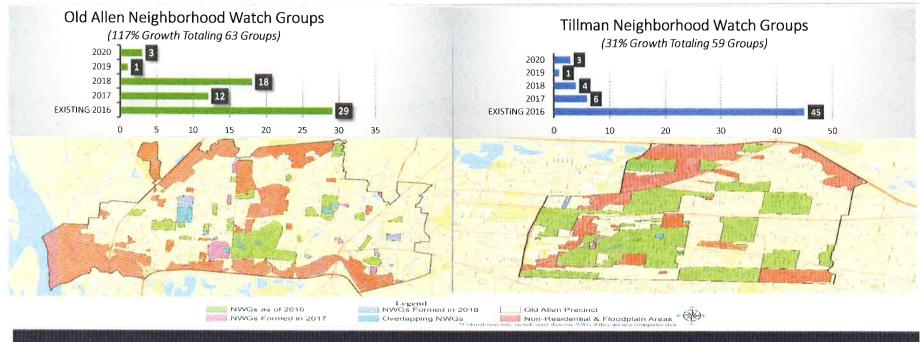


OBJECTIVE 1: Establish and maintain a "Neighborhood Safety Initiative" (NSI) that OBJECTIVE OWNERS: Crime Commission, City of builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.

Memphis, and Shelby County

OUTCOME: Double the number of active neighborhood watch groups in the NSI geographic areas by 2021.

The charts show growth in numbers through March 2020. The maps reflecting geographic coverage appear below (as of end of 2018). The annualized goal is organizing active NWGs in at least 20% of those populated areas without a group. Language for this outcome in 2020 is being revised based upon greater understanding of neighborhoods over the past three years of involvement in this project. Rev. 4/20.

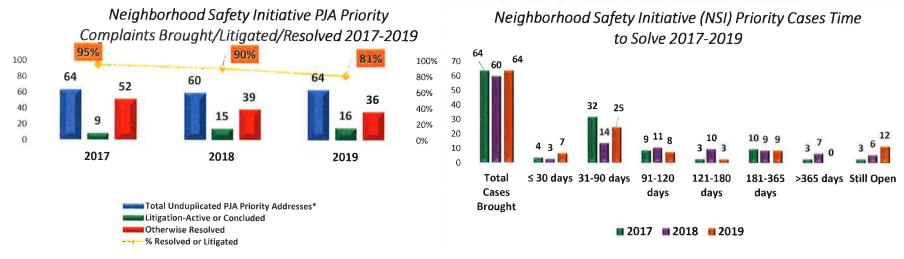




OBJECTIVE 1: Establish and maintain a "Neighborhood Safety Initiative" (NSI) that builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.

OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

OUTCOME: Obtain a solve rate to the satisfaction of PJA leadership of at least 80% for complaints brought to the NSI as priorities, with a median turnaround time of no more than 90 days. Only up to 3 blight/3 crime cases per PJA per month are being followed, with "closed" date reflecting PJA leadership satisfaction that the matter is resolved within a 12-month period. "Litigation" means the case was referred to the Environmental Court for further action and could be active or concluded. This result may differ from what a review of 311 records would show. 2018 numbers include many cases which have not ripened for full comparison. The number of resolved cases and therefore percentage of 2018 cases closed within 12 months will increase going forward into 2019. See the second chart that provides a more direct comparison in terms of how many cases close within a certain amount of time.



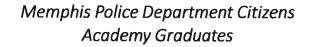
*Litigated matters may still be pending in court. Source NSI Rev. 1/2020

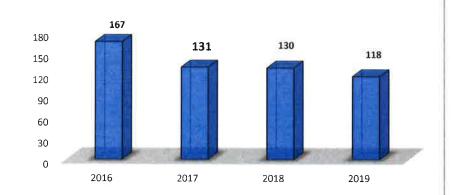


OBJECTIVE 3: Intensify problem-solving community policing through stronger police-citizen relations.

OBJECTIVE OWNERS: Memphis Police Department, Shelby County Sheriff's Office, Crimestoppers

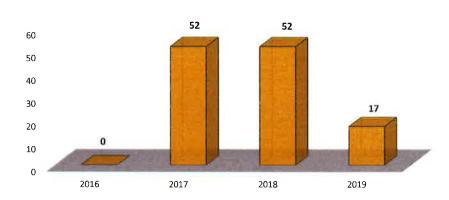
OUTCOME: Increase citizen participation in law enforcement citizens academies.





Source: Memphis Police Department (MPD)

Shelby County Sheriff's Office Citizens Academy Participants*



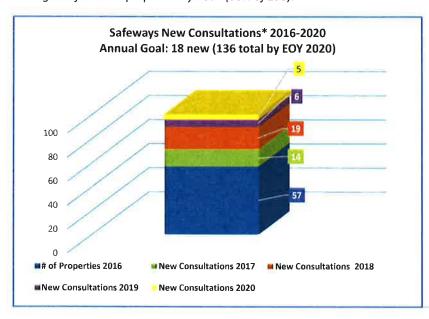
Source: Shelby County Sheriff's Office

^{*}The Sheriff's Office Citizens Academy scheduled for March was postponed due to COVID-19.

Objective 4: Expand Safeways' intensive crime prevention program for Shelby County apartment communities.

OBJECTIVE OWNER: Safeways, Inc.

Outcomes: 1-Expand Safeways inspection/consultation services to at least 50% of 100+ unit properties by 2021. 2021 goal is to be in 147 properties as there was a total (as of 2016) of 293 qualifying properties. 2017: 14/18 new consultations. 2018: 19/18 new consultations. 2019 to date: 9/18. Current total = 94 properties. Expand from the current 8% to at least 30% of 100+ unit properties participating in the Safeways certification program by 2021. Reaching goal requires being certified in 88 properties by 2021 (30% of 293).



STATUS	Number of Properties	Number of Units
Certified	18	3,657
Certified Select	4	198
Monitored Safety Plan	13	1,819
In Certification Process	10	1,569
CPTED Insp. Only	15	5,453
Light Insp. Only	3	514
Terminated	14	3,918
TOTAL SERVED TO DATE	77	17,128
Active Properties	45	7,243

^{*}Consultations include Monitored Plans and CPTED and Light Inspections.

Source: Safeways, Inc., Rev. 4/2020

Objective 4: Expand Safeways' intensive crime prevention program for Shelby County apartment communities.

OBJECTIVE OWNER: Safeways, Inc.

Outcomes: 2-Reduce the level of reported crime* in certified properties by at least 25% (compared to the level of reported crime prior to their enrollment) by 2021. *Reported crime for this objective includes non-DV violent crime and property crime and is measured as a per unit rate. More detailed reports that are property-specific and account for various differentials will be reviewed as part of the evaluation conducted by the Public Safety Institute. Properties seeking Safeways certification generally do so in response to high levels of crime.

100+ Unit Properties Certified by SafeWays for 5+ years										
	Cert. Date	2013	2014	2015	2016	2017	2018	2019	2020	% Change Since Certification
Autumn Ridge	8/1/2013	0.0571	0.0143	0.0357	0.0500	0.0214	0.0357	0.0357	0.0429	-25%
Breezy Point	8/1/2013	0.0585	0.0877	0.0526	0.0702	0.0936	0.0526	0.0526	0.0936	60%
College Park Family II	9/5/2014	0.0268	0.0122	0.0049	0.0049	0.0170	0.0146	0.0146	0.0146	-45%
Ellington at Kirby	6/1/2013	0.0427	0.0244	0.0244	0.0244	0.0122	0.0061	0.0061	0.0122	-71%
Eton Square	6/1/2013	0.0192	0.0096	0.0385	0.0048	0.0385	0.0144	0.0144	0.0240	25%
Greenbriar	7/1/2013	0.1154	0.0962	0.0962	0.0673	0.0913	0.0721	0.0817	0.0817	-29%
Pershing Park	7/1/2013	0.0813	0.0125	0.0063	0.0188	0.0438	0.0250	0.0125	0.0438	-46%
Rolling Hills	8/1/2013	0.0362	0.0145	0.0072	0.0145	0.0145	0.0072	0.0145	0.0290	-20%
Saints Court	7/1/2013	0.0469	0.0078	0.0391	0.0156	0.0547	0.0781	0.1172	0.0469	0%
The Coves at Yale	1/1/2014	0.0549	0.0275	0.0220	0.0275	0.0220	0.0330	0.0110	0.0275	-50%
The Posts	7/1/2013	0.0116	0.0116	0.0116	0.0000	0.0116	0.0058	0.0058	0.0116	0%
	Mean % Change in Offenses per Unit - 100+ Unit Properties Certified 5+ Years									-18%

et Change in fenses since 2013
1
7
0
1
2
0
5
2
-9
3
6
18

Safeways properties' percentages of major offenses reduction are greater than non-certified properties by more than double.

Source: Safeways, Inc., Rev. 4/2020



OBJECTIVE 1: Clarify and resolve shortages in law enforcement staffing.

OBJECTIVE OWNERS: Memphis Police Department, Shelby County Sheriff's Office

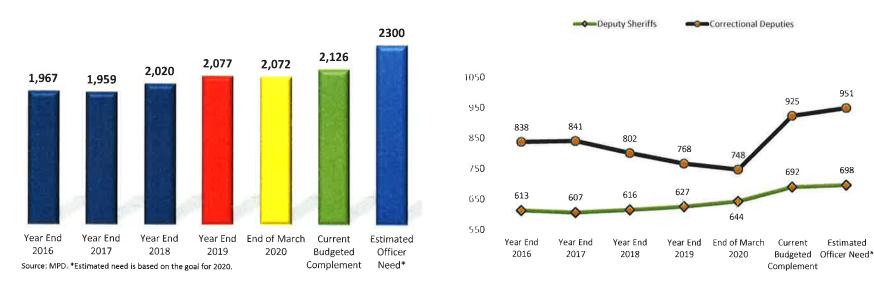
OUTCOME: Achieve the current level of funded complement in the Memphis Police Department by 2020. Achieve the current level of funded complement in the Shelby County Sheriff's Office by 2020. Achieve assessment-based ideal complements in both agencies by 2021.

Memphis Police Department Staffing

Shelby County Sheriff's Office Staffing

698

Estimated



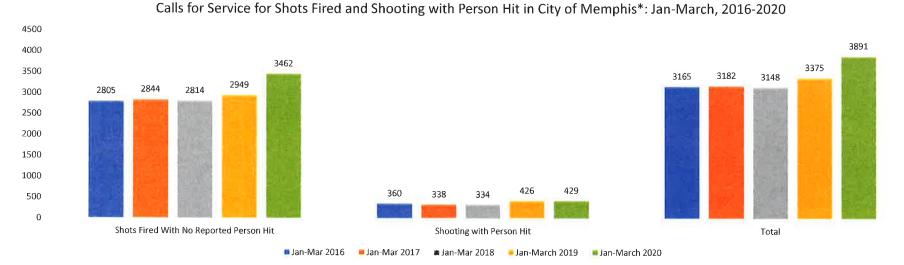
^{*}The estimated needs for both MPD and SCSO are subject to change based upon a planned zero-based staffing assessment (at MPD),



OBJECTIVE 2: Use additional law enforcement staffing, technology, and other resources to expand data-driven, proactive policing.

OBJECTIVE OWNERS: Memphis Police Department, Shelby County Sheriff's Office

OUTCOME: Reduce calls for shots fired with persons hit by at least 30% by 2021.



*Source: Memphis Police Department and Dr. Angela Madden, University of Memphis Public Safety Institute. The number of calls for service for shots fired could contain duplicate calls for the same incident. However, that error is likely the same across time in the absence of any local effort to increase reports. The number of calls for shootings with a person hit are likely not to be duplicated unless several people witness a person getting shot & more than one witness calls 911.



OBJECTIVE 3: Enhance law enforcement training to better serve the community.

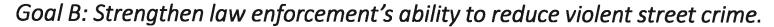
OBJECTIVE OWNERS: Memphis Police Department and Shelby County Sheriff's Office

OUTCOME: Increase awareness by law enforcement officers of proper practices and standards in key enforcement areas guided by the implementation plan of the President's Task Force on 21st Century Policing.

Pre-training results are as follows:

Recruits performed best on items related "use of force" and "search & seizure-Miranda."
Recruits need better understanding of "evidentiary standards" and "search & seizure-warrants." Training at the academy is designed to create an understanding in all substantive areas and these pre-training assessments will be used to help direct focus areas during training. These assessments have continued to be administered in subsequent training classes. An overall interim assessment of recruit knowledge before and after training will be issued soon.

Rev. 7/19

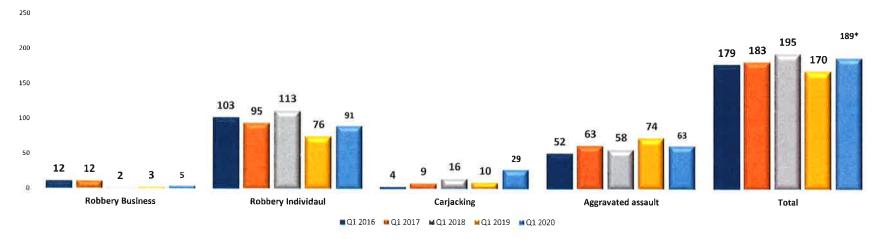


OBJECTIVE 4: Enhance the use of intelligence and data-gathering to reduce gang violence.

<u>OBJECTIVE OWNERS</u>: Multi-Agency Gang Unit, including the Memphis Police Department, Shelby County Sheriff's Office, District Attorney's Office, U.S. Attorney's Office, and Federal Bureau of Investigation

OUTCOME: Reduce the number of aggravated assault and robbery incidents committed by three or more offenders by at least 30% by 2021.

Number of Incidents Involving Offenses with Three or More Suspects: Jan-March, 2016-2020



*An increase of 11.2% compared to 2019 and an increase of 5.6% compared to 2016.

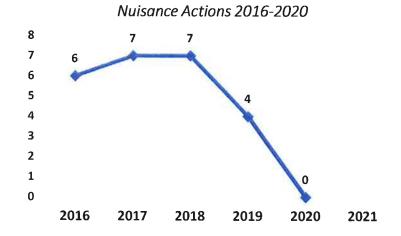
Source: MPD, Rev. 4/2020

OBJECTIVE 4: Enhance the use of intelligence and data-gathering to reduce gang violence.

OBJECTIVE OWNERS: Multi-Agency Gang Unit, including the Memphis Police Department, Shelby County Sheriff's Office, District Attorney's Office, U.S. Attorney's Office, and Federal Bureau of Investigation

OUTCOME: 1-Increase the number of enforcement actions (such as drug houses closed and gang injunctions) as investigations

warrant.



^{*}Source: Shelby County District Attorney's Office, Memphis City Attorney's Office

Addresses of Current Year Nuisance Actions (bold indicates most recent quarter)*

- Express Deli and Grocery, 1295 Jefferson Ave (reopened following agreement with owners to correct issues)
- The Governor's Inn & Suites, 2490 Mt. Moriah (at American Way) (reopened after addressing security and code violations)
- Printers Alley Bar and Grill, 322 S. Cleveland (reopened late December with agreed upon changes implemented)
- Red Roof Inn, 6055 Shelby Oaks Drive (reopened following agreement with owners to correct issues and increase security)

Gang Injunctions Issued and Substantial Actions taken Related to Prior Gang Injunctions*

2016	Injunction issued against Grape Street Crips and Vice Lords for Binghampton area.
2017	Dixie Homes Murda Squad, gang-related drug indictment (previously subjects of 2014 gang injunction in area north of the medical district)
2018	Dixle Homes Murda Squad, additional 34 gang-related drug indictments (related to prior injunction)
2019	None

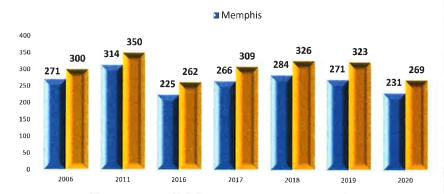


OBJECTIVE 4: Enhance use of intelligence and data-gathering to reduce gang violence.

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OUTCOME: Reduce youth (ages 24 and under) violence (perpetrators and victims) by at least 30% by 2021.

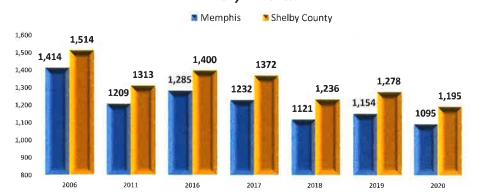
Total of Youth Arrests for Major Violent Crime January - March



Percentage of Major Violent Crime Arrests

	2006	2011	2016	2017	2018	2019	2020
Memphis	56.5%	53.3%	51.1%	52.5%	51.1%	45.6%	41.0%
Shelby County	55.1%	52.6%	50.2%	51.5%	50.9%	46.3%	41.3%

Number of Youth Victims of Major Violent Crime January - March



Percentage of Major Violent Crime Victims

	2006	2011	2016	2017	2018	2019	2020
Memphis	42.8%	47.1%	42.1%	39.8%	37.9%	39.1%	38.6%
Shelby County	43.1%	47.6%	42.4%	40.7%	38.1%	39.7%	38.9%

Major violent crime" includes murder, rape, robbery, aggravated assault (FBI Part 1 Violent Crimes). Source for all charts: TBI Rev. 05/20



OBJECTIVE 5: Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a "carrot and stick" approach to curbing gang-affiliated gun violence.

OBJECTIVE OWNERS: Multi-Agency Gang Unit, including the Memphis Police Department, Shelby County Sheriff's Office, District Attorney's Office, U.S. Attorney's Office, and Federal Bureau of Investigation

OUTCOME: Reduce youth (ages 24 and under) homicides (perpetrators and victims) by at least 30% by 2021.





	2006	2011	2016	2017	2018	2019	2020
Memphis	54.8%	47.1%	80.0%	82.8%	61.9%	44.0%	45.5%
Shelby County	54.8%	50.0%	80.0%	82.8%	59.1%	44.0%	60.0%



2006 2011 2016 2017 2018 2019 2020 Memphis 43.8% 20.0% 34.0% 40.0% 31.3% 13.5% 61.4% Shelby County 43.8% 23.1% 34.0% 40.0% 33.3% 13.5% 60.0%

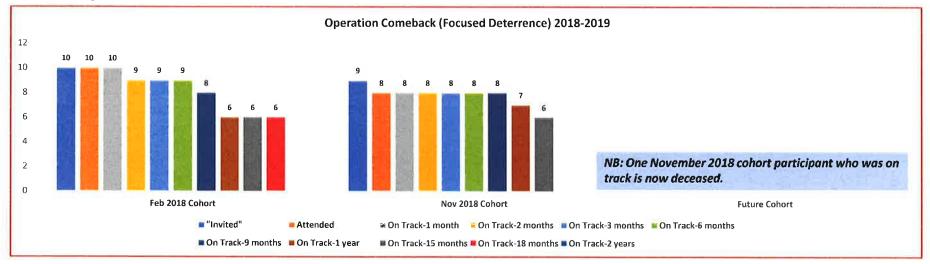
Source for all charts: TBI Rev. 05/20

OBJECTIVE 5: Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a "carrot and stick" approach to curbing gang-affiliated gun violence.

OBJECTIVE OWNERS: Multi-Agency Gang Unit, including the Memphis Police Department, Shelby County Sheriff's Office, District Attorney's Office, U.S. Attorney's Office, and Federal Bureau of Investigation

OUTCOMES: 1-Maintain at least a 50% on track* rate for participants of Operation Comeback through two years post-program.

The Focused Deterrence program, known as "Operation Comeback" was launched in February 2018 followed by a second cohort in November 2018. New cohorts are expected to occur during 2020.



^{* &}quot;On track" means the individual is substantially complying with the program and has not been caught with a firearm, has not been convicted of a violent crime, and is not otherwise serving a sentence in custody. Source: Shelby County District Attorney's Office, Rev. 1/2020

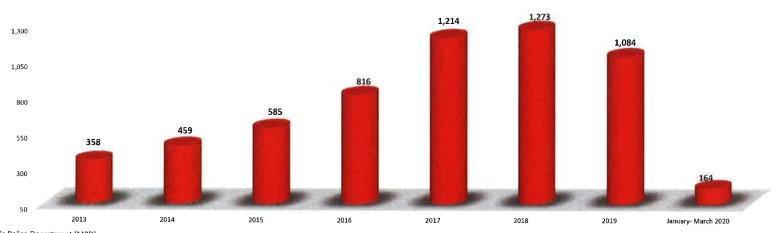


OBJECTIVE 6: Expand efforts to reduce crimes with guns through (1) strengthening state penalties involving illegal possession of guns, (2) enforcing both federal and state gun laws effectively, and (3) communicating to the street level the consequences of engaging in gun crime.

OBJECTIVE OWNERS: District Attorney's Office, U.S. Attorney's Office, Crime Commission

OUTCOME: Strengthen state penalties for illegal possession of guns.

Guns Reported Stolen From Motor Vehicles in Memphis



Source: Memphis Police Department (MPD) All figures are year-end except for 2020.



OBJECTIVE 6: Expand efforts to reduce crimes with guns through (1) strengthening state penalties involving illegal possession of guns, (2) enforcing both federal and state gun laws effectively, and (3) communicating to the street level the consequences of engaging in gun crime.

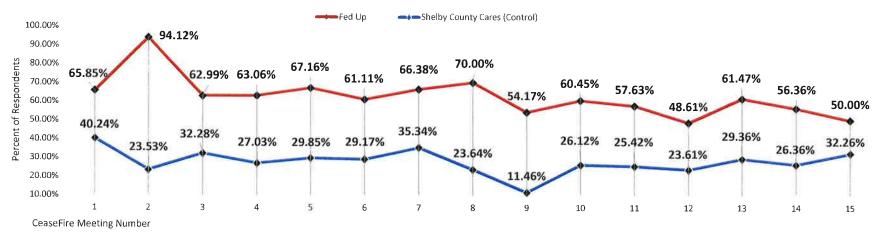
OBJECTIVE OWNERS: District Attorney's Office, U.S. Attorney's Office, Crime Commission

OUTCOME: Strengthen state penalties for illegal possession of guns. (Note: Legislation enacting tougher sentences for felons convicted of being in possession of firearms was enacted in 2017.)

OUTCOME: Monitor the awareness of the Fed Up communications campaign.

This survey is being administered to various probation and parole groups (including juveniles). This chart reflects surveys conducted in the adult Ceasefire program through June 2019.

CeaseFire Participants Who Have Seen Either the Fed Up or Shelby County Cares (Control) Ad



Source: Public Safety Institute, Rev 6/19

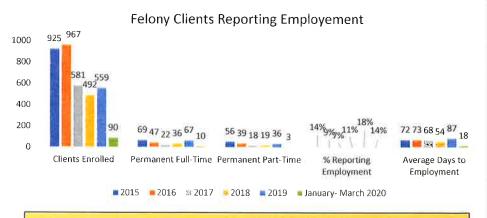


Objective 1: In order to increase their chances of breaking the cycle of crime, implement a jobs program for high-risk ex-offenders that adds a transitional work feature to the more traditional program elements of job placement, life skills and mental health support.

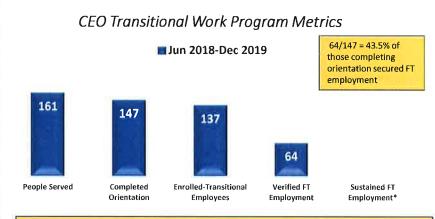
<u>OBJECTIVE OWNERS</u>: Shelby County Office of Re-entry, Workforce Investment Network

Outcome: 2-At least 90% of participating ex-offenders are placed into permanent jobs.

CEO was retained as the provider to implement this program and began services with its first cohort in May, 2018. These charts show data related to both the Shelby County Office of Reentry and CEO. Sustained FT employment = maintained employment over a 12-month period. This data will be available in late 2019 for CEO. The CEO program is still too new to draw any conclusion as to whether it is meeting the stated goal of 90% placement into permanent jobs. Average hourly wage earned for CEO participants is \$11/hour. SCOR data reflect felons/seeking work/active in SCOR (at least two encounters within 90 days) at medium to high risk of reoffending based on an established risk assessment tool. Some clients may find permanent employment in the calendar year following their date of enrollment. SCOR is re-evaluating data which may impact numbers reported for prior years.



For 2019, 119 ex-felon clients were enrolled in FOCUSED, a training program, with 76 not yet employed.



*Early results reflect 61% 90-day and 52% 180-day retention rates for

permanent job placements.

Source: Shelby County Office of Reentry Rev. 4/2020 and CEO. Rev. 1/2020

Goal D: : Enhance domestic violence prevention and intervention efforts.

Objective 1: Evaluate and expand the success of the Family Safety Center in reducing re-victimization.

OBJECTIVE OWNERS: Family Safety Center, Crime Commission)

Outcome: 1-Reduce the percentage of FSC clients experiencing re-victimization by at least 20% by 2021.

FSC uses the Conflict Tactics Scale-2 as the measure of revictimization, relating to self-reported incidents within the past 90 days of the administration of the questionnaire. This measure was implemented in late 2017 and reached a reliable level of reporting in the first quarter 2018. Therefore, 2018 serves as the baseline. *The scale is administered at the time of service and at approximately 90 days later. This chart reflects initial scoring as well as +90 days for available quarters. The CTS-2 assesses the severity of incidents IPV clients have experienced, including the frequency of physical assault, injury, and sexual coercion experienced in a relationship. Improvement is measured by declining scores. Not all individuals with an initial score will be reachable or willing to take a +90 days scoring evaluation. Therefore, the "N" is different for these testing periods (see, number of clients scored and number of attempted follow-up contacts post-90 days.

							Average	Scores						FE . S.		Contract to	-	
	Q1-18 Average	Q1-18 +90 days* Average	Q2-18 Average	Q2-18 +90 Days* Average	Q3-18 Average	Q3-18+90 Days* Average	Q4-18 Average	Q4-18+90 Days* Average	Q1-19 Average	Q1-19+90 Days* Average	Q2-19 Average	Q2-19 +90 Days* Average	Q3-19 Average	Q3-19 +90 Days* Average	Q4-19 Average	Q4-19 +90 Days* Average	Q1-20 Average	
Physical Assault	27	1	29	13	32	21	31	43	32	26	31	26			3		1	31
Sexual Coercion	8	0	8	2	10	1	-12	12	13	6	10	10	1:		1			13
Injury	4	0	3	1	4	2	3	3	4	1	4		3	4		4		4
Number of Clients Scored	488	153	859	27	759	14	593	14	582	12	723	4:	660	6 98	53	5 20	4	417
DESCRIPTION OF			NI SC				Median	Scores					7-3-2					
	Q1-18 Median	Q1-18 +90 days* Median	Q2-18 Median	Q2-18 +90 days* Median	Q3-18 Median	Q3-18+90 Days* Median	Q4-18 Median	Q4-18 +90 Days* Median	Q1-19 Median	Q1-19 +90 Days* Median	Q2-19 Median	Q2-19 +90 Days* Median	Q3-19 Median	Q3-19 +90 Days Median	Q4-19 Median	Q4-19 +90 Days* Median	Q1-20 Median	
Physical Assault	11	0	7	0	13	15	13	33	12	19	12	, residii) 14		1	Wiedibii	Wedian	14
Sexual Coercion	0	0	0	0	0	0	0	1	0	1	0							0
Injury	0	0	0	0	0	0	0	0	0	0	0							0
No. of Clients Scored	488	153	859	27	759	14	593	14	582	12	723	4:	660	9	53	5 20	4	417

Q1

Q2

Q3

Q4

Source: Family Safety Center Rev 1/2020

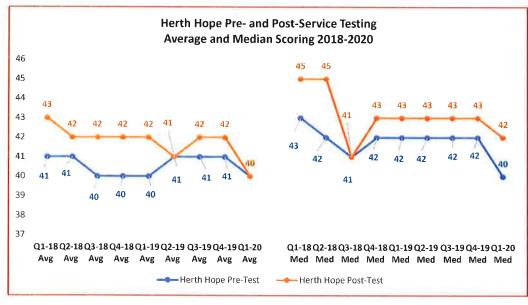
Goal D: : Enhance domestic violence prevention and intervention efforts.

Objective 1: Evaluate and expand the success of the Family Safety Center in reducing re-victimization.

OBJECTIVE OWNERS: Family Safety Center, Crime Commission

Outcome: 2-Increase the number of FSC clients reporting improved outlooks on the Herth Hope Scale.

This scale measures outlook and is an examination of a client's level of hopefulness immediately before and immediately after seeing an FSC navigator. This measure assesses change in client's future goals, positive outlook, sense of direction, and belief that life has value and worth. FSC implemented use of this scale as a metric during the 3rd quarter 2017. Improvement is measured by increasing scores.



Number of Individuals Screened									
	Q1-18	Q2-18	Q3-18	Q4-18	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20
All pre-tests	420	618	713	591	224	668	663	517	419
Pre- & Post Tested	89	87	303	242	94	259	172	187	115
% with Post- Test	21.1%	14.0%	42.4%	40.9%	41.9%	38.8%	25.9%	36.2%	27.4%

^{*}Graph reflects pre- and post-scoring only for those who also took the post-test. Source: Family Safety Center Rev 4/2020

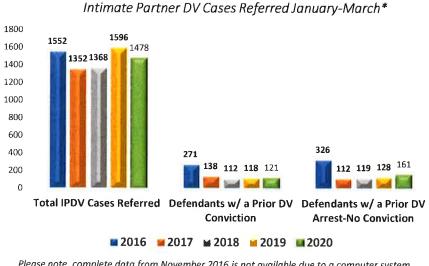
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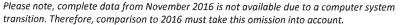
Objective 2: Effectively implement a "domestic violence initiative (DVI)" model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a "carrot and stick" model.

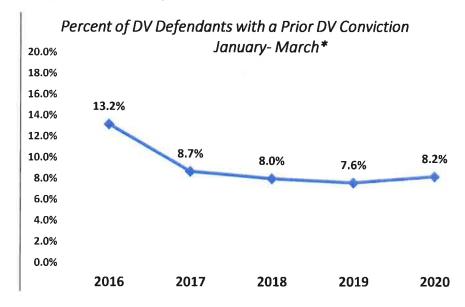
OBJECTIVE OWNERS: District Attorney's Office

Outcome: Reduce the number of offenders with prior domestic violence convictions by at least 25% by 2021.

(Note: the DVI initiative was in planning stages in 2017 and 2018 and was implemented in the 4th quarter 2018 with a first "off" cohort—those not receiving the DVI intervention. The first "on" cohort took place during the 1st quarter 2019, with the first "call-in" meeting held on April 16, 2019 for those individuals meeting the criteria during the first quarter. Early results from the DVI program will be reported on in the third quarter, 2019 board report.







*Source: Shelby County District Attorney's Office , Rev. 1/2020

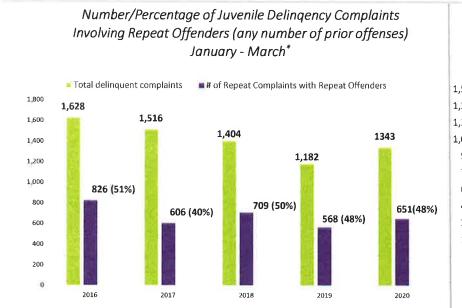


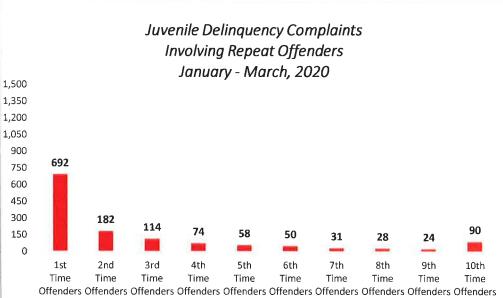
Goal E: Enhance interventions for youth committing delinquent acts.

OBJECTIVE 1: Establish a youth assessment center (YAC) to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system.

OBJECTIVE OWNERS: Shelby County

OUTCOME: Reduce the number of juveniles committing repeat delinquent acts by at least 35% by 2021.





 [&]quot;Delinquency" refers to an offense that would be defined as a crime if committed by an adult. Source: Shelby County Juvenile Court

^{*}About 48 percent are repeat offenders. Source: Shelby County Juvenile Court



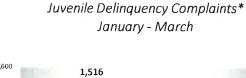
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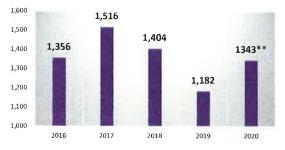
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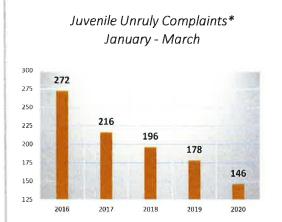
OBJECTIVE OWNERS: Shelby County

OUTCOME: Reduce the number of youth referred to Juvenile Court by at least 50% by 2021.

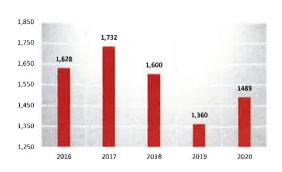
(The assessment center has been in the planning stages and therefore not yet implemented as an intervention. Data to date, therefore, does not directly reflect on the intervention outcome.)











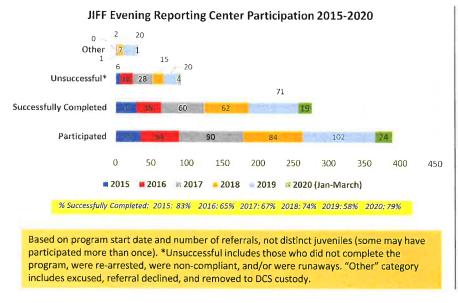
- * A complaint can include more than one charge or offense. A youth committing offenses in multiple distinct incidents could have multiple complaints ranging from delinquent criminal acts to status offenses. "Delinquency" refers to an offense that would be defined as a crime if committed by an adult. ("Unruly" refers to status offenses such as truancy, underage drinking, and curfew violations.)
- ** The 2020 figure is a .09 percent decrease from 2016 and a 13.6 percent increase from 2019. Source: Shelby County Juvenile Court.

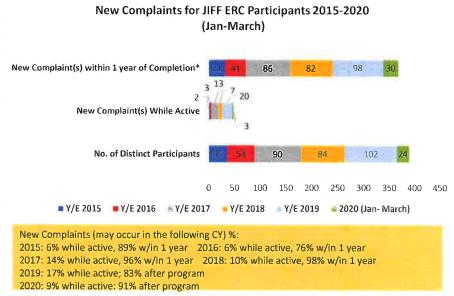
Goal E: Enhance interventions for youth committing delinquent acts.

OBJECTIVE 2: Develop a system of Evening Reporting Centers (ERCs) across the county to serve more delinquent youth at the community level.

OBJECTIVE OWNERS: Shelby County Juvenile Court, JIFF

OUTCOMES: 1-Maintain a compliance rate by participants with the ERC program requirements of at least 85% by 2021. 2-By 2021 less than 10% of participating youth will commit new offenses during their ERC participation and less than 30% will commit new offenses within one year of completing the program. (The second ERC, The Pursuit Center operated by Shelby County Schools, was launched in September 2019. Early data for the second site will be available after 1st Quarter 2020. The data presented here reflects results from the existing ERC operated by JIFF.)





Source: Shelby County Juvenile Court, Rev. 4/2020