

**OPERATION: SAFE COMMUNITY  
STRATEGY UPDATES  
as of June 15, 2010**

**Strategy 1: Expand data-driven police deployment in Shelby County**

**Team Leaders:** Director Larry Godwin (MPD) and Sheriff Mark Luttrell (SCSO)

**Key Success Measure:** Reduction in Part I Crimes

**Status of Implementation:**

Memphis Police Department: Data-driven policing – Full implementation.

Police deployment – Substantial implementation; still need 200+ officers.

Shelby County Sheriff's Office: Data-driven policing – Full implementation.

Police deployment – Full implementation.

**Strategy Update:** The Memphis Police Department (MPD) has approximately 2,400 officers and is on target to be over 2,500 by the end of 2011. The MPD's Automated License Plate Reader program (ALPR) is in place, and funding has been secured to expand the program to the Shelby County Sheriff's Office (SCSO). ALPRs detect vehicles of interest, gang members, known felons, expired tags, and sex offenders among others within its field of view.

**Strategy 2: Expand the Project Safe Neighborhood (PSN) law enforcement partnership model in Shelby County**

**Team Leader:** U. S. Attorney Larry Laurenzi

**Key Success Measure:** Reduction in crimes involving firearms

**Status of Implementation:** Full implementation of PSN; partial implementation of Drug Market Intervention (DMI) initiative; limited implementation of High Intensity Drug Trafficking Area (HIDTA) to address drug trafficking at this time but expected to change soon.

**Strategy Update:** Safe Streets Task Force is continuing to expand and add officers. As a result of PSN, armed robberies of businesses are down 25 percent, and armed carjackings are down 34.6 percent since July 2008.

**Strategy 3: Toughen state laws for gun crimes**

**Team Leaders:** State Representative John DeBerry and State Senator Mark Norris

**Key Success Measure:** Reduction in crimes involving firearms

**Status of Implementation:** Substantial implementation.

**Strategy Update:** Significant progress has been made over the past three years. However, the fiscal note process has been a major impediment. The Citizen Safety Coalition was formed to educate legislators on the necessity for tougher gun-crime laws during Tennessee's 106<sup>th</sup> General Assembly. Legislation providing tougher sentences for those convicted of aggravated robbery was enacted, a major step forward in implementation of this strategy.

**Strategy 4: Reduce the caseload per prosecutor in the D.A.'s office for more effective prosecution**

**Team Leaders:** State Senator Jim Kyle and County Commissioner Mike Carpenter

**Key Success Measure:** Use of vertical prosecution for all serious violent crime cases and serious repeat offender cases.

**Status of Implementation:** Partial implementation due to county and state budget issues.

**Strategy Update:** OSC calls for 24 prosecutors in the plan to effectively implement vertical prosecution. Of those, twelve have been funded, three by the state of Tennessee, eight by Shelby County and one utilizing federal funds provided by the MPD.

**Strategy 5: Expand Drug Court program so that it operates consistently and at full capacity**

**Team Leaders:** County Mayor Joe Ford and Sheriff Mark Luttrell

**Key Success Measure:** Reduction of repeat non-violent drug offenses

**Status of Implementation:** Substantial implementation. Significant treatment funds are in place through grants; need is for sustained funding.

**Strategy Update:** The Shelby County Drug Court Program is currently providing services for 285 non-violent drug offenders. Currently, participants in the program have a 37 percent recidivism rate compared to 82 percent of comparable drug offenders not participating in the program.

## **Strategy 6: Design and implement a comprehensive gang intervention strategy**

**Team Leader:** Professor Richard Janikowski

**Key Success Measure:** Reduction in gang-related crimes

**Status of Implementation:**

Project SAFEWAYS: Substantial implementation; Next steps are expanding program and making it self sustaining.

Drug Market Intervention (DMI): Substantial implementation on pilot; ongoing community resources are being built; and there are examples of neighborhood stabilization; partial implementation on overall strategy.

GRASSY: Limited implementation due to number of students in program since January launch.

**Strategy Update:** Project SAFEWAYS is an intelligence-led policing strategy to suppress violent and gang crime within apartment communities. Through an ongoing partnership with property owners, MPD and the D.A.'s Office, the Project SAFEWAYS pilot program is currently being implemented in Autumn Ridge and Kensington Apartments. The Drug Market Intervention initiative is underway in the Hollywood/Springdale neighborhood with plans to expand to other neighborhoods.

## **Strategy 7: Sustain and expand student safety initiatives in public school systems**

**Team Leaders:** Superintendent Kriner Cash (MCS) and Superintendent John Aitken (SCS)

**Key Success Measure:** Decrease the incidents of crime on school property.

**Status of Implementation:**

Memphis City Schools: Partial implementation due to outstanding initiatives including police force decision, school-based probation officers and summer and after school programs.

Shelby County Schools: Limited sustained implementation of Project CLASS component incorporated in SCS budget, including mental health services and training for parents of young children.

**Strategy Update:** Every middle and high school in the Memphis City School (MCS) system has at least one police officer. MCS has also established four truancy assessment centers and a truancy hotline (416-8111).

## **Strategy 8: Implement mentoring-based truancy reduction program**

**Team Leader:** Mr. Harold Collins

**Key Success Measure:** Reduction of habitual truanancies (five unexcused absences) at the middle school level

**Status of Implementation:** Partial implementation due to funding needed for additional staff and the need for additional mentors.

**Strategy Update:** The District Attorney General's Office in partnership with Memphis City Schools has implemented a truancy reduction mentoring program in eight middle schools. The program currently has 74 children paired with mentors from Memphis' business community and is continuing to seek more mentors.

## **Strategy 9: Launch the JustCare 180° program to "turnaround" youth at risk of unruly or delinquent behavior**

**Team Leader:** Judge Curtis Person

**Key Success Measure:** Reduction in unruly and delinquent juvenile offenses

**Status of Implementation:** Limited implementation due to lack of continued funding.

**Strategy Update:** Tennessee Voices for Children oversaw two pilot initiatives of JustCare 180° in coordination with the Lemoyne-Owen College Community Development Corporation and Southeast Memphis Community Development Corporation. The pilot program provided services for 119 youth and 424 family members. Youth also received services through programs funded by nine mini-grants.

## **Strategy 10: Expand juvenile offender re-entry programs**

**Team Leader:** TN Department of Children's Services Deputy Commissioner Steven Hornsby

**Key Success Measure:** Reduction in recidivism of serious and violent juvenile offenders

**Status of Implementation:** Limited implementation due to redevelopment of strategies to address re-entry for a pilot program launch in January 2010.

**Strategy Update:** "Project Restoring Community" has been developed to utilize restorative justice principles. The pilot initiative will be administered at Wilder Youth Development Center and serve approximately ten juveniles returning to the Memphis area each month.

**Strategy 11: Expand and coordinate adult offender re-entry programs**

**Team Leaders:** City Mayor A C Wharton and TN Board of Probation and Parole Chairman Charles Traugber

**Key Success Measure:** Reduction in recidivism of adult offenders

**Status of Implementation:** Partial implementation due to redevelopment in November, 2009 of strategies to address re-entry.

**Strategy Update:** The 3R Project launched in 2007 at the Shelby County Corrections Center (SCCC) to rehabilitate, renew and reconnect former inmates with the community. Plans are currently underway to establish a transitional center to the SCCC for former state inmates returning to the Memphis area.

**Strategy 12: Implement proactive, coordinated "problem properties" system**

**Team Leader:** City Mayor A C Wharton

**Key Success Measure:** Decreased blight and increased neighborhood restoration

**Status of Implementation:** Partial implementation due to redevelopment of strategies to address problem properties under new leadership.

**Strategy Update:** The Neighborhood Preservation Act enables Memphis homeowners to sue owners of residential property when the property condition is negatively affecting property values. The Act was strengthened in 2009 allowing the court to award reasonable attorney's fees to the party filing suit. The D.A.'s Office has closed more than 200 properties under the State nuisance law.

**Strategy 13: Build communication campaign that promotes tough consequences for crime**

**Team Leader:** City Councilman Shea Flinn

**Key Success Measure:** Decrease in crimes involving firearms and other targeted FBI Uniformed Part I crimes.

**Status of Implementation:** Substantial implementation of current campaign; funding will be needed to continue.

**Strategy Update:** An aggressive marketing campaign has been underway since winter 2008. The campaign includes television commercials, radio spots, bus transit, billboards, cinema and Hispanic print advertisements.

**Strategy 14: Implement coordinated domestic violence initiative**

**Team Leaders:** City Councilman Reid Hedgepeth and County Commissioner Deidre Malone

**Key Success Measure:** Reduction in domestic violence crimes

**Status of Implementation:**

Family Safety Center: Substantial implementation based on funding received. However, the opening has been greatly hindered.

Family Court: Study was conducted by a committee established by the Shelby County Commission. Legislation to establish a pilot court in Shelby County is pending in the Tennessee General Assembly.

Coordinated Community Response to Domestic Violence: Partial implementation as funding is needed.

**Strategy Update:** The Shelby County Domestic Violence Court opened in fall 2009 in General Sessions Criminal Court, Division 10, to provide consistent and effective prosecution under presiding Judge Lee Wilson. The D.A.'s Office Domestic Violence Prosecution Unit is now vertically prosecuting all domestic violence cases it handles.

**Strategy 15: Implement "Operation Safe Surrender"**

**Team Leader:** Former U. S. Marshal David Jolly

**Key Success Measure:** Reduction in repeat crimes committed by state and local fugitives.

**Status of Implementation:** Fully implemented in September of 2007

**Strategy Update:** In 2007, the U.S. Marshal, David Jolly, in partnership New Salem Missionary Baptist Church implemented a four-day initiative called Operation: Safe Surrender. One of the most successful Operation: Safe Surrenders nationwide, it resulted in 1,717 warrants, reducing outstanding warrants by 4.6 percent.

**For more information about Operation: Safe Community visit [www.operationsafecommunity.org](http://www.operationsafecommunity.org) or contact Director of the Memphis Shelby Crime Commission Linda K. Miller at 901-527-2600.**