, including youth development, increased academic attainment, and increased economic opportunities.</p>	<p>Submit implementation grant for plan strategies.</p> <p>Begin implementation of action strategies as determined through planning process.</p> <p>Evaluate and assess action steps taken pursuant to plan implementation.</p>	<p>Increased availability of economic development opportunities to provide an alternative to crime.</p> <p>Improved community safety and security and reduced opportunities for crime.</p> <p>Increased number of neighborhood programs designed to increase human capacity.</p>

**2011 Key Accomplishments/Current Status:**

- Neighborhood, People (human capital), and Housing teams have conducted multiple needs assessment activities with hundreds of neighborhood stakeholders, including residents, businesses, school personnel, and service providers. Activities included interviews, surveys, focus groups, community cafes, and monthly work sessions.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- *Youth violence and gang prevention were identified as a key neighborhood priority throughout the initiative assessment phase.*
- Numerous visioning and design work sessions have been conducted.
- A detailed demographic profile of the area was completed.
- A People (human capital) Needs and Opportunity Assessment was conducted.
- An inventory of 73 local education and human services was completed.
- Top-line opportunities across neighborhood, people (human capital), and housing were identified.
- Capacity activities, including resident leadership training and a “quality of life” conference involving scholars from around the world were attended by hundreds of neighborhood stakeholders.
- A partnership with MATA to implement a mobile “fresh food” bus was launched.

## **2012 Action Steps and Implementation Activities:**

Output A. Work in partnership with the MPD to design public safety strategies that target youth violence and youth gang prevention.

*Implementation Activities*

- Engage MPD in the Neighborhood Summit expert panel and subsequent action planning work teams from March – July, 2012

Output B. Design action strategies and include in Choice Implementation Proposal to address root causes of youth violence, including youth development, increased academic attainment, and increased economic opportunities.

*Implementation Activities*

- Finalize People Team Needs and Opportunity Assessment recommendations for youth development, education, workforce development, and public safety strategies relating to youth violence prevention
- Identify Action Priorities relating to the items above at the Vance Choice Neighborhood Assembly in late March
- Facilitate action work groups to develop implementation plans and budget requirements
- Incorporate strategies in the full Choice Neighborhood Proposal prepared from action strategies as part of an overall neighborhood revitalization plan

# **OPERATION: SAFE COMMUNITY**

**A MEMPHIS FAST FORWARD INITIATIVE**



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For More Information, Contact:

Luretha Phillips  
HOPE VI Program  
Memphis Housing Authority  
700 Adams Ave, Memphis, TN 38105  
Office: 901.544.1273  
Fax: 901.544.1832  
Email: [lphillips@mhanewday.com](mailto:lphillips@mhanewday.com)

**OSC Action Item 16b:** Make youth violence prevention a priority for Community LIFT. (Community LIFT Executive Director)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**Strategy 16:** Ensure youth violence prevention is a priority for all major neighborhood revitalization initiatives, specifically Vance 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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
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- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Community LIFT President Director Eric Robertson.

**Description:** Community LIFT (Leveraging Investments for Transformation) is the driving organization of the Greater Memphis Neighborhood (GMN) plan. As a community development intermediary, it aggregates resources from diverse sources to be deployed strategically for maximum return on investment and single accountability. LIFT provides a clearinghouse to aggressively pursue access to and gain the trust of wider capital and political markets with the purpose of channeling funding from public and private sources to make sound investments in resource poor neighborhoods and community development organizations. Its work will be driven by the comprehensive approach (set forth in the GMN plan) to transform Memphis neighborhoods. Community LIFT's initially efforts will be focused in Frayser, Binghampton, and Upper South Memphis.

**Partners/Collaborators:** City of Memphis; Shelby County; Assisi Foundation; Community Foundation of Greater Memphis; Hyde Family Foundations; Bank of America; Baker Donelson, PC; Regions Community Development Council of Greater Memphis; WIN; University of Memphis; Memphis Regional Design

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



Center; Operation Safe Community; Federal Reserve St. Louis FDIC; Strong Cities, Strong Communities Memphis Team.

**Staff and Financial Resources:** Funding for Community LIFT is provided by its founding partners, which include the Community Foundation, the Assisi Foundation, and Bank of America’s National Foundation, as well as the Hyde Family Foundation.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Develop neighborhood steering committees in the pilot neighborhoods, including Frayser.</p> <p>B. Begin development of a comprehensive neighborhood plan for the Binghampton and Frayser neighborhoods that incorporates and aligns with OSC strategies for youth violence prevention.</p>	<p>Continue implementation of neighborhood plans in Binghampton and Frayser.</p> <p>Support implementation of CHOICE neighborhood plan for the Upper South Memphis area.</p> <p>Evaluate and assess action steps taken pursuant to neighborhood plans in pilot communities.</p>	<p>Increased availability of economic development opportunities in pilot communities to provide an alternative to crime.</p> <p>Improved community safety and security in pilot communities and reduced opportunities for crime.</p> <p>Increased number of neighborhood programs designed to increase human capacity.</p>

**2011 Key Accomplishments/Current Status:**

- GMN adopted unanimously by the Memphis City Council as advisory policy for the City of Memphis on January 4, 2011.
- Establishment of River City Capital as the economic development arm of Community LIFT. River City Capital focuses on conducting strategic lending activities, including operation of a Strategic Redevelopment/Small Business Loan Fund, facilitation of neighborhood-level economic development plans, small business recruitment and retention, and neighborhood market analysis.

**2012 Action Steps and Implementation Activities:**

Output A: Develop neighborhood Steering Committees in pilot neighborhoods, including Frayser.

*Implementation Activities*

- Engage community leaders to build a steering committee for each pilot neighborhood
- Develop a steering committee in the pilot neighborhoods of Frayser and Binghampton composed of the following participants: 40 percent neighborhood residents (including youth),

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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15 percent large local businesses, 15 local small businesses, and the remainder composed of community stakeholders

## Output B: Begin development of a comprehensive neighborhood plan for the Frayser and Binghampton neighborhoods.

### *Implementation Activities*

- Engage Steering Committee in ongoing planning and implementation meetings to both create and implement a neighborhood plan that includes the following elements:
  - Economic development
  - Cleanliness/blight (addressing the “built environment”)
  - Building human capacity development
  - Overlay the entire plan with a focus on public safety, health, and education
  - Address neighborhood transportation issues
- Conduct visioning sessions with local business and residents to gain input for a neighborhood plan

### For More Information, Contact:

Eric Robertson  
President, Community LIFT  
3301 Washington Avenue, Suite 303  
901.290.4028  
eric@communitylift.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

**OSC 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, Memphis Area Women’s Council, and Erase Domestic Crime Collaborative)

**OSC Action Item 17c:** Enroll families in project pilot areas in high quality prenatal and home visitation services. (Early Success Coalition)

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

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

**OSC Action Item 17f:** Deliver Ghandian Non-violence Training to all students in pilot area. (Memphis City Schools)

**OSC Action Item 17g:** Conduct outreach to increase enrollment in high quality child care. (Agape Powerlines Community Network)

**OSC Action Item 17h:** Establish outreach, identification, and referral of children exposed to violence. (Shelby County Office of Early Childhood and Youth and Agape Powerlines Community Network)

**OSC Action Item 17i:** Expand trauma-focused therapy for children from birth to 19 years of age. (Le Bonheur Center for Children and Parents, Exchange Club Family Center, and Child Advocacy Center)

**OSC Action Item 17j:** Implement an on-line 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)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Prevention.

**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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
  - The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
  - The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**These Action Items are under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 18a:** Expand and enhance the 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 MCS students. (Memphis City Schools)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Intervention.

**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 or known to be gang-involved.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis City Schools Chief of School Safety, Security, and Emergency Management Gerald Darling.

**Description:** The purpose of OJJDP's Gang Reduction Assistance for Saving Society's Youth (G.R.A.S.S.Y.) intervention model is to reduce reported school incidents, suspensions, and expulsions in target schools and reduce future referrals to Juvenile Court by working with gang-involved youth and youth at risk for gang involvement through (1) outreach, (2) case management, and (3) coordinated services such as mentoring, tutoring, and youth development programs delivered by a network of local service providers.

**Partners/Collaborators:** Juvenile Justice Board, Juvenile Court, MPD, Tennessee Department of Children's Services, MCS, Community based organizations, Shelby County District Attorney's Office.

**Staff and Financial Resources:** Funding for most of the components of this initiative as it is now operating is included in MCS's operating budget; however, to achieve most of the objectives planned for the mid-term and long-term, additional resources are required.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Implement job training program as part of G.R.A.S.S.Y. services at Frayser and Trezevant High Schools.</p> <p>B. Increase student participation by 25%, from 100 to 125 students, in fully implemented OJJDP G.R.A.S.S.Y. intervention model.</p>	<p>Implement G.R.A.S.S.Y. OJJDP Intervention Model at two additional schools based on data indicators.</p> <p>Decrease the number of expulsions of GRASSY participants for gang-related expulsions from 49% to 60%.</p>	<p>Reduced school expulsions by GRASSY participants by 25% - from 49% to 24%.</p> <p>75% of GRASSY participants receive national trade union journeyman certification.</p> <p>Decrease in GRASSY participants referrals to Juvenile Court from 11% to 5%.</p>

**2011 Key Accomplishments/Current Status:**

- The G.R.A.S.S.Y. OJJDP Intervention Model at Trezevant and Frayser High Schools, including outreach into these schools and an Intervention Team consisting of Juvenile Court, Memphis Police Department, the District Attorney’s Office, and some community providers.
- Developed referral system into the program from principals or behavior specialists based on suspected gang involvement or affiliation, being at-risk for gang involvement, or receiving a suspension or expulsion for a gang-related behavior infraction.
- Existing program provides 100 students with tutoring, mentoring, athletic opportunities, and social skill development, including coping and anger management skills delivered primarily by the Memphis City Schools Outreach Workers and community-based providers including Heal the Hood Foundation, Urban Youth Initiative, Young Man’s University, Repairing the Breach, New Directions, and others.
- Early program results include 49% reduction in expulsions of GRASSY-referred students in 2010-11 (NOTE: There has also been a reduction in the number of gang-related offenses reported in MCS system as a result of the partially implemented GRASSY program).
- 89% of GRASSY participants do not get another Juvenile Court referral (2010-11).
- Began working with local area trade unions to include jobs component in service delivery network.

**2012 Action Steps and Implementation Activities:**

***NOTE: Direct funding or partnerships that provide staffing resources will have to be secured for program expansion to take place. Such funding would pay for two fulltime outreach workers.***

Output A: Implement job training program as part of G.R.A.S.S.Y. services at Frayser and Trezevant High Schools.

*Implementation Activities*

- Establish MOUs with local area trade unions to implement jobs program

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output B: Increase student participation by 25%, from 100 to 125 students, in fully implemented OJJDP G.R.A.S.S.Y. intervention model.

*Implementation Activities*

- Increase hours of outreach workers from 20 /week to 40/week at each participating school (outreach workers are contract workers who are paid an hourly rate of \$13.50 hour)

For More Information, Contact:

Ron Pope  
Coordinator, Office of Gang Awareness and Truancy Prevention  
Memphis City Schools  
2597 Avery Ave.  
Memphis, TN 38112  
901-416-6295  
poper@mcsk12.net

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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Intervention.

**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 or known to be gang-involved.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis and Shelby County Judge Curtis Person and CAO Larry Scroggs.

**Description:** Juvenile Court, through its Evaluation and Referral (E&R) Bureau, will expand referrals to community-based resources to extend outreach, case management, and direct services to more youth, including, but not limited to, delinquent and unruly youth. The Evaluation and Referral (E&R) Bureau is responsible for initiating referrals for Court-involved youth to community-based mental health providers and for monitoring treatment compliance and progress of referred youth.

**Partners/Collaborators:** Juvenile Court's Judicial and other Court Bureaus: Youth Services, Volunteer Services, Detention Services, Children's Bureau Staff, (Memphis City Schools) Hope Academy.

**Staff and Financial Resources:** Juvenile Court has existing funds through Shelby County General Funds for the Evaluation and Referral (E&R) Bureau staff. Currently, there are five dedicated staff members in E&R to facilitate referrals and monitor compliance and progress with services being provided. *In order to achieve the goals, it is vital that funding for dedicated Juvenile Court staff in E&R be maintained through Shelby County General Funds.* If referrals are increased as planned, additional E&R staff will be

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



necessary to accomplish the goals. Projections indicate an additional three E&R Probation Counselors will be needed on or before 2016.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Increase Juvenile Court referrals to the Evaluation and Referral (E&amp;R) Bureau by 5%.</p> <p><i>Note: 636 youth were referred to E&amp;R in Calendar Year (CY) 2010 by Juvenile Court staff. CY 2010 represents baseline.</i></p>	Increased referrals by 15%.	Increased referrals by 30%.

**Accomplishments/Current Status:**

- Effective 10/14/11, 530 children and youth were referred by the Court to E& R for services. Of those 530 referred, 646 referrals were made to community-based service providers. (NOTE: some youth received multiple services.) Out of the 530 youth referred by the Court for services, 189 were referred non-judicially (Probation Counselors) and 341 were referred judicially (from Magistrates).
- In 2010, 150 youth failed to enroll in services for various reasons including parental noncompliance, transiency, etc. In 2011, this number has been reduced by approximately 50% due to the concerted efforts of E&R.
- In 2011, Evaluation and Referral was elevated from a Section to a Bureau of Juvenile Court.

**2012 Action Steps and Implementation Activities**

A. Output A: Increase Juvenile Court referrals to the Evaluation and Referral (E&R) Bureau by 5%.  
*Implementation Activities*

- Work with all Court staff and management teams to increase referrals to E&R, focusing on youth from 9 to 14 years old.
- Increase scheduled communication between magistrates, probation counselors, and E&R staff.

For More Information, Contact:

Davis Schuler, Administrator  
 Juvenile Court of Memphis and Shelby County  
 616 Adams Avenue, Memphis, Tennessee 38105  
 901-405-8822  
[Davis.Schuler@shelbycountyttn.gov](mailto:Davis.Schuler@shelbycountyttn.gov)

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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Intervention.

**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 or known to be gang-involved.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis City Schools Superintendent Kriner Cash and Memphis and Shelby County Judge Curtis Person and Juvenile Court CAO Larry Scroggs.

**Description:** Memphis City Schools will establish a mentoring component for youth leaving Hope Academy at Shelby County Juvenile Court. Hope Academy is a program partnership between Memphis City Schools and Shelby County Juvenile Court to provide full-time, year-round academic instruction for detainees. Memphis City Schools administers Hope Academy in a lead capacity within Juvenile Court’s Detention Center. Mentors will follow youth after discharge from Hope Academy to target educational success and provide social support to prevent future delinquency. Shelby County Juvenile Court’s Auxiliary Probation Service, under the leadership of Volunteer Services Bureau, will provide mentor training and/or assistance.

**Partners/Collaborators:** Memphis City Schools, Hope Academy staff; Juvenile Court’s Volunteer Services, Detention Services, and Youth Services Bureaus; and Auxiliary Probation Service (APS).

**Staff and Financial Resources:** Hope Academy staff, consisting of certified teachers and support staff, is funded by Memphis City Schools. Juvenile Court staff is funded by Shelby County General Funds. The Auxiliary Probation Officers (APOs) of the Juvenile Court’s Auxiliary Probation Service are unpaid

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



volunteers. Space, furnishings, start-up equipment, and support staff for Hope Academy are provided by Shelby County Juvenile Court (and previous grant funding). *In order for the goal to be achieved, all funding must remain intact by Memphis City Schools for Hope Academy staff and Shelby County Government for Juvenile Court personnel.*

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Begin recruitment of Hope Academy mentors. (MCS)</p> <p>B. Conduct criminal background checks for new mentors. (MCS)</p> <p>C. Provide orientation and training for new mentors.</p> <p>D. MCS to coordinate with Youth Services Bureau to ensure participation by youth in custody of same.</p>	<p>Recruit 25-75 mentors for youth returning to the community from Hope Academy.</p> <p>Increase academic success and high school graduation of participating youth.</p> <p>Decrease recidivism of participating youth.</p>	<p>Recruit additional 100 mentors from baseline for youth leaving Hope Academy and returning to the community.</p> <p>Increased academic success and high school graduation of youth leaving detention center.</p> <p>Decrease recidivism of youth leaving detention center.</p>

**2011 Key Accomplishments/Current Status:**

- Renewed MOU signed between Memphis City Schools and Juvenile Court to continue Hope Academy.
- Hope Academy Program Director hosted Mentor Recruiting Events on October 22, 2011, and November 5, 2011, at Juvenile Court.
- Hope Academy Advisory Council is established and meets quarterly.

**2012 Action Steps and Implementation Activities:**

Output A: Memphis City Schools will begin recruitment of Hope Academy mentors.

*Implementation Activities*

- Recruit mentors for Hope Academy
- Coordinate with Juvenile Court’s Youth Services Bureau (YSB) for program participation for those youth under the care and supervision of YSB

Output B: Conduct criminal background checks for new mentors.

*Implementation Activities*

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



- Obtain background checks for recruits

## Output C: Provide orientation and training for new mentors.

### *Implementation Activities*

- Train mentors (Memphis City Schools)
- Provide orientation to new mentors on policy and procedures (Juvenile Court)

## Output D: Coordinate with Youth Services Bureau in order to ensure participation by youths in custody of same.

### *Implementation Activities*

- Hope Academy coordinates with Juvenile Court's Youth Services Bureau (YSB) for program participation for youth under care and supervision of YSB

### For More Information, Contact:

Michael Smith, Program Director  
Hope Academy  
C/o Shelby County Juvenile Court  
616 Adams Avenue  
Memphis, Tennessee 38105  
901-405-8839 or 901-405-8421  
Email: smithmj@mcsk12.net

**OSC Action Item 18d:** Expand Shelby County District Attorney’s mentoring program for truant students at the middle school level. (Shelby County District Attorney General)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Intervention.

**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 or known to be gang-involved.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Shelby County District Attorney General Amy Weirich and Program Coordinator for Attorney General Harold Collins.

**Description:** In 2006, the Shelby County District Attorney General Mentoring-Based Truancy Reduction Program was implemented to combat the increase in truancy in Memphis City Schools. The Shelby County D.A.’s Office program matches adult mentors with habitually truant youth. In lieu of prosecution for truancy, and with the parents’ consent, these students are ordered by a General Sessions Criminal Court judge to participate in the program. The mentors are a network of trained adults who mentor students with emphasis on daily school attendance, making positive choices, and giving students positive role models.

**Partners/Collaborators:** Shelby County Juvenile Court, Memphis City Schools, Memphis Police Department, Shelby County Sheriff’s Department, Faith-based Organizations, and University of Memphis Department of Criminal Justice.

**Staff and Financial Resources:** Funding for the present program’s staff is provided by federal and federal-through-state grants. Supplemental funding for the program’s operation expenses is from the Shelby County District Attorney General’s Fraud and Economic Crime Fund. The grants for the



program’s staff expire in February, 2012, and October, 2012. *No grants have been identified to fund the existing staff positions.* The Shelby County District Attorney General has requested permanent funding for the program staff from Shelby County Government, which has not been approved.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Secure funding to continue the program after 2012.	Reduce truancy by 20% in participating schools.	Sustained program funding.
B. Maintain the number of schools enrolled in the SCDAG Mentoring-Based Truancy Reduction Program at nine schools.	Increase number of schools enrolled in the program from nine to 18.	Reported truanancies in participating schools are reduced by 40%.
C. Increase the number of mentors enrolled and trained for the program from 75 to 100.	Increase number of mentors available for the program from 100 to 200.	Adequate numbers of mentors are available to meet the needs of students in participating schools.

**2011 Key Accomplishments/Current Status:**

- The program began in 2006 in three Memphis City Schools.
- Results produced a decrease in truancy of 12% among program participants in schools where the SCDAG Mentoring-Based Program has been implemented.
- The program is now in nine schools located in Memphis.
- Some funding has been obtained from Juvenile Accountability Block Grant (JAPG) for one case advocate FY 2012.
- Some federal funding is provided through University of Memphis for FY 2012.
- Seeking immediate funding to continue the existing program and its staff.

**2012 Action Steps and Implementation Activities:**

Output A: Secure funding to continue the program after 2012.

*Implementation Activities*

- Seek grant funding from the county to continue the program after 2012

Output B: Maintain the number of schools enrolled in the SCDAG Mentoring-Based Truancy Reduction Program at 9 schools.

*Implementation Activities*

- Increase participation from Shelby County School officials and principals
- Increase number of adult mentors enrolled and trained for the program

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output C. Increase the number of mentors enrolled and trained for the program from 75 to 100.

*Implementation Activities*

- Increase mentor participation by recruiting student mentors through the University of Memphis Department of Criminal Justice
- Continue to meet with community-wide faith-based organizations to recruit mentors from the faith-based community

For More Information, Contact:

Harold Collins  
Crime Prevention Coordinator  
Shelby County District Attorney General  
201 Poplar Avenue, Suite 300  
901-545-5900  
mentor@scdag.com

**OSC Action item 18e:** Increase the number of Court Services Adjudicated Delinquent Youth being referred to the Juvenile Intervention and 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)

This Initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Intervention.

**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 or known to be gang-involved.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis and Shelby County Juvenile Court Services Division Staff Members Jerry Maness, Wain Rubenstein, and Juvenile Intervention & Faith-based Follow-up (JIFF) Staff Members Rick Carr, Kevin Williams.

**Description:** Juvenile Intervention & Faith-based Follow-up (JIFF) is designed to give court-referred youth, ages 12-18, the skills, support, and direction necessary to break the destructive cycle of criminal behavior by becoming thoughtful and productive citizens. Youth-adjudicated delinquents are referred to JIFF for mentoring-based intervention services through Juvenile Court’s Court Services Bureau. After one week of active participation, referred youths are enrolled in programming and connected with a paid JIFF Case Mentor (at a ratio of one to eight) who, in coordination with other JIFF staff and community partners, will provide guidance and facilitate implementation of intervention services throughout the sixteen-week process. During this time period, a client-centered “Life Plan” (individual service strategy) is developed and implemented, focusing on key best practice principles for effective intervention which include, but are not limited to, mentoring, educational advancement, and life and/or employment skills training.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**Partners/Collaborators:** JIFF, Inc., and Juvenile Court’s Court Services Division (Youth Services & Children’s Bureaus)

**Staff and Financial Resources:** JIFF, Inc., has existing funds through community and foundational support to sustain current staff for the JIFF Case Mentoring program. Currently, three staff members are dedicated exclusively to oversight and implementation of program services. If referrals increase as planned, additional funding as discussed will be necessary on or before 2013-15 to accomplish the goals.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Increase by 20% the number of youths referred to JIFF by Juvenile Court and enrolled in JIFF programming (or 58 new enrollments) to include involvement with JIFF’s Educational Connection and Case Mentor Connection components.</p> <p><i>Note: 48 youths were enrolled in Fiscal 2010 - 58 new enrollments in 2012 will represent new baseline measured by calendar year.</i></p>	<p>Number of Court-referred youths enrolled in JIFF programs increases by 15% or 67 new enrollments each year.</p> <p>Test scores of enrolled youths improve as reflected by test scores and/or school grades.</p> <p>During Program participation, enrolled youths will realize *40% recidivism rate or better.</p> <p>*for crime equal to or greater than original referring offense</p>	<p>Youths enrolled in program will realize a *45% recidivism rate or better one year post-program completion.</p> <p>*for crime equal to or greater than original referring offense</p> <p>60% of youths who complete JIFF’s Educational Advancement programming will increase their academic performance by at least of one grade level.</p>

**2011 Key Accomplishments/Current Status:**

- Recognized by the Department of Education as a Day School for youths ages 16-20 through Title 1(D) supplemental funding.
- Recognized as an Official Practice Test site for Memphis City School’s Messick Center.
- Have served more 560 Juvenile Court-referred adjudicated delinquent youths.
- Completed a \$3 million building renovation and expansion project.
- Launched Educational Advancement center for academic testing, tutoring, and GED completion.
- Launched a culinary arts training program for youths between the ages of 16 and 21.
- In Fiscal Year 2010, 48 court-referred delinquent youths were enrolled in JIFF.
- While enrolled in programming, 10 youths (21%), were rearrested and three youths (06%) were arrested for crimes equal to or greater than the original referring charge.
- 45 youths (94%) were reconnected with school or educational opportunities, 40 (85%) showed grade improvement, and 41 (85%) were promoted to the next grade level.



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## 2012 Action Steps and Implementation Activities

Output A: Increase the number of youths referred to JIFF by Juvenile Court by 20% (for 58 new enrollments).

### *Implementation Activities*

- Establish MOU with Juvenile Court to increase referrals to JIFF through the Division of Court Services, focusing on adjudicated delinquent youth between the ages of 12 and 18
- Utilize Education Connection to reconnect youths to school/alternative education training opportunities; administer pre and post-TABE testing, enrolling youths in MCS Education Beyond Classroom, and enrolling youths in client-centered tutoring
- Utilize Case Mentor Connection to connect youths to adult male staff member (1 to 8 ratio); cultivate meaningful relationship with youth through acceptance, appreciation, availability, appropriate affection, and accountability model; help youths develop a meaningful/measurable life plan; implement small group and individual “rap sessions” focusing on reducing criminogenic attitudes/values and increasing positive, and socially acceptable attitudes/values
- Obtain additional funding to support an increase in referrals

### For more information, Contact:

Rick Carr, Executive Director  
Juvenile Intervention & Faith-based Follow-Up  
254 S. Lauderdale St.  
Memphis, Tennessee 38126  
901-522-8502  
rick@jiffyouth.org

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Law Enforcement.

**Strategy 19:** Require expelled students to attend alternative schools.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis City Schools.

**Description:** This action item is part of the broader OSC legislative agenda. The enactment of the legislation proposed above will be pursued by the accountable organization/leader named herein and in conjunction with other items on OSC's 2012 Action Agenda.

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**The Action Item is under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Law Enforcement.

**Strategy 20:** Maintain data-driven policing and intensify targeted patrols in areas with high youth crime.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Memphis Police Department, Chief Toney Armstrong.

**Description:** The Memphis Police Department will expand community-based policing in select high crime neighborhoods, including neighborhoods with high youth crime (neighborhoods TBD) by establishing Community Outreach Program (COP) units in those areas. COP units will employ a variety of strategies designed to build partnerships between police and neighborhood stakeholders in an effort to both reduce/prevent crime and to build the capacity of neighborhood leaders to sustain public safety efforts in their neighborhood.

**Partners/Collaborators:** Community and faith-based organizations in pilot neighborhoods TBD.

**Staff and Financial Resources:** Funding for the Memphis Police Department’s COPS pilot units is incorporated in the department’s existing budget. Expansion of this program may require additional funding.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Train COPS unit officers in community policing techniques; place trained officers in pilot areas.	COPS units are established in two pilot neighborhoods.  Community organizations and	Community capacity for crime prevention is increased as measured by an increase in the number of resources

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



<p>B. Support community and faith-based organizations in efforts to expand programs for youths, including gang-involved youths, in high crime neighborhoods.</p>	<p>churches in pilot neighborhood engage youths, including gang-involved youths, by providing outreach programs and service opportunities that are alternatives to crime.</p>	<p>available in the community.  Community perception of police department's role improves in pilot neighborhoods as measured by survey responses.</p>
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**2011 Key Accomplishments/Current Status:**

- Elements of community policing are established. For example, the Police Joint Agencies is in place in several areas, including Hollywood/Springdale, Frayser, Raleigh, and Lemoyne. Neighborhood groups meet monthly in police-provided space. Police bring in community leaders and work with residents to improve problem properties in the area and build community relationships.
- Memphis Police Chief Toney Armstrong commits to establishing COPS units in pilot, high-crime neighborhoods.

**2012 Action Steps and Implementation Activities:**

Output A: Train COPS unit officers in community policing techniques; place trained officers in pilot areas.

*Implementation Activities*

- Establish training program for community policing
- Implement training program for COPS unit officers
- Establish COPS units in pilot neighborhoods, TBD

Output B: Support community and faith-based organizations in efforts to expand programs for youth, including gang-involved youth, in high crime neighborhoods.

*Implementation Activities*

- Meet with leaders of community and faith-based organizations to develop strategies to maximize the effectiveness of COPS units
- Work with community and faith-based organizations in the pilot area to develop and implement outreach/service opportunities for youth, including gang-involved youth, that offer alternatives to crime

For More Information, Contact:

Toney Armstrong, Director of Police  
 Memphis Police Department  
 201 Poplar Ave., 12<sup>th</sup> Floor  
 Memphis, TN 38103  
 (901) 636-3700  
 toney.armstrong@memphistn.gov

**OSC Action Item 21a:** Implement Cops & Kids Training: this evidence-based program increases officers' effectiveness in interacting with children with the goal of having greater impact on prevention and early intervention in juvenile delinquency and other "gateway" behaviors. (Shelby County Office of Early Childhood and Youth)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Law Enforcement.

**Strategy 21:** Involve law enforcement more actively in youth violence prevention and intervention efforts.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Shelby County Office of Early Childhood and Youth, TBA Defending Childhood Coordinator.

**Description:** The purpose of the Cops & Kids Training is to help officers increase their effectiveness when interacting with children to have a greater impact on prevention and early intervention in juvenile delinquency and other "gateway" behaviors. This evidence-based training is designed to raise officers' awareness of the tremendous impact their presence has on children and show how basic knowledge of children's development can enhance an officer's impact, safety, and ability to achieve law enforcement goals.

**Partners/Collaborators:** The Fred Rogers Foundation, Memphis Police Department, Shelby County Sheriff's Department, Tennessee Department of Children Services (Shelby), Tennessee Commission on Children and Youth, and the Shelby County Defending Childhood Initiative Grantee Team.

**Staff and Financial Resources:** Funding for Cops & Kids is provided through a training grant from the Fred Rogers Foundation and Office of Community Oriented Policing Services, U.S. Department of Justice.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. 60 law enforcement officers, 20 representatives from the Tennessee Department of Children Services, and 30 representatives from community-based organizations will participate in the one day <i>Cops and Kids</i>, a video-based professional development training for use by police officers and community support agencies.</p>	<p>Increased officer awareness of children in their work and of the tremendous impact their presence, authority, and actions have on children.</p> <p>Increased knowledge of children and their development can enhance an officer's impact, safety, and ability to achieve law enforcement goals in the community.</p>	<p>At least one officer from the Shelby County Sheriff Department and the Memphis Police Department complete the Connecting Cops and Kids Train the Trainer model for sustained capacity in leverage law enforcement to increase their effectiveness in juvenile delinquency prevention and early intervention activities.</p> <p>To provide local Cops and Kids training as a routine part of officers' professional development.</p>

**2011 Key Accomplishments/Current Status:**

- The Fred Rogers Company, in partnership with the National League of Cities and the Department of Justice COPS office, chose Memphis to be a host site for One on One: Connecting Cops & Kids.
- After reviewing our competitive grant application, the Cops & Kids team was impressed by our enthusiasm and felt that our city possesses the ingredients needed to make the training a success and make its effects as long lasting as possible.

**2012 Action Steps and Implementation Activities:**

Output A: 60 law enforcement officers, 20 representatives from the Tennessee Department of Children Services, and 30 representatives from community-based organizations will participate in the one day Cops and Kids, a video-based professional development training for use by police officers and community support agencies.

*Implementation Activities*

- Connecting Cops and Kids Training will occur May 2, 2012, at The Urban Child Institute
- SCOECY to work with the Memphis Police Department and the Shelby County Sheriff's Office (before February 15, 2012) to select which officers are to participate in the training
- An invitation should be extended to the Tennessee Department of Children Services, Memphis City Schools School Resource Officers, and other local stakeholders to attend the training
- SCOECY and MPD should coordinate the press release with the Fred Rogers Foundation

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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- A plan to ensure at least two officers complete the Train the Trainer model within the next 24 months should be developed

## For More Information, Contact:

Gilbert Moore  
Public Affairs Specialist  
COPS Office  
U.S. Department of Justice  
202-616-9602  
[gilbert.moore@usdoj.gov](mailto:gilbert.moore@usdoj.gov)

Mark Meyers  
Cops & Kids Project Coordinator  
The Fred Rogers Company  
Pittsburgh, PA  
412-605-3106  
[meyers@fredrogers.org](mailto:meyers@fredrogers.org)

Keisha Walker, Administrator  
Shelby County Office of Early Childhood and Youth  
901) 385-4228  
[keisha.walker@shelbycountyttn.gov](mailto:keisha.walker@shelbycountyttn.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC 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)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Law Enforcement.

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

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Memphis Police Department Director Toney Armstrong.

**Description:** The Memphis Police Department will expand community-based policing in select high crime neighborhoods, TBD, by establishing Community Outreach Program (COP) units in those areas. COP units will employ a variety of strategies designed to build partnerships between police and neighborhood stakeholders in an effort to both reduce/prevent crime and to build the capacity of neighborhood leaders to sustain public safety efforts in their neighborhood.

**Partners/Collaborators:** Community and faith-based organizations in pilot neighborhoods TBD.

**Staff and Financial Resources:** Funding for the Memphis Police Department’s COPS pilot units is incorporated in the department’s existing budget. Expansion of this program may require additional funding.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Train COPS unit officers in community policing techniques and	COPS units are established in two pilot neighborhoods.	Community capacity for crime prevention is increased as measured by an increase



<p>place trained officers in pilot areas.</p> <p>B. Support community and faith-based organizations in efforts to expand programs for youth, including gang-involved youth, in high crime neighborhoods.</p>	<p>Community organizations and churches in pilot neighborhood engage youth, including gang-involved youths, by providing outreach programs/service opportunities that are alternatives to crime.</p>	<p>in the number of resources available in the community.</p> <p>Community perception of police department’s role improves in pilot neighborhoods as measured by survey responses.</p>
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**2011 Key Accomplishments/Current Status:**

- Elements of community policing are established. For example, the Police Joint Agencies is in place in several areas, including Hollywood/Springdale, Frayser, Raleigh, and Lemoyne. Neighborhood groups meet monthly in police-provided space. Police bring in community leaders and work with residents to improve problem properties in the area and build community relationships.
- Memphis Police Director Toney Armstrong commits to establishing COPS units in pilot, high-crime neighborhoods.

**2012 Action Steps and Implementation Activities:**

Output A: Train COPS unit officers in community policing techniques and place trained officers in pilot areas.

*Implementation Activities*

- Establish training program for community policing
- Implement training program for COPS unit officers
- Establish COPS units in pilot neighborhoods, TBD

Output B: Support community and faith-based organizations in efforts to expand programs for youths, including gang-involved youths, in high crime neighborhoods.

*Implementation Activities*

- Meet with leaders of community and faith-based organizations to develop strategies to maximize the effectiveness of COPS units
- Work with community and faith-based organizations in the pilot area to develop and implement outreach/service opportunities for youths, including gang-involved youths, that offer alternatives to crime.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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For More Information, Contact:

Toney Armstrong  
Director of Police  
Memphis Police Department  
201 Poplar Ave., 12<sup>th</sup> Floor  
Memphis, TN 38103  
(901) 636-3700  
[toney.armstrong@memphistn.gov](mailto:toney.armstrong@memphistn.gov)

**OSC 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. (Memphis City Schools Chief of Safety, Security, and Emergency Management)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Juvenile Justice/Graduated Sanctions.

**Strategy 23:** Expand graduated sanctions that balance penalties and accountability with support services.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis City Schools Chief of Safety, Security, and Emergency Management Gerald Darling and Coordinator of SHAPE John Hall.

**Description:** The School House Adjustment Program Enterprise (SHAPE) is designed to reduce the number of minority students referred to Juvenile Court for minor offenses and to provide early intervention for Memphis City Schools students exhibiting high-risk behaviors. Students with minor offenses are referred into SHAPE rather than being sent to Juvenile Court. Students participating in the program receive homework assistance, tutoring, mentoring, and social and life skills training using the evidence-based Mendez Curriculum during six weeks of afterschool sessions. A site coordinator monitors participants' progress in and out of the classroom with monthly tracking of in-school suspensions, out-of-school suspensions, school absences, and juvenile offenses with data provided by Juvenile Court.

**Partners/Collaborators:** Tennessee Commission on Children and Youth, Memphis Police Department, Shelby County Mayor, Shelby County Public Defender's Office, Shelby County District Attorney, City of Memphis Mayor, Shelby County Sheriff, Memphis Shelby County Juvenile Court.

**Staff and Financial Resources:** Funding for this initiative is included in MCS's operating budget. To achieve most of the objectives planned, however, additional resources are required



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Increase the availability of students to be served from 75% of students referred to 100% of students referred.</p> <p>B. Increase the number of students who graduate from the program from 65% to 75%.</p>	<p>Decrease re-referral rate to Juvenile Court of all SHAPE referred students from 19% to 10%.</p> <p>Increase awareness of SHAPE program for police officers by continuing SHAPE training for Memphis Police Department in service training.</p>	<p>Decrease re-referral rate to Juvenile Court of SHAPE referred students from 10% to 5%.</p>

**2011 Key Accomplishments/Current Status:**

- Program served 791 students in 2009-11, was available in 21 schools, and graduated 64% of students enrolled.
- Detailed student assessment was designed to guide site coordinator in making case management decisions.
- In 2010-11, there was a 22.7% reduction in students transported to Juvenile Court for SHAPE-related offenses (simple assault, disorderly conduct, criminal trespass, and gambling), which is partially attributable to an increase in police referrals to SHAPE in lieu of transport. Police awareness of this program has increased due in part to John Hall teaching a weekly class about SHAPE at Memphis Police Academy in its required in-service program.

**2012 Action Steps and Implementation Activities**

***Direct funding or partnerships that provide staffing resources will have to be secured for program expansion to take place. Such funding/partnerships would provide additional site coordinator, increasing the percentage of referred students served.***

Output A: Increase the availability of students to be served from 75% of students referred to 100% of students referred.

Note: approximately 100 students are referred to the program each year who are not served due to space availability and these students receive a juvenile summons. Some students who are unable to get into the program re-offend, compounding their involvement with Juvenile Court.

*Implementation Activities*

- Hire an additional site coordinator for each 10 additional participants
- Site coordinators work four hours per week and are paid \$21.93/hour: additional site coordinators will be needed based on the number of additional students referred; it is anticipated that, because the program runs with the school year and program referrals begin in

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



August, additional site coordinators would be needed only between January and May of each year

- Explore offering MCS “Career Ladder” credits required of Memphis City Schools employees seeking promotions to recruit SHAPE site coordinators at no cost
- Explore using University of Memphis interns as a resource for site coordinators at no cost
- MCS will continue to seek grant funding to expand its SHAPE program (for example, through the Department of Justice’s Promising Programs grant funds)

Output B: Increase the number of students who graduate from 65% to 75%.

### *Implementation Activities*

- Modify curriculum to increase participation
- Implement program improvements recommended by evaluation currently under way by the University of Memphis
- Provide additional support to site coordinators through additional training and tools
- Increase parental involvement
  - Increase communication with parents
  - Increase parent/site coordinator meetings
  - Increase parent follow up
- SHAPE’s Project Implementation Board will work to increase referrals to other community services/agencies by developing and/or improving relationships with community-based organizations

### For More Information, Contact:

John Hall  
Coordinator, SHAPE Program  
Memphis City Schools  
2597 Avery Avenue  
Memphis, TN 38112  
901-416-6259  
halljt@mcsk12.net

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Juvenile Justice/Graduated Sanctions.

**Strategy 23:** Expand graduated sanctions that balance penalties and accountability with support services.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Memphis and Shelby County Juvenile Court Judge Curtis Person and Juvenile Court CAO Larry Scroggs.

**Description:** The purpose of electronic monitoring is to allow appropriate youths to return to the community from detention. While in the community, youths can participate in other community-based interventions designed to reduce recidivism and future delinquency offenses.

**Partners/Collaborators:** Juvenile Court's Judicial, Youth Services Bureau, Children's Bureau Staff, and the Memphis Police Department, and community-based prevention providers.

**Staff and Financial Resources:** Juvenile Court personnel are funded by Shelby County General Funds. Program funds for GPS services and equipment are provided by Memphis Police Department through grant funding.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Increase the number of youths placed on electronic monitoring by 5%.</p> <p>B. Collaborate with Memphis Police Department to track delinquency trends and referrals to community-based providers to prevent further delinquent behaviors of youths participating in electronic monitoring.</p>	<p>Increase the number of youths on electronic monitoring by 10-15%.</p> <p>Decrease the Juvenile Court Detention Center population.</p> <p>Increase referrals of program participants to community-based providers (from baseline established in 2012).</p> <p>Decrease participant recidivism (from baseline established in 2012).</p>	<p>Increase the number of youths placed on electronic monitoring by 20% from baseline.</p> <p>Decrease the Juvenile Court Detention Center population.</p> <p>Decrease participant recidivism (from baseline established in 2012).</p>

**2011 Key Accomplishments/Current Status:**

- MOU signed with MPD to receive funds for diversion programs using electronic monitoring.
- Monitoring equipment received.
- Juvenile Court staff trained.
- Monitoring program launched.
- In 2011, GPS electronic monitoring program participants increased 17% from 2010.
- In 2010, 579 delinquent youth were placed under the supervision of Youth Services Bureau and 283 were placed in the corrective custody of the Tennessee Department of Children’s Services. Of the 579 delinquent youth in 2010, 515 youth were placed on some level of electronic monitoring.
- As of December 7, 2011, 546 youth have been referred to Youth Services Bureau. Of the 546 youth referred in 2011, thus far 505 were placed on some level of electronic monitoring.

**2012 Action Steps and Implementation Activities:**

Note: Juvenile Court will require funding to sustain and expand the GPS program post Year 1 (funding provided through one year grant via Memphis Police Department).

Output A: Increase the number of youths placed on electronic monitoring by 5%.

*Implementation Activities*

- Juvenile Court will increase, as appropriate, the number of youths placed on electronic monitoring
- Increase scheduled communication between Court Services Division and Judicial Staff

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output B: Collaborate with Memphis Police Department to track delinquency trends and referrals to community-based providers to prevent further delinquent behaviors of youth participating in electronic monitoring.

*Implementation Activities*

- Juvenile Court will work with the MPD to track the degree of participant referrals to prevention resources and the overall effectiveness of electronic monitoring
- MPD will monitor trends and, upon request, provide reports to Juvenile Court

For More Information, Contact:

Wain Rubenstein  
Administrator, Youth Services Bureau  
Juvenile Court of Memphis and Shelby County  
616 Adams Avenue  
Memphis, Tennessee 38105  
[Wain.Rubenstein@shelbycountyttn.gov](mailto:Wain.Rubenstein@shelbycountyttn.gov)

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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**OSC 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 19 years of age. (Tennessee Department of Children’s Services Commissioner)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Juvenile Justice/Graduated Sanction.

**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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security,, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security and Emergency Management)

**The Action Item is under development and an update can be found in the updated Action Agenda at the Operation Safe Community website at [www.memphiscrime.org/theplan](http://www.memphiscrime.org/theplan).**

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**OSC Action Item 25a:** Pilot a youthful offenders unit at Northwest Correctional Complex (NWCX) site. (Tennessee Department of Correction Commissioner)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Juvenile Justice/Graduated Sanction.

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

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims aged 24 and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Tennessee Commissioner of Corrections Derrick Schofield.

**Description:** The purpose of prison youthful offender units at existing facilities for offenders under 24 years of age serving sentences in the adult system is to maintain safe and secure prisons by reducing youthful offender disciplinary/incident infractions, reduce exposure to the influences of the adult criminal population, and better prepare youthful offenders for successful release into the general population. Further, it will improve juvenile offender outcomes upon release into the community by addressing their criminogenic needs through evidence-based cognitive behavioral programming.

**Partners/Collaborators:** Department of Children Services.

**Staff and Financial Resources:** No additional staff is needed to test the concept of youthful offender units. NWCX has already allocated additional staff for the current juvenile unit. There will now be two counselors, including one licensed staff member. Additional counseling staff may be needed to implement a step-down unit for 18-24 year-olds.



**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Launch a modified TC program in the juvenile unit at NWCX (Week of January 23).</p> <p>B. Begin cognitive behavioral program for juveniles. Participants will attend school part-time and participate in programming part-time.</p> <p>C. Establish a unit(s) for youthful offenders (18-24 years old) in a modified TC environment.</p>	<p>Staff will be specifically trained to work with juveniles in a modified TC environment.</p> <p>Decreased disciplinary write-ups of juveniles.</p> <p>Expanded capacity to prepare juveniles for release into the general population through a step-down program.</p> <p>Decrease number of youthful offenders that join gangs upon release into general population.</p>	<p>Reduce recidivism of youthful offenders.</p> <p>Ensure safe and secure prisons through reduced institutional incidents committed by juveniles and reduced victimization of juveniles.</p>

**2011 Key Accomplishments/Current Status:**

- Researched number of youthful offenders in TDOC custody: 224 offenders 18-19 years old and 2,456 offenders 20-24 years old.
- Scheduled TC training for current juvenile unit.
- Set implementation date for modified TC unit for juveniles.
- Allocated additional staff for juvenile TC unit.

**2012 Action Steps and Implementation Activities:**

Output A: Launch a modified TC program in the juvenile unit at NWCX.

*Implementation Activities*

- Allocate additional counseling staff for the juvenile TC unit
- Conduct TC training for juvenile unit staff (week of January 17)

Output B: Begin cognitive behavioral program for juveniles.

*Implementation Activities*

- Review LS/CMI assessment data for juvenile offenders to determine program needs
- Identify program curriculum
- Purchase program curriculum
- Train staff to deliver program curriculum

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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Output C: Establish a unit(s) for youthful offenders 18-24 years old.

*Implementation Activities*

- Identify bed demand for program/unit (number of offenders 18-24 years old) and program(s) site(s)
- Establish program admission criteria
- Allocate additional counseling staff
- Develop eligibility list
- Establish program components
- Transfer offenders to program

For More Information, Contact:

Bill Gupton  
Assistant Commissioner of Rehabilitative Services  
Tennessee Department of Correction  
320 6<sup>th</sup> Avenue North, 5<sup>th</sup> Floor Rachel Jackson Building  
Nashville 37243  
615-253-8260  
William.Gupton@tn.gov

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



**OSC Action Item 26a:** Increase capacity at transitional schools. (Memphis City Schools)

This initiative will advance the following Strategy/Goal Level Indicators:

See [Strategy 11](#) for adult repeat offenders. Youths 18 – 24 years old (though not under 18) will be served through action items under that strategy.

**Goal 5:** Reduce youth violence.

**Strategy Group:** Reduce youth repeat offenses.

**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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

**Accountable Organization/Leader:** Memphis City Schools Director of Innovative and Charter Schools Joris M. Ray.

**Description:** MLK Academy is an Innovative School within Memphis City Schools designed to support the successful reintegration of returning expelled or incarcerated students back into a traditional school setting. The program, which can range from nine weeks to multiple semesters, focuses on social support and accelerated credit recovery to prepare students to successfully return into mainstream schools.

**Partners/Collaborators:** Porter Boys and Girls Club.

**Staff and Financial Resources:** Funding for Memphis City Schools transitional school, MLK Academy, falls under budgeting operations with Innovative Schools.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
A. Increase student attendance from 83% to 95%.	Behavior improvement programs/community service fully implemented under PBIS model.	Expanded staff, facility, and resources to serve more students.



<p>B. Collaborate with the Porter Boys and Girls Club to establish after-school programs that focus on character/career building.</p> <p>C. Incorporate on-line resources such as email, e-learning, and teacher pages to enhance student learning.</p>	<p>Fully established MLK and Porter Boys and Girls Club will afterschool program with anger management, physical activity, and job skills.</p> <p>Updated classroom technology for on-line classes and utilize computers to complete assignments.</p> <p>Increased successful transition of students as measured by improved student behaviors and improved grades.</p>	<p>Expanded partnerships with community clubs and youth organizations to form long-term partnerships.</p> <p>Increased student behaviors and academic achievement of students reentering MCS.</p>
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**2011 Key Accomplishments/Current Status:**

- MLK support staff use PBIS and group sessions to assess and encourage positive student behavior.
- Contact has been made with the new Director of the Porter Boys and Girls Club who has long-term experience with inner-city at-risk student programs.
- Staff has collaborated on websites to utilize in the classroom and weekly integrated vocabulary lists.

**2012 Action Steps and Implementation Activities:**

Output A: Increase student attendance above 83%.

*Implementation Activities*

- Daily phone call logs reflecting consistent communication with parents and guardians
- Regular parent-teacher conferences for struggling students
- Mandatory parent-student orientation
- Increased student activity to encourage student participation
- Regular truancy letters sent to parents
- Parenting Seminar for those with regularly tardy children

Output B: Collaborate with the Porter Boys and Girls Club to establish after-school programs that focus on character/career building.

*Implementation Activities*

- Enroll students in after-school programs at the Porter Boys and Girls Club
- Organize extra-curricular sporting or academic activities at the Club
- Develop a “Rebound” program targeting at-risk students

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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- Seek contacts to other organizations in the community for guest speakers as well as community service learning

Output C: Incorporate on-line resources such as email, e-learning, and teacher pages to enhance student learning.

### *Implementation Activities*

- Proposal writing for updated staff computers and personal student laptops
- Selected on-line programs or classroom software to create electronic learning opportunities to supplement curriculum
- Structure regular visits to the media lab to utilize websites as a class

### For More Information, Contact:

Dr. Joris M. Ray  
Director  
MCS Innovative and Charter Schools  
995 S. Lauderdale, Memphis, TN 38126  
(901) 416-2200  
rayj@mcsk12.net

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**OSC Action Item 26b:** Expand wrap-around services for youth with serious emotional disturbances. (JustCare Family Network)

This initiative will advance the following Strategy/Goal Level Indicators:

**Goal 5:** Reduce youth violence.

**Strategy Group:** Reduce youth repeat offenses.

**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.

**Goal Level Indicators:**

- The number of arrests for Part I Violent Crimes of persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of arrests for Part I Violent Crimes involving persons 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The percentage of Part I Violent Crime Victims 24 years old and under (University of Memphis Department of Criminology Chair)
- The number of school-based offenses (Memphis City Schools Chief of Safety, Security, and Emergency Management)
- The number of school expulsions (Memphis City Schools Chief of Safety, Security, and Emergency Management)

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**Accountable Organization/Leader:** Project Director, (TBA), JustCare Family Network.

**Description:** JustCare Family Network (JCFN) serves the needs of children and youths with serious emotional disturbances and supports their families in understanding how to build resiliency and be proactive to avoid future crises. *Many eligible participants are involved with the juvenile justice or child welfare systems and many are not. However, the majority (an estimated 70% - 80%) of youths in the juvenile justice system has an SED and most are eligible for JCFN services.* Using evidence-based practice endorsed by OJJDP for reducing juvenile delinquency by youth with SED, JCFN utilizes trained local parents/caregivers as family support providers with behavioral support from mental health consultants, and partners with parents at all levels to offer a wraparound approach to obtaining mental health services for the significantly underserved and underrepresented local population.

**Partners/Collaborators:** Comprehensive Counseling Network, Department of Mental Health; Tennessee Voices for Children; University of Memphis, and the Urban Youth Initiative in collaboration with Department of Children's Services, Memphis City Schools, Shelby County Department of Juvenile Justice, and Shelby County Schools.



**Staff and Financial Resources:** Funding for JustCare Family Network is provided by a six-year, federally-funded System of Care grant from the U.S. Department of Health and Human Services Substance Abuse and Mental Health Administration (SAMHSA) administered through the Tennessee Department of Mental Health (TDMH). These funds are available through September, 2014.

**Projected Impact:**

Short-term Outputs (2012)	Mid-Term Outcomes (2013-15)	Long-Term Outcomes (2016)
<p>A. Provide family-driven, youth-guided, culturally competent wraparound services to 90 youths with SED and their families per year.</p> <p>B. Expand partner collaboration and provider network.</p> <p>C. Fully implement the Community Governance Structure (full partnership, coordinating council and work groups).</p>	<p>Improved participant emotional and behavioral functioning as evidenced by stabilized or increased CBCL scores.</p> <p>Decreased school disciplinary action, improved grades, and improved attendance of program participants.</p> <p>Increased participation of youth with SED and family members in implementing, evaluating, and sustaining the service delivery model.</p> <p>An efficient and effective referral, intake, and service delivery system is expanded beyond the grant population and sustained beyond the grant funding period.</p>	<p>Increased academic achievement and decreased truancy of youths with SED.</p> <p>Decreased juvenile delinquency and decreased recidivism of youths with SED.</p>

**2011 Key Accomplishments/Current Status:**

- Program serving 60 youths with SED and their families.
- Three-Year Strategic Plan completed that engaged input from service providers, community leaders, and families enrolled in JCFN or actively involved in the governance structure.
- Key staff hired and identified co-chairs for all JCFN workgroups.
- Youth Council and Youth Engagement Specialist established.
- Increased participation of youth and families in implementing, evaluating and sustaining service delivery by hiring staff that are youth and family members that utilize JCFN services.

# OPERATION: SAFE COMMUNITY

A MEMPHIS FAST FORWARD INITIATIVE



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## 2012 Action Steps and Implementation Activities:

Output A: Provide family-driven, youth-guided, culturally competent wraparound services to 90 youths with SED and their families per year.

*Implementation Activities*

- Increase training and outreach to front-line staff at major referral agencies, including schools, Juvenile Court, and Department of Children’s Services
- Develop a family and youth committee with defined family and youth objectives that will develop and meet written objectives
- Ensure individual service plans are culturally sensitive and responsive

Output B: Expand partner collaboration and provider network.

*Implementation Activities*

- Develop partnership agreements at governance level with 12 agencies defining roles and including length of commitment in network and level of match contribution
- Develop Family-Driven Care training for Partner Organizations

Output C: Fully implement Community Governance Structure (full partnership, coordinating council and work groups).

*Implementation Activities*

- Increase family involvement in governance groups
- Expand and support Youth Council
- Create and maintain “Community Roundtable Series” forums for discussion of community needs, perspectives, and topics related to advancing cultural competency

For More Information, Contact:

Project Director  
JustCare Family Network  
3100 Walnut Grove Rd., Ste. 511  
Memphis, TN 38111  
901-454-7262