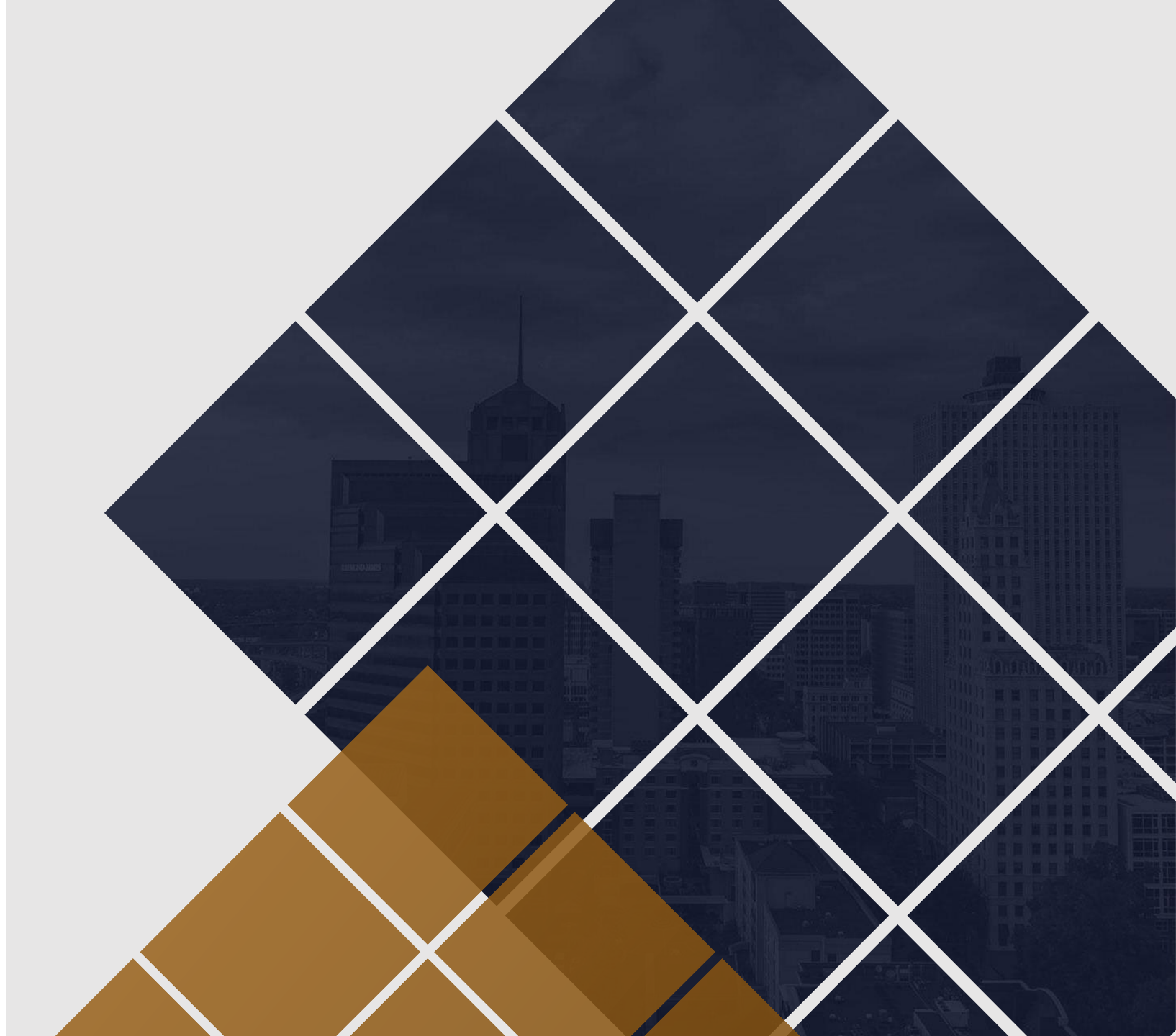


Objective Outcome Indicators

4th Quarter 2020



Goal A: Strengthen community engagement in crime prevention efforts.

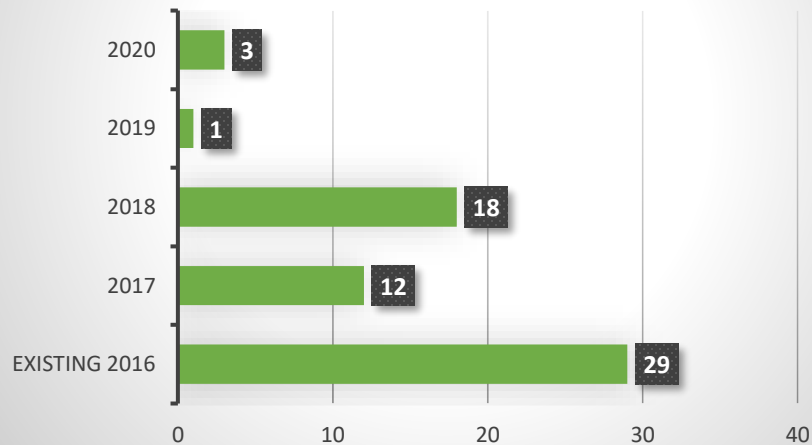
OBJECTIVE 1: Establish and maintain a “Neighborhood Safety Initiative” (NSI) that builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.

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

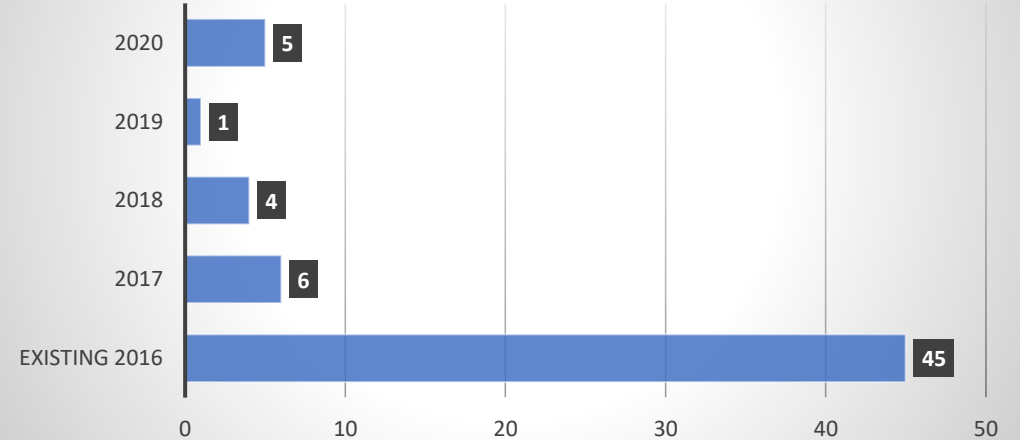
OUTCOME: Double the number of active neighborhood watch groups in the NSI geographic areas by 2021.

The charts show growth in numbers through December 2020¹. Rev. 12/2020.

Austin Peay Neighborhood Watch Groups
(117% Growth Totaling 63 Groups)¹



Tillman Neighborhood Watch Groups
(31% Growth Totaling 61 Groups)¹



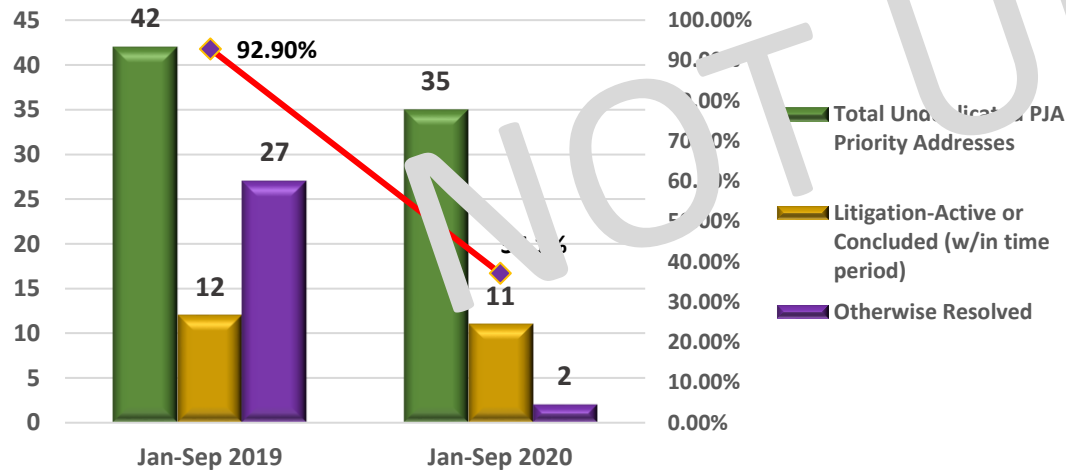
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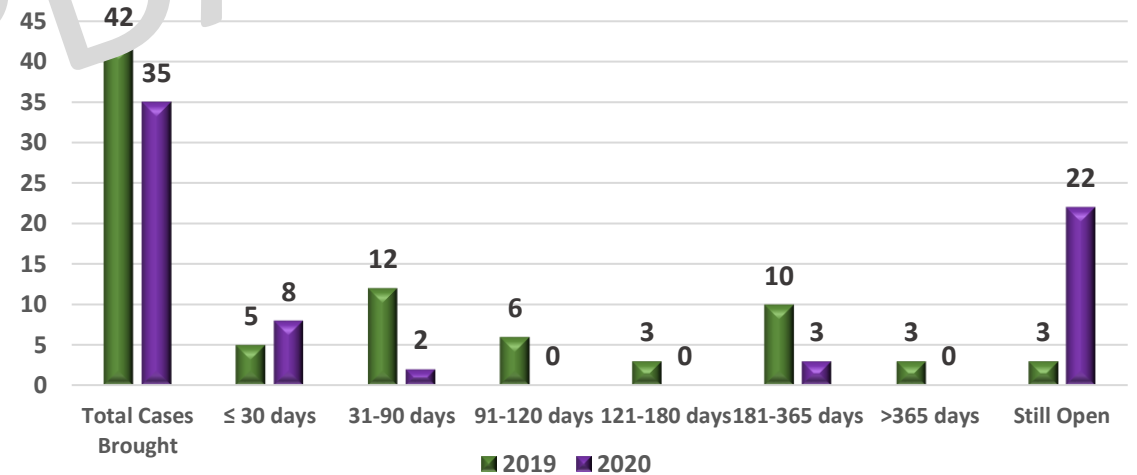
OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

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. 2020 numbers include many cases which have not ripened for full comparison. The number of resolved cases and therefore percentage of 2020 cases closed within 12 months will increase going forward into 2020. See the second chart that provides a more direct comparison in terms of how many cases close within a certain amount of time.

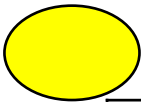
Neighborhood Safety Initiative PJA Priority Complaints Brought/Litigated/Resolved Jan-Sep 2019 & 2020



Neighborhood Safety Initiative (NSI) Priority Cases Time to Solve January - September 2019 & 2020



*Litigated matters may still be pending in court. Source NSI. Rev. 10/2020



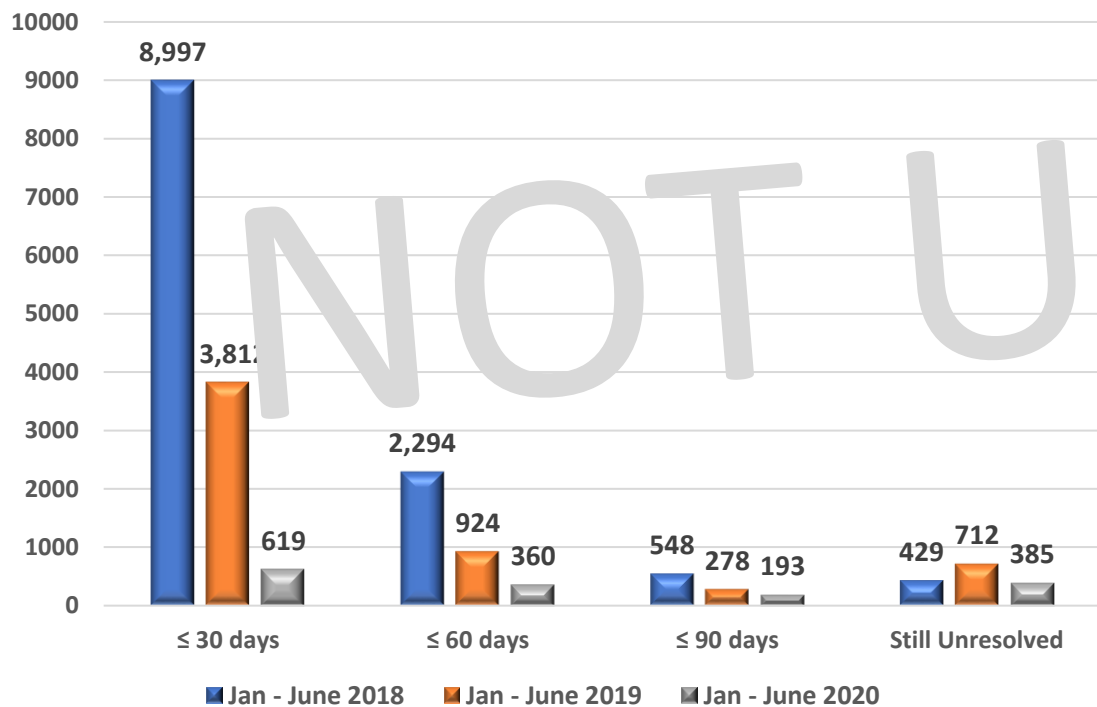
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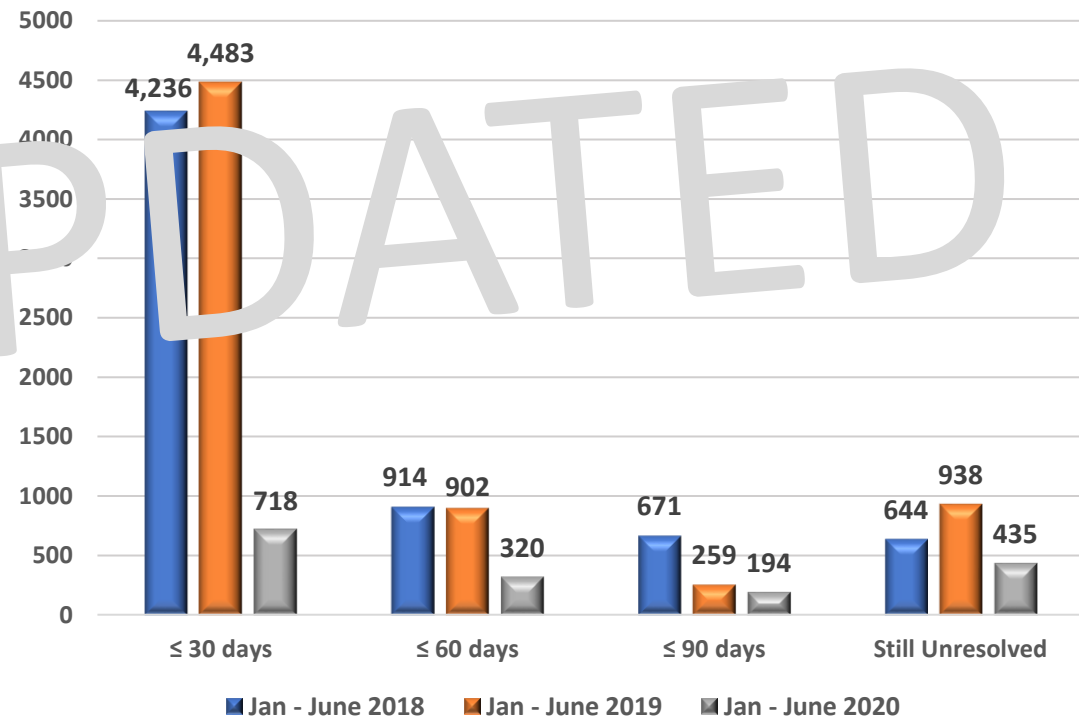
OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

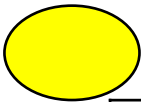
OUTCOME: Reach an average turnaround time for resolving citizen complaints for NSI areas of no more than 30 days.

*Days to Close 311 Blight Cases
January - September 2018 – 2020
Austin Peay Precinct*



*Days to Close 311 Blight Cases
January - September 2018
2020 Tillman Precinct*





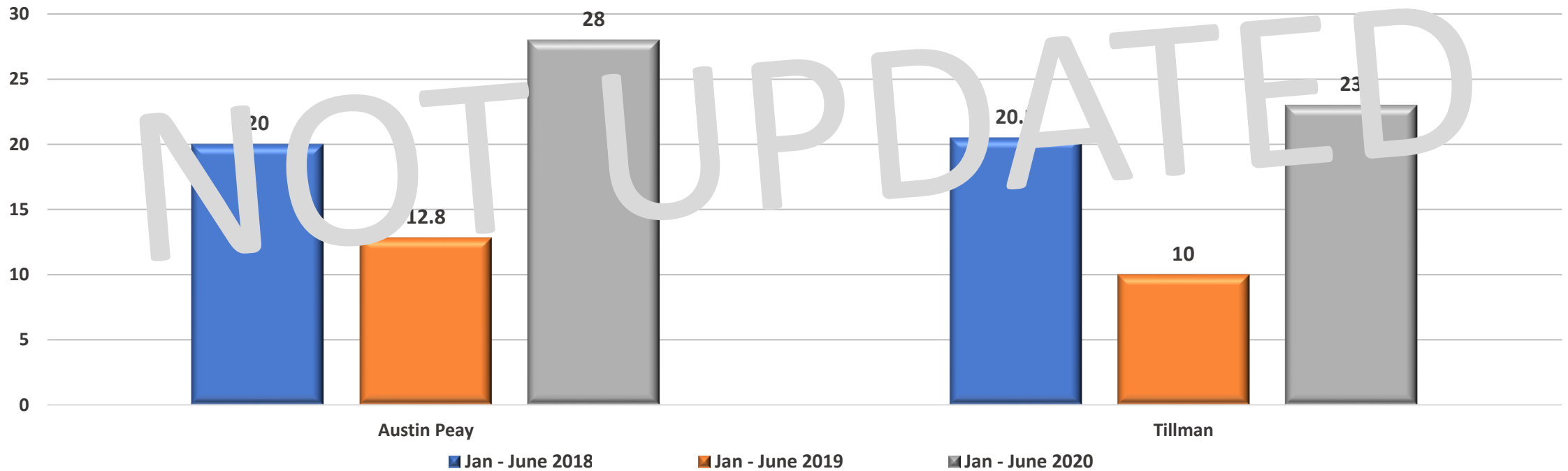
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OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

OUTCOME: Reach an average turnaround time for resolving citizen complaints for NSI areas of no more than 30 days.

Median Days to Close 311 Blight Complaints
January - September 2018 – 2020*



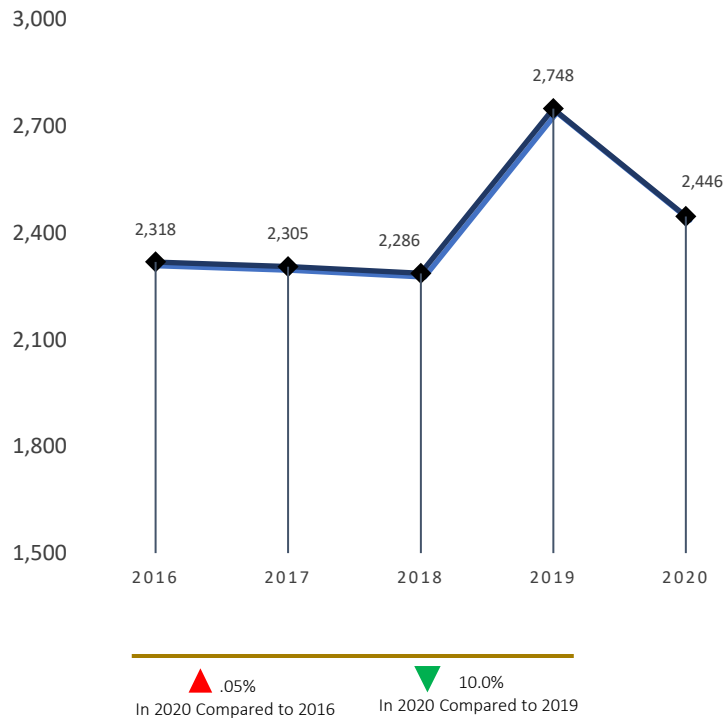
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OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

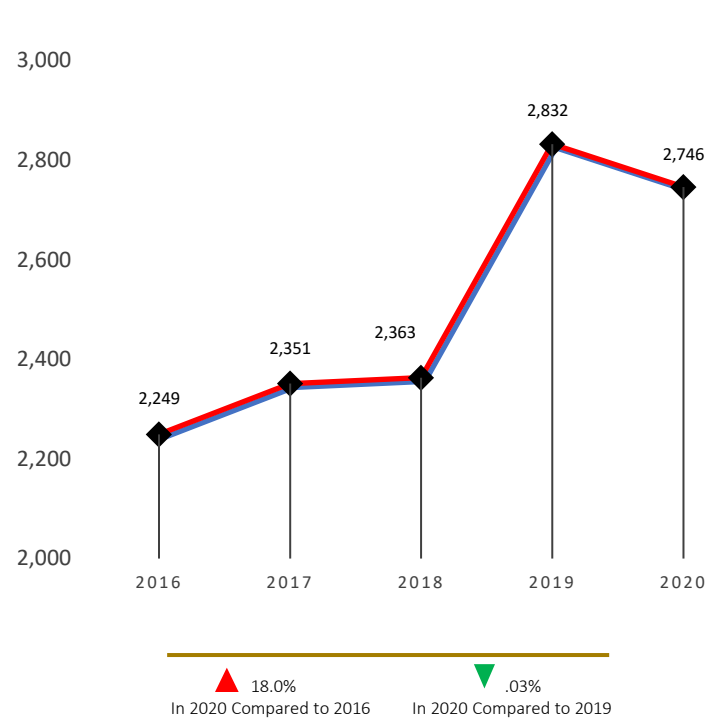
OUTCOME: Reduce the major violent and property crime rate in the NSI geographic areas by an amount greater than the citywide rate.

BLUE CRUSH CRIMES¹ IN MPD'S AUSTIN PEAY PRECINCT



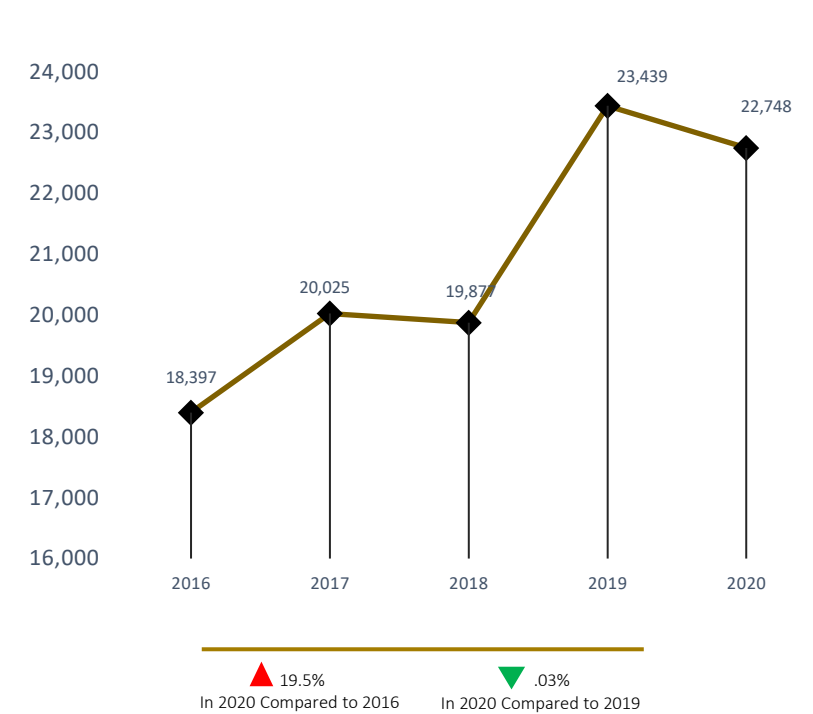
1 Includes robberies, aggravated assaults (non-dv), burglaries, motor vehicle thefts, and thefts from motor vehicles. Source: Memphis Police Department.

BLUE CRUSH CRIMES¹ IN MPD'S TILLMAN PRECINCT



1 Includes robberies, aggravated assaults (non-dv), burglaries, motor vehicle thefts, and thefts from motor vehicles. Source: Memphis Police Department.

BLUE CRUSH CRIMES¹ IN ALL MPD PRECINCTS



1 Includes robberies, aggravated assaults (non-dv), burglaries, motor vehicle thefts, and thefts from motor vehicles. Source: Memphis Police Department.

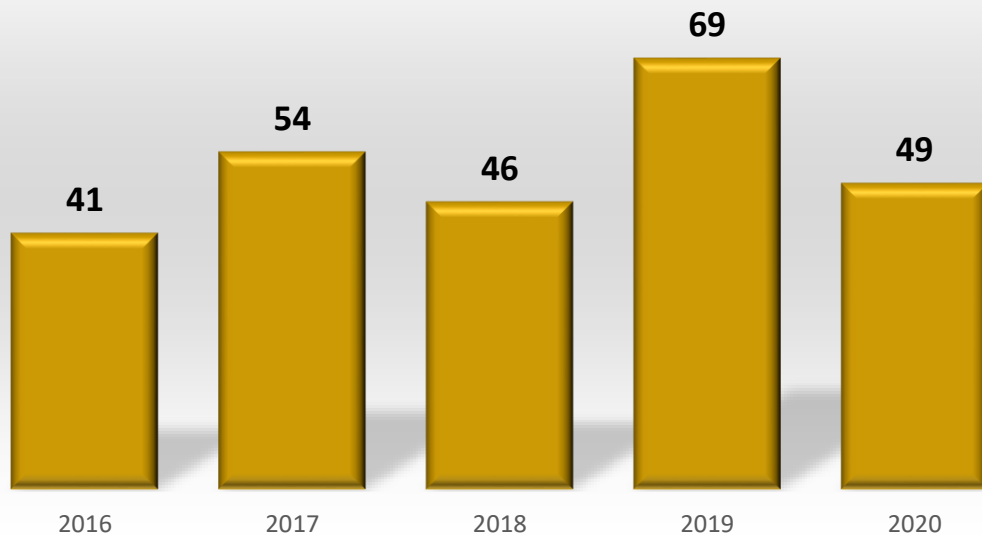
Goal A: Strengthen community engagement in crime prevention efforts.

OBJECTIVE 2: Establish a community prosecution model in targeted areas.

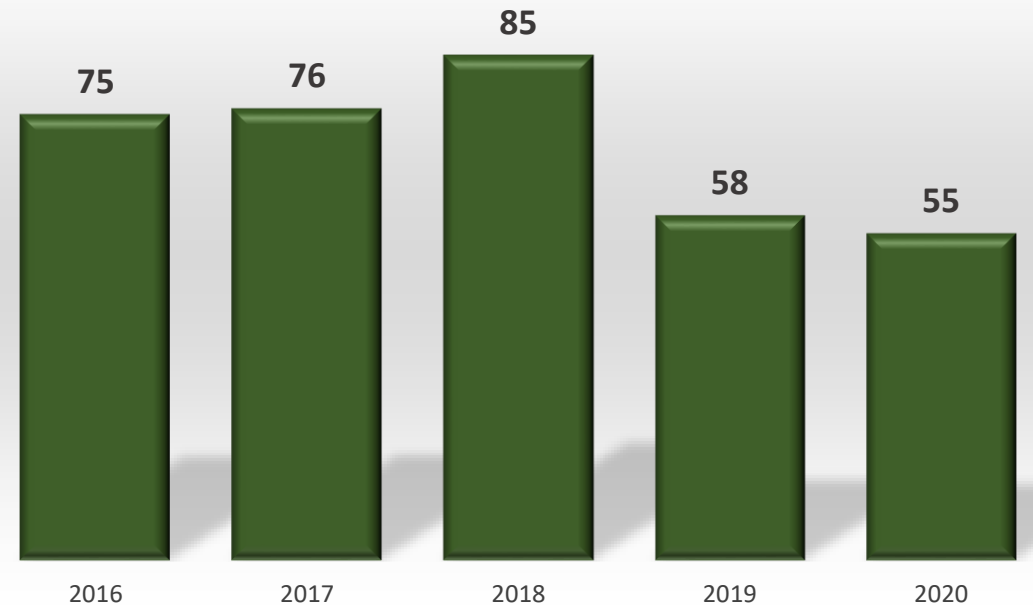
OBJECTIVE OWNERS: Crime Commission, City of Memphis, and Shelby County

OUTCOME: Increase the number of productive* Crimestoppers tips in the NSI geographic areas by a percentage greater than the citywide percentage.

*PRODUCTIVE CRIMESTOPPERS TIPS IN THE
AUSTIN PEAY MPD PRECINCT*



*PRODUCTIVE CRIMESTOPPERS TIPS IN THE
TILLMAN MPD PRECINCT*



- “Productive,” for purposes of tip line calls, means those calls that provide solid information, regardless of whether the call resulted in an actual arrest. Crime stoppers refers to these calls as “allocated.” Often, multiple calls may be received with the same or similar information. All would be considered “productive.” Source: Crimestoppers

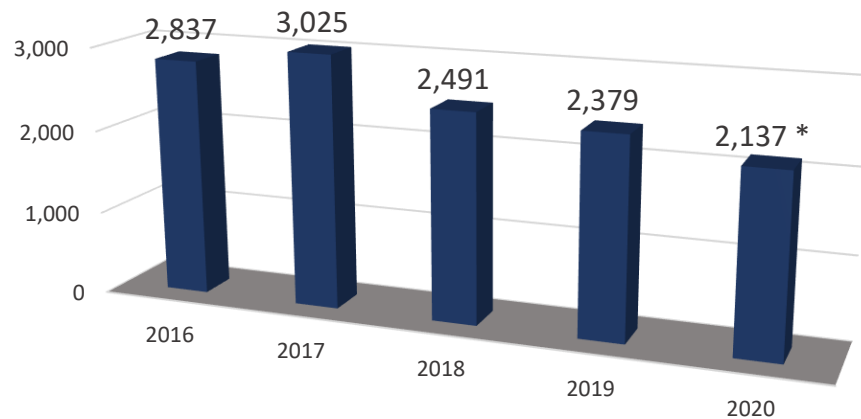
Goal A: Strengthen community engagement in crime prevention efforts.

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

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

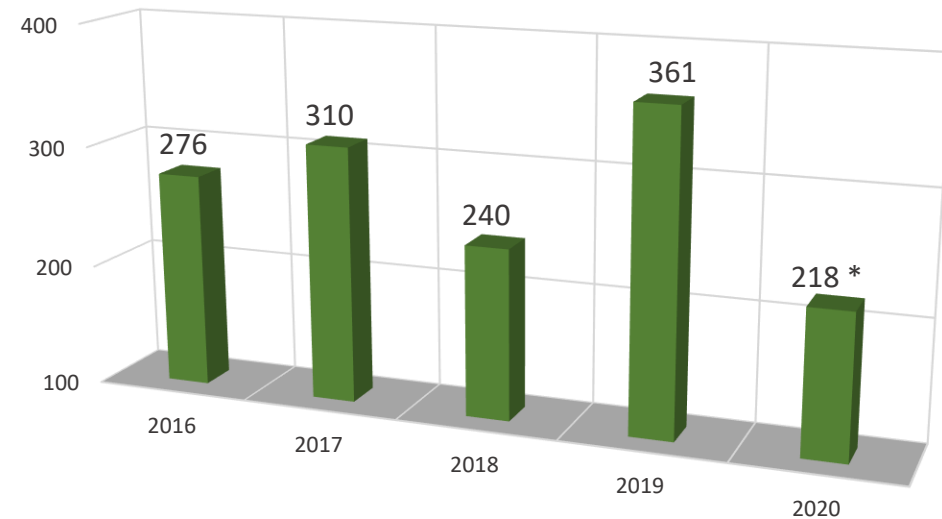
OUTCOME: System-wide, increase the number and percentage of productive* Crimestoppers contacts. **“Productive,”* for purposes of tip line calls, means those calls that provide solid information, regardless of whether the call resulted in an actual arrest. Crimestoppers refers to these calls as *“allocated.”* Often, multiple calls may be received with the same or similar information. They would all be considered *“productive.”* **Increase the number and percentage of citizen-initiated tips/complaints that result in charges being filed.** These are *“awarded”* cases on which payments are made.

Citywide Cases From Crimestoppers Tips

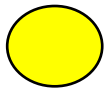


* An 28.2 percent decline from 2016 and an 10.2 percent decrease compared to 2019.
Source: CrimeStoppers

Awarded Cases From Crimestoppers Tips



* A 21.0 percent decrease from 2016 and a 39.6 percent decrease from 2019.
Source: CrimeStoppers



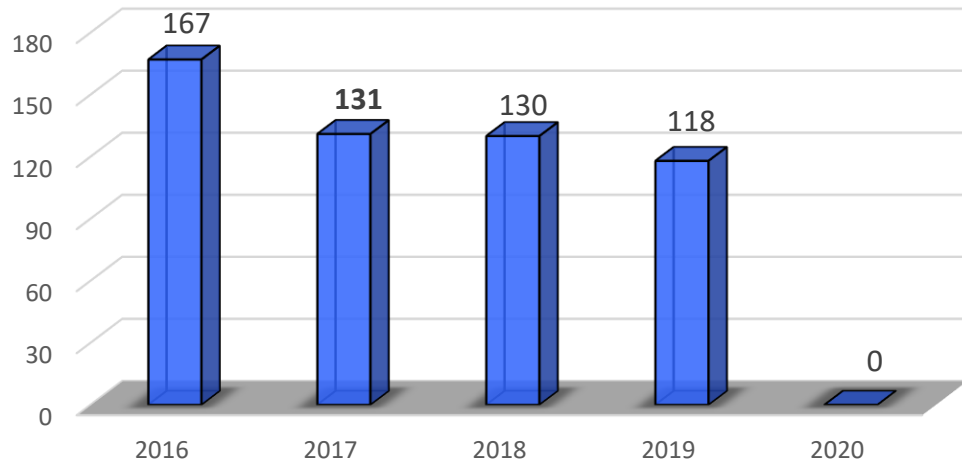
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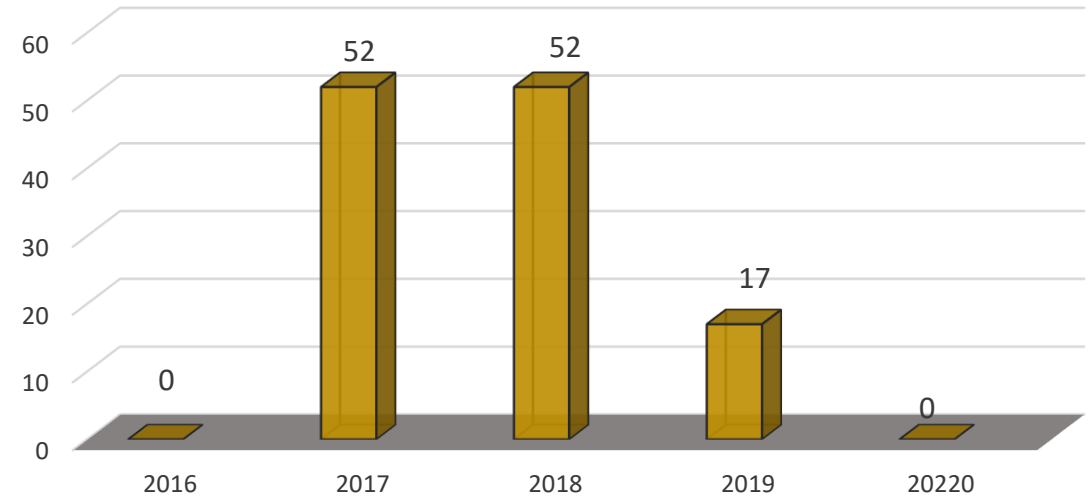
OUTCOME: Increase citizen participation in law enforcement citizens academies.

Memphis Police Department Citizens Academy Graduates



Source: Memphis Police Department (MPD)

Shelby County Sheriff's Office Citizens Academy Graduates



Source: Shelby County Sheriff's Office

* The MPD Citizens Academy scheduled for October was cancelled due to COVID-19.

** The Sheriff's Office Citizens Academy scheduled for March was cancelled due to COVID-19.

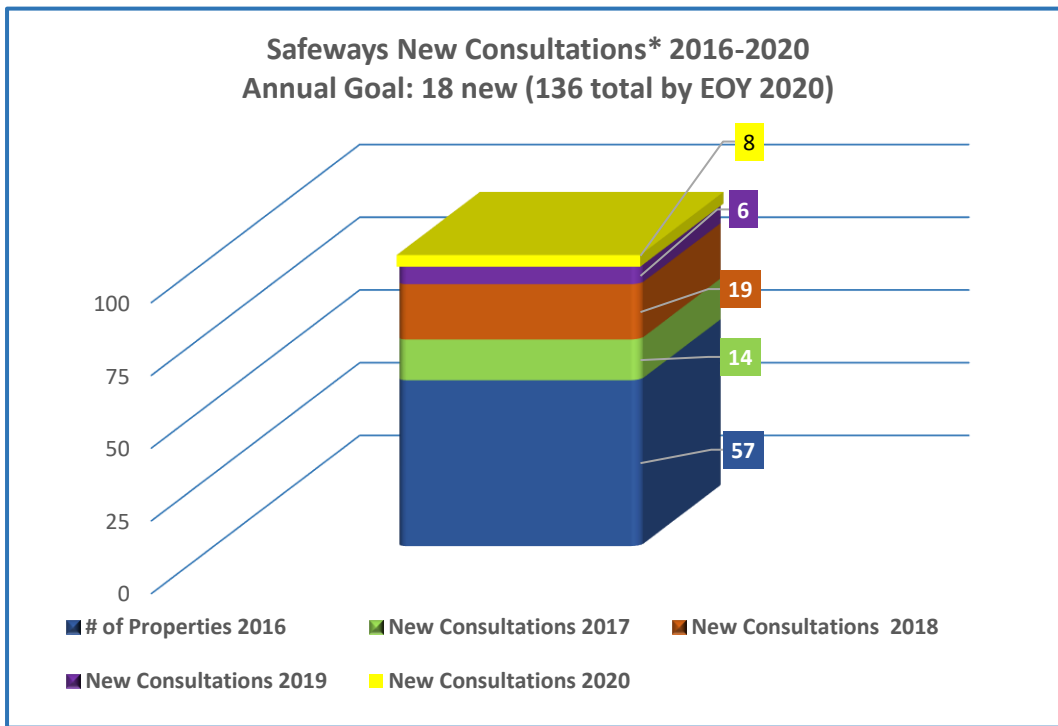
Goal A: Strengthen community engagement in crime prevention efforts.

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

OBJECTIVE OWNER: Safeways, Inc.

Outcome: 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. Current total = 79 properties served.

Outcome: 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). Current certified properties- 22 with 12 more in process.



STATUS	Number of Properties	Number of Units
Certified	16	2,883
Certified Select	4	198
Monitored Safety Plan	13	1,819
In Certification Process	12	2,669
CPTED Insp. Only	15	5,198
Light Insp. Only	3	514
Terminated	15**	3,918
TOTAL SERVED TO DATE	79	17,415
Active Properties	46	7,785

* Consultations include Monitored Plans and CPTED and Light Inspections. Six new properties in 2020, 2,602 units.

** Nine properties were involuntarily terminated, and six properties were voluntarily terminated.

Goal A: Strengthen community engagement in crime prevention efforts.

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

OBJECTIVE OWNER: Safeways, Inc.

Outcome: 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.

Client Performance Dashboard

100+ Unit Properties Certified by SafeWays for 5+ years	Cert. Date	Tracked Major Offenses per Unit Jan - December								% Change Since Certification	Net Change in Offenses since 2013
		2013	2014	2015	2016	2017	2018	2019	2020		
Autumn Ridge	8/1/2013	0.2143	0.1214	0.1357	0.1500	0.1143	0.1214	0.1214	0.1714	-20%	-6
Breezy Point	8/1/2013	0.4152	0.2865	0.3158	0.2339	0.3099	0.2924	0.2924	0.3450	-17%	-12
College Park Family II	9/5/2014	0.1946	0.0438	0.0511	0.0487	0.0560	0.0535	0.0584	0.0925	-53%	-42
Ellington at Kirby	6/1/2013	0.1280	0.0854	0.0915	0.0610	0.0427	0.0793	0.0549	0.0610	-52%	-11
Greenbriar	7/1/2013	0.4231	0.4087	0.3510	0.3654	0.3125	0.3413	0.3846	0.3173	-25%	-22
Pershing Park	7/1/2013	0.1688	0.0188	0.1125	0.1625	0.1875	0.1063	0.1500	0.1688	0%	0
Rolling Hills	8/1/2013	0.0870	0.0507	0.0217	0.0725	0.0942	0.1159	0.0725	0.1449	67%	8
Saints Court	7/1/2013	0.1563	0.1406	0.0859	0.1797	0.1875	0.1875	0.3672	0.1953	25%	5
The Coves at Yale	1/1/2014	0.2637	0.1264	0.0824	0.1593	0.1099	0.1538	0.0879	0.0769	-71%	-34
The Posts	7/1/2013	0.0814	0.0872	0.1047	0.0930	0.0930	0.0698	0.0930	0.1279	57%	6
Todd Creek	6/1/2015	0.1806	0.1935	0.1290	0.1548	0.2065	0.2968	0.1935	0.2065	14%	4

SafeWays-Certified properties represent only 5% of the units in Memphis apartments with 100 units or more, yet account for 13% of the decrease in major tracked offenses in large Memphis apartment properties since 2013. Major tracked offenses at SafeWays-certified properties declined 70% more than at non-certified properties during this time.

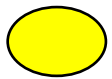
Mean % Change in Offenses per Unit since 2013 - 100+ Unit Properties Certified 5+ Years	-7%	-9
Net % Change in Offenses per Unit since 2013 - 100+ Unit Properties Certified 5+ Years	-23%	

All SafeWays-Certified 100+ Unit Properties - since 2013

Non-SafeWays-Involved 100+ unit Properties - since 2013

All 100 + Unit Properties since 2013

Net Change in Offenses	-32%	-213
Net Change in Offenses	-17%	-1397
Net Change in Offenses	-18%	-1610



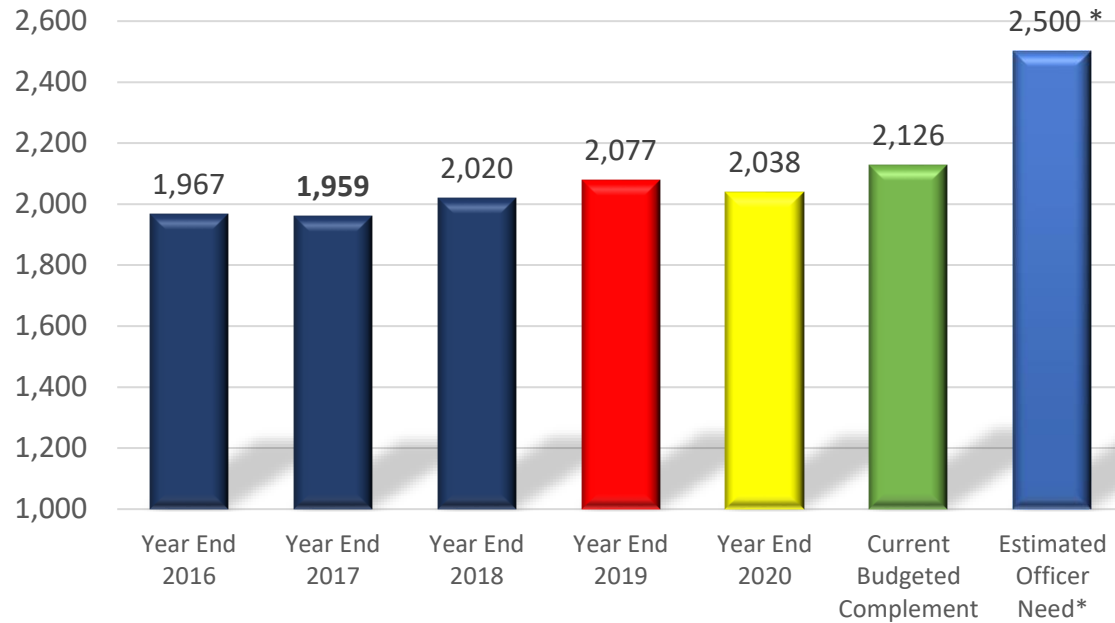
Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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.

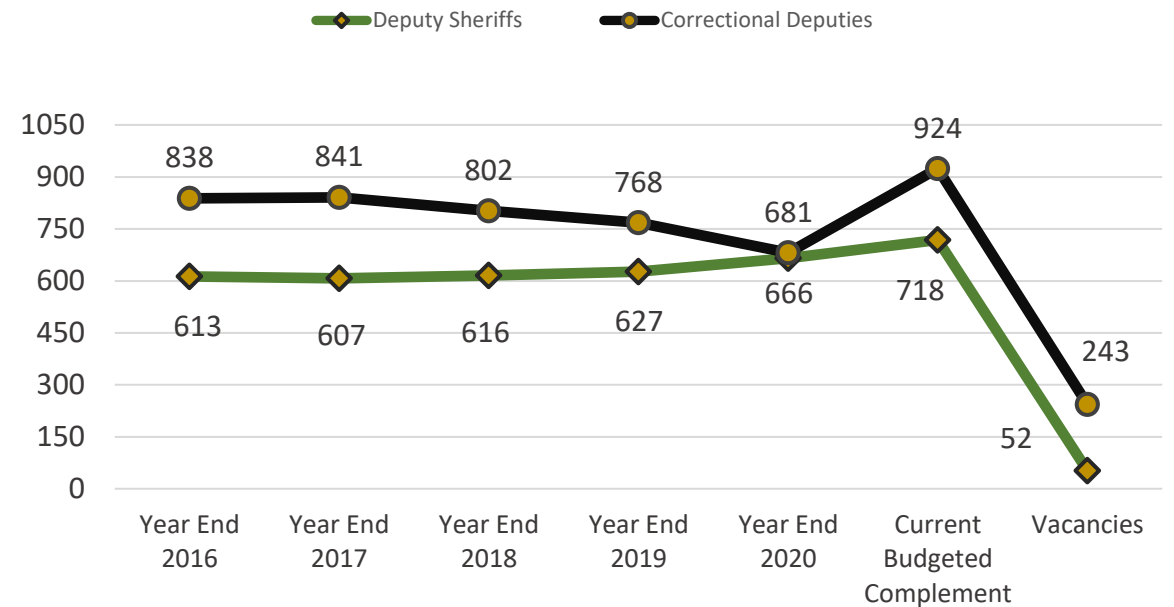
Memphis Police Department Staffing



Source: MPD. *The estimated need is based upon a determination by the Memphis City Council.

Rev. 12/2020

Shelby County Sheriff's Office Staffing



Source: Shelby County Sheriff's Office

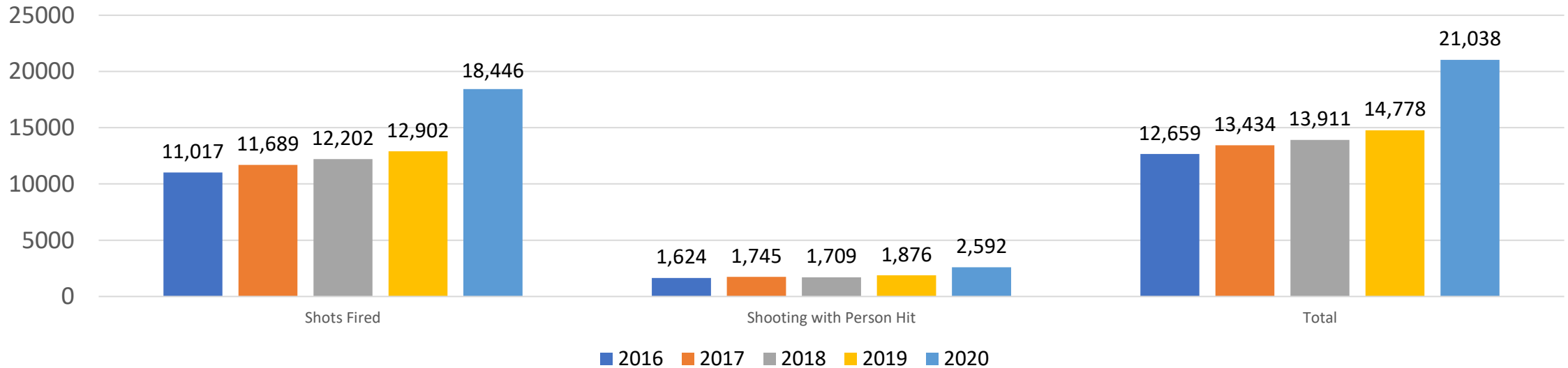
Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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.

*Calls for Service for Shots Fired and Shooting with Person Hit
2016-2020*



*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.

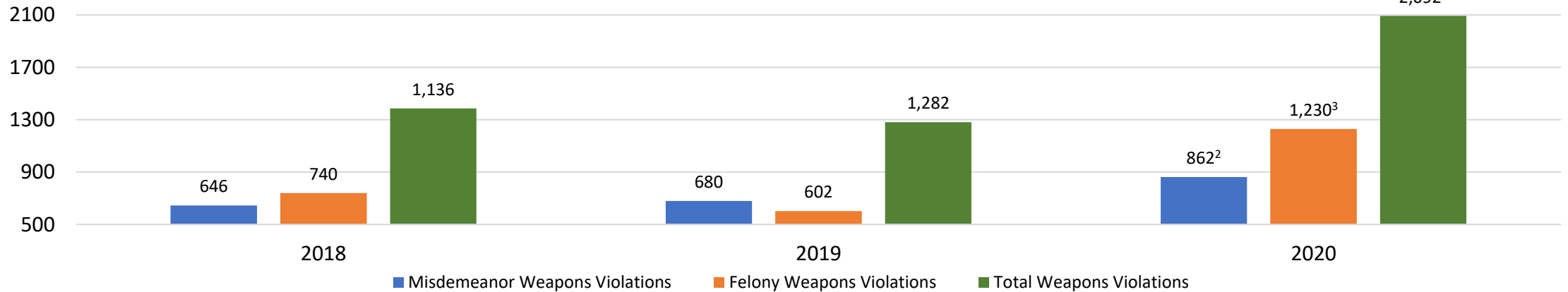
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OBJECTIVE OWNERS: Memphis Police Department, Shelby County Sheriff's Office

OUTCOME: Increase enforcement of felony weapon law violations and felony drug violations by at least 15% by 2021 as measured by number of offenses. An increase in number of offenses may reflect increased enforcement.

Memphis Police Department and Shelby County Sheriff's Office Arrests for Misdemeanor & Felony Weapons Violations 2018-2020¹



¹ Both agencies report counts of each offense. One person may be counted multiple times if the situation warrants (i.e., caught with more than one firearm). Also, a SCSO arrest is when the person is in physical custody. MPD counts a person arrested when an arrest warrant has been issued. Physical custody is not required. * Source: Memphis Police Department and Dr. Angela Madden, University of Memphis Public Safety Institute.

² A 33.4 percent increase compared to 2018.

³ A 66.2 percent increase compared to 2018.

⁴ An increase of 50.9 percent compared to 2018.

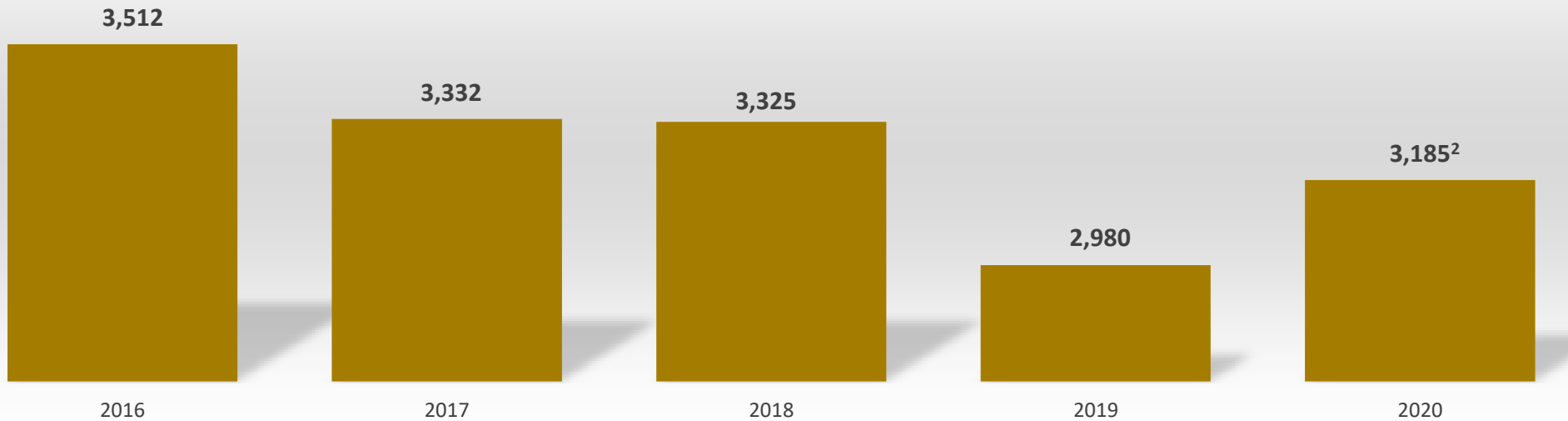
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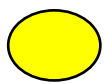
Memphis Drug/Narcotic Violations¹



▼ 9.3%
In 2020 Compared to 2016

▲ 6.9%
In 2020 Compared to 2019

¹ Source: Tennessee Bureau of Investigation (TBI). 2020 figure is preliminary..



Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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. (Independently of the Memphis Police Department and the Shelby County Sheriff's Office, the Crime Commission Executive Committee identified certain policies recommended by the Task Force on the 21st Century Policing and certain other credible sources, the adoption of which is being used to measure this outcome. Policies selected are designed to meet certain criteria: applicable to local law enforcement, administratively achievable, significant and measurable.)

SEE NEXT PAGE FOR STATUS OF ADOPTING THE POLICIES.

NOT UPDATED



Status on Adoption of Certain Policies by the Memphis Police Department (MPD) and Shelby County Sheriff's Office (SCSO)

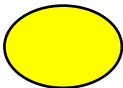
Policy (and Source of Recommendation)	MPD				SCSO			
	Adopted	In Progress	Being Considered	Not Being Adopted	Adopted	In Progress	Being Considered	Not Being Adopted
In order to achieve internal legitimacy, adopt a process to involve employees in developing policies and procedures. (21 st Century Policing)	◆						◆	
Make available to the public data regarding workforce composition, including race, gender, age, and other relevant demographic data. (21 st Century Policy; K2 Intelligence Report)	◆					◆		
Adopt policies on use of force that emphasize de-escalation and alternatives to arrest or summons in situations where appropriate. (21 st Century Policing)	◆				◆			
Mandate external and independent investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths. (21 st Century Policing)	◆ *				◆			
Adopt policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust. (21 st Century Policing)	◆				◆			
Refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses. (21 st Century Policing)	◆				◆			
Require officers to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant. Obtain written acknowledgement when someone gives consent to a search. (21 st Century Policing)	◆				◆			
Require officers to state the reason for a stop and the reason for a search if one is conducted. (21 st Century Policing)	◆				◆			
Adopt policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency. (21 st Century Policing)	◆				◆			
Because offensive or harsh language can escalate a minor situation, adopt policies underscoring the importance of language directing officers to speak to individuals with respect. (21 st Century Policing)	◆				◆			
*MPD has outside agency investigate all listed events except officer involved shootings resulting in injuries. However, DAG can request.								

Status on Adoption of Certain Policies by the Memphis Police Department (MPD) and Shelby County Sheriff's Office (SCSO)

Policy (and Source of Recommendation)	MPD				SCSO			
	Adopted	In Progress	Being Considered	Not Being Adopted	Adopted	In Progress	Being Considered	Not Being Adopted
Develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders. (21 st Century Policing)	◆				◆			
Engage citizens in citizen academies, ride-alongs, and community-based problem solving teams. (21 st Century Policing)	◆				◆			
Establish formal community/citizen advisory committees to provide input in developing crime prevention strategies and policing policies. (21 st Century Policing)	◆						◆	
Provide leadership training to all personnel throughout their careers. (21 st Century Policing)	◆				◆			
Implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of the affected communities. (21 st Century Policing)	◆						◆	
In order to reduce the possibility of officer injury or fatality, require officers to wear seat belts and bullet-resistant vests and provide training to raise awareness of the consequences of failure to do so. (21 st Century Policing)	◆				◆			
Expand efforts to engage at-risk populations, such as recent immigrants and the gay and lesbian community. (K2 Intelligence Report)	◆					◆		
Working with prosecutors, develop violence intervention focused deterrence tactics in conjunction with clergy and community leaders. (K2 Intelligence Report)	◆				◆			
Routinely conduct formalized exit interviews with commissioned personnel who voluntarily separate from the department in order to learn what factors are driving separations. (K2 Intelligence Report)	◆						◆	
As a guideline for new recruits, require a minimum of two years of (1) higher education, (2) military service with honorable discharge or (3) service as a commissioned officer. (TN Department of Safety & Homeland Security)	◆							⊕

**MPD has outside agency investigate all listed events except officer involved shootings resulting in injuries. However, DAG can request.*

Sources: MPD and SCSO as of 7/2020



Goal B: Strengthen law enforcement's ability to reduce violent street crime.

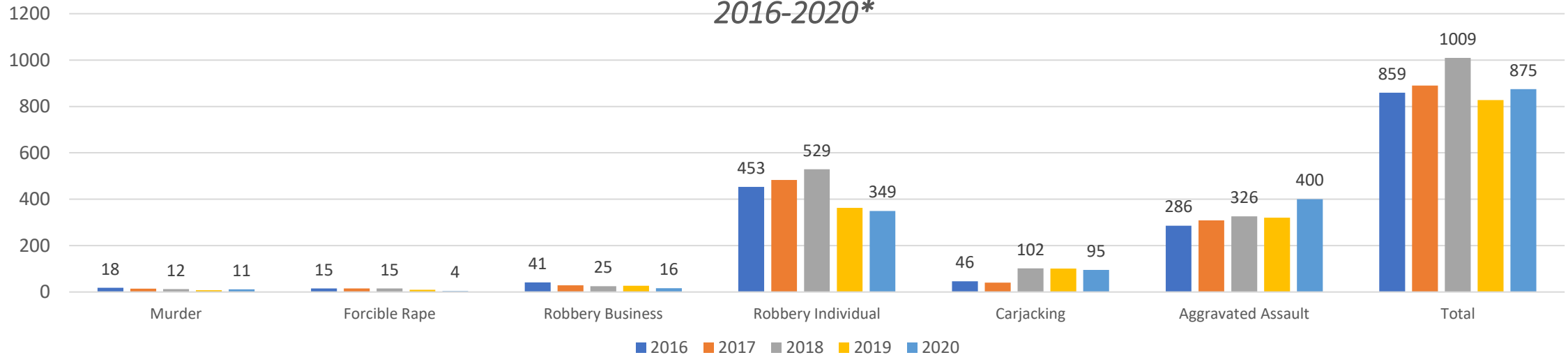
OBJECTIVE 4: Enhance the use of intelligence and data-gathering to reduce gang violence.

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: 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

2016-2020*



* Although the annual total number of incidents involving offenses with three or more suspects was highest in 2018, it dropped off in 2019, but increased again in 2020. This increase is driven primarily by an increase in group-involved aggravated assaults. The number of group-involved aggravated assaults in 2020 was nearly 40% higher than the number in 2016. The number of group-involved carjackings in 2020 dropped from 2018, but remains more than double the number in 2016. Group-involved murders slightly increased from 7 in 2019 to 11 in 2020, but remain lower than prior years. Group involvement in forcible rapes, business robberies, and individual robberies during 2020 were lower than any prior year. Source: Memphis Police Department and Dr. Angela Madden UofM Public Safety Institute. Rev. 12/2020

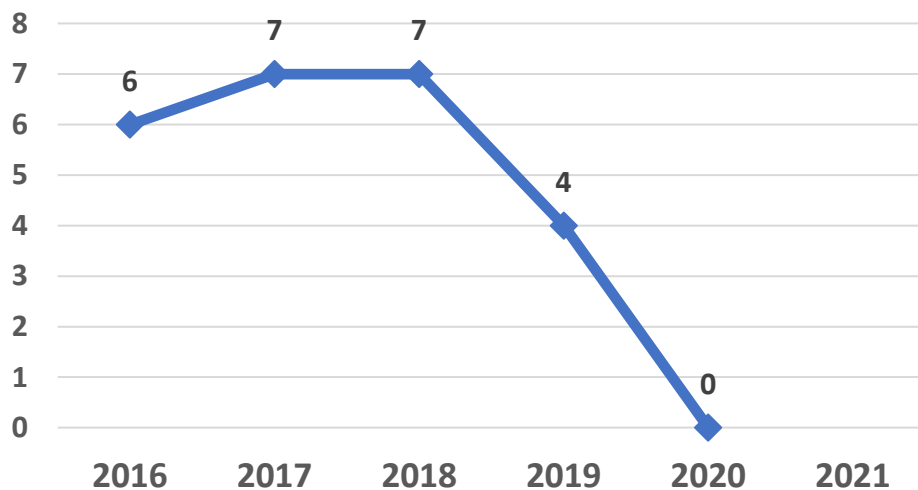
Goal B: Strengthen law enforcement's ability to reduce violent street

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.

Nuisance Actions 2016-2020



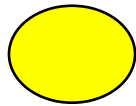
*Source: Shelby County District Attorney's Office, Memphis City Attorney's Office. Rev. 10/2020

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	Dixie Homes Murda Squad, additional 34 gang-related drug indictments (related to prior injunction)
2019	None



Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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

SEE NEXT FOUR PAGES FOR STATUS OF YOUTH VIOLENCE
(1) ARRESTS FOR AND (2) VICTIMS OF MURDER, RAPE, ROBBERY, AND AGGRAVATED ASSAULT

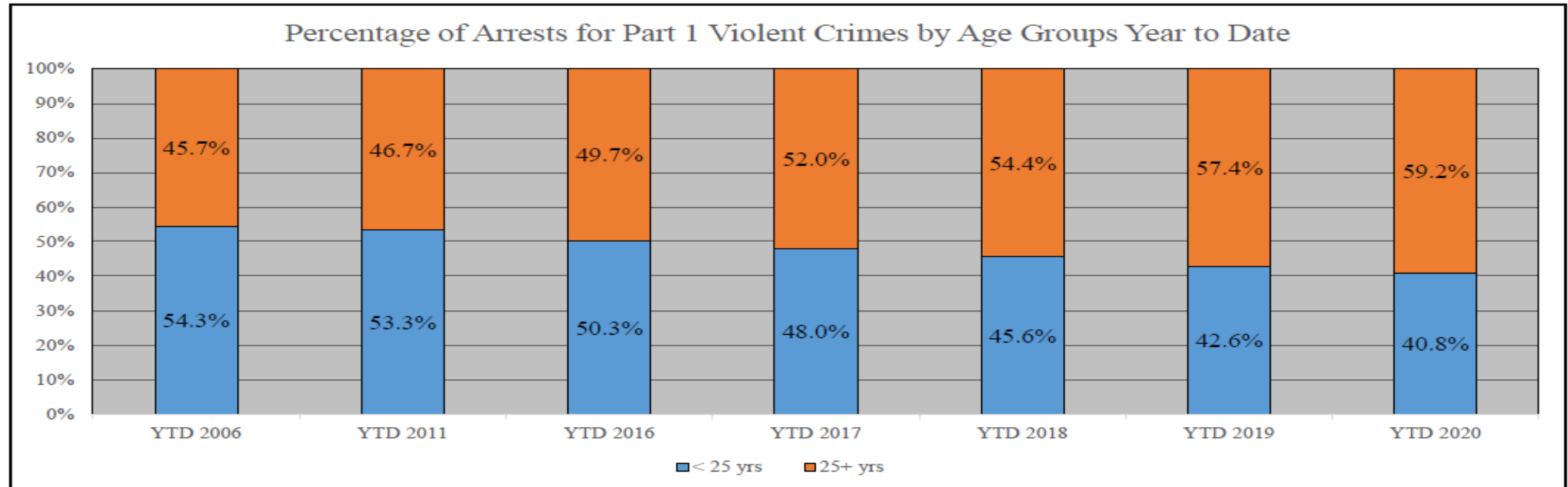
Youth Violence Prevention Plan
Memphis Police Department - 2020 Year to Date

**Number of Part 1 Violent Crime Arrests
 Persons 24 years and under**

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	585	635	474	550	585	658	613
Murder	57	53	55	63	50	40	51
Rape	26	58	39	42	44	32	20
Robbery	570	618	441	401	490	442	375
Total	1238	1364	1009	1056	1169	1172	1059

**Percentage of Part 1 Violent Crime Arrests
 Involving Persons 24 years and under**

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	44.2%	42.1%	37.6%	37.5%	34.8%	33.5%	32.2%
Murder	47.9%	64.6%	65.5%	56.3%	54.9%	42.1%	45.9%
Rape	39.4%	44.3%	43.3%	48.3%	41.9%	34.4%	50.0%
Robbery	73.8%	73.7%	77.0%	75.0%	71.8%	73.9%	69.2%
Total	54.3%	53.3%	50.3%	48.0%	45.6%	42.6%	40.8%



Note 1: Percentages based on known age data, missing and unknown were excluded.

Note 2: The years 2016 and 2020 were leap years; therefore, they had 29 days included in February data.

Shelby County - 2020 Year to Date

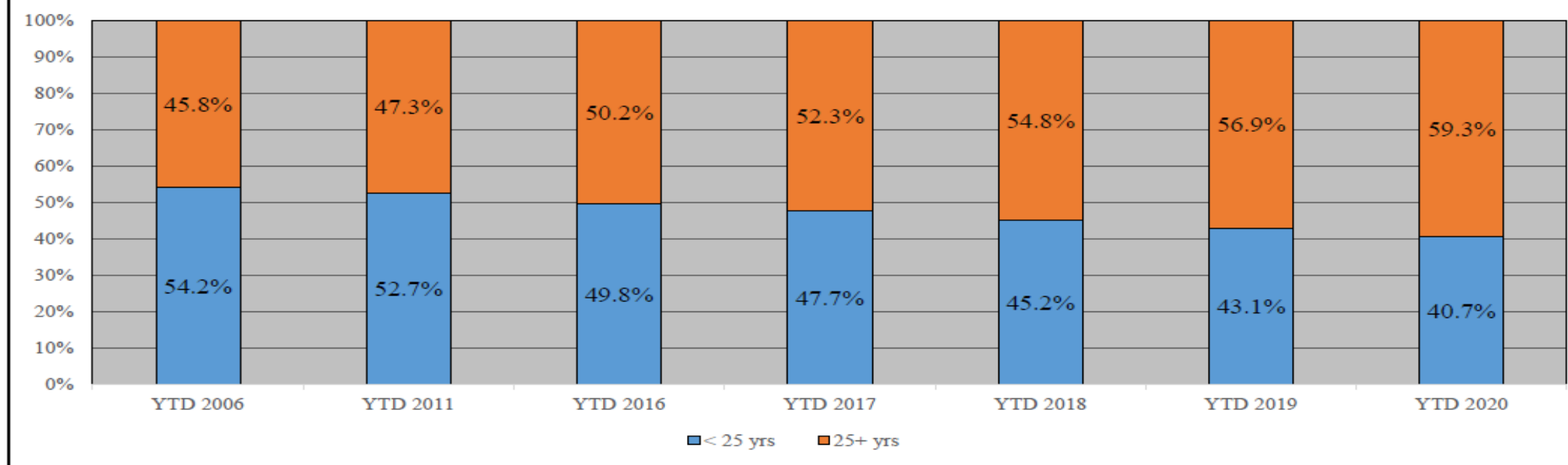
Number of Part 1 Violent Crime Arrests
Persons 24 years and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	726	743	596	659	685	778	721
Murder	60	54	55	65	53	40	60
Rape	33	73	54	52	60	43	23
Robbery	593	646	489	445	520	484	397
Total	1412	1516	1194	1221	1318	1345	1201

Percentage of Part 1 Violent Crime Arrests
Involving Persons 24 years and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	45.6%	42.0%	38.0%	37.5%	34.9%	34.5%	32.6%
Murder	48.4%	64.3%	61.1%	56.0%	54.6%	41.2%	49.2%
Rape	41.8%	48.3%	50.5%	51.5%	47.2%	39.4%	50.0%
Robbery	73.5%	74.2%	77.5%	75.8%	71.1%	73.3%	68.9%
Total	54.2%	52.7%	49.8%	47.7%	45.2%	43.1%	40.7%

Percentage of Arrests for Part 1 Violent Crimes by Age Groups Year to Date



Note 1: Percentages based on known age data, missing and unknown were excluded.

Note 2: The years 2016 and 2020 were leap years; therefore, they had 29 days included in February data.

Source: TBI 2020

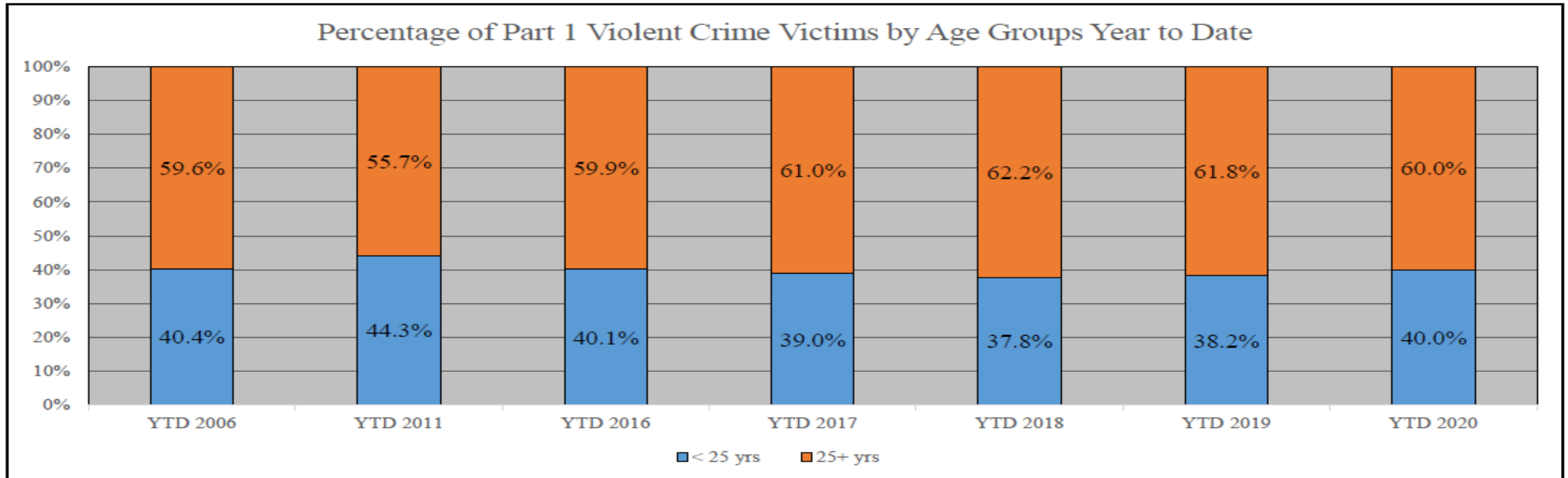
Youth Violence Prevention Plan
Memphis Police Department - 2020 Year to Date

Number of Part 1 Violent Crime Victims
Age 24 and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	3433	3107	3463	3763	3755	3772	5316
Murder	61	36	76	63	60	53	106
Rape	348	392	383	407	314	309	227
Robbery	2309	1532	1320	1367	1061	885	765
Total	6151	5067	5242	5600	5190	5019	6414

Percentage of Part 1 Violent Crime Victims
Age 24 and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	44.8%	45.8%	42.3%	41.8%	41.2%	40.1%	41.7%
Murder	41.2%	30.5%	37.3%	33.7%	31.9%	27.3%	36.7%
Rape	65.9%	73.5%	65.8%	65.3%	59.0%	62.8%	55.9%
Robbery	33.5%	38.1%	32.3%	30.1%	27.3%	29.0%	29.4%
Total	40.4%	44.3%	40.1%	39.0%	37.8%	38.2%	40.0%



Note 1: Percentages based on known age data, missing and unknown were excluded.

Note 2: The years 2016 and 2020 were leap years; therefore, they had 29 days included in February data.

Source: TBI 2020

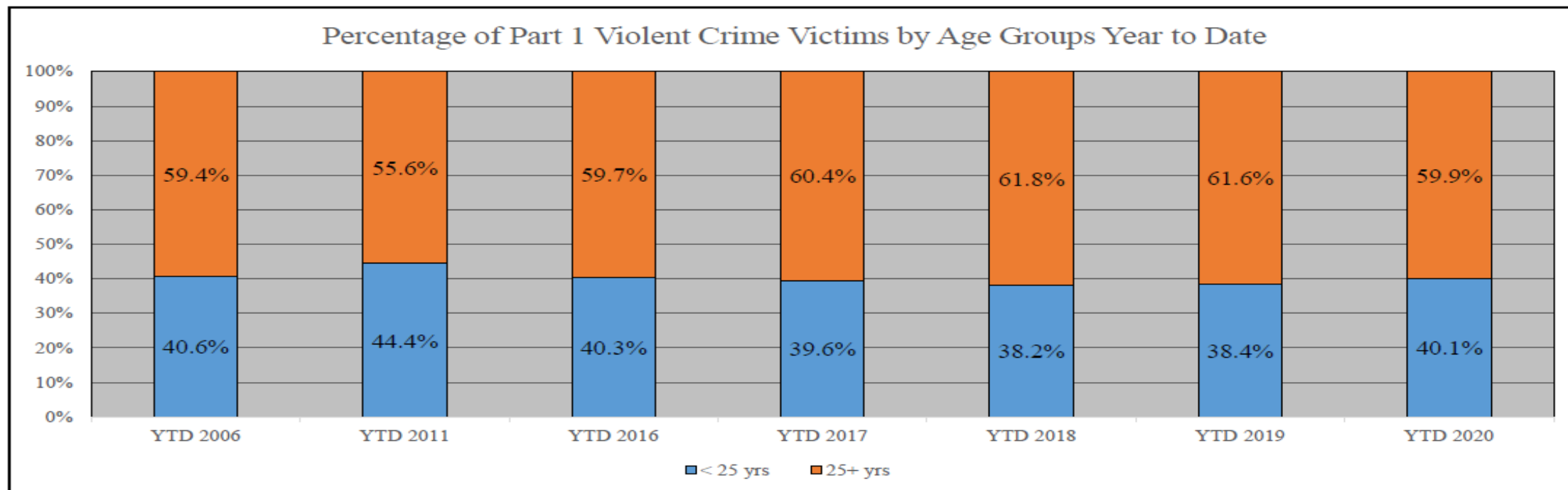
Youth Violence Prevention Plan
Shelby County - 2020 Year to Date

Number of Part 1 Violent Crime Victims
Age 24 and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	3726	3370	3749	4147	4145	4089	5707
Murder	61	40	85	66	63	55	111
Rape	396	452	443	483	364	365	266
Robbery	2387	1594	1431	1435	1125	957	814
Total	6570	5456	5708	6131	5697	5466	6898

Percentage of Part 1 Violent Crime Victims
Age 24 and under

	YTD 2006	YTD 2011	YTD 2016	YTD 2017	YTD 2018	YTD 2019	YTD 2020
Aggravated Assault	44.9%	45.5%	41.8%	42.0%	41.3%	40.0%	41.5%
Murder	40.4%	32.3%	38.3%	34.0%	32.5%	27.0%	37.2%
Rape	66.7%	73.6%	67.7%	67.9%	59.9%	64.5%	57.6%
Robbery	33.6%	38.6%	33.2%	30.4%	27.6%	29.7%	30.0%
Total	40.6%	44.4%	40.3%	39.6%	38.2%	38.4%	40.1%



Note 1: Percentages based on known age data, missing and unknown were excluded.

Note 2: The years 2016 and 2020 were leap years; therefore, they had 29 days included in February data.

Source: TBI 2020

Goal B: Strengthen law enforcement's ability to reduce violent street crime.

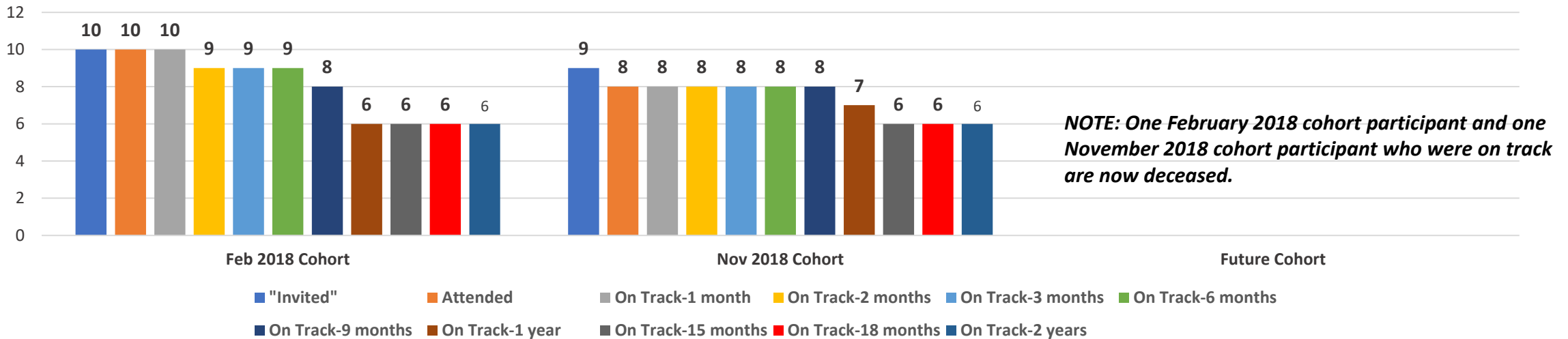
OBJECTIVE 5: Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a “carrot and stick” approach to curbing gang-affiliated gun violence.

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

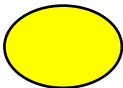
OUTCOMES: 1-Maintain at least a 50% on track* rate for participants of Operation Comeback through two years post-program.

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.

Operation Comeback (Focused Deterrence) 2018-2020



• "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. 12/2020



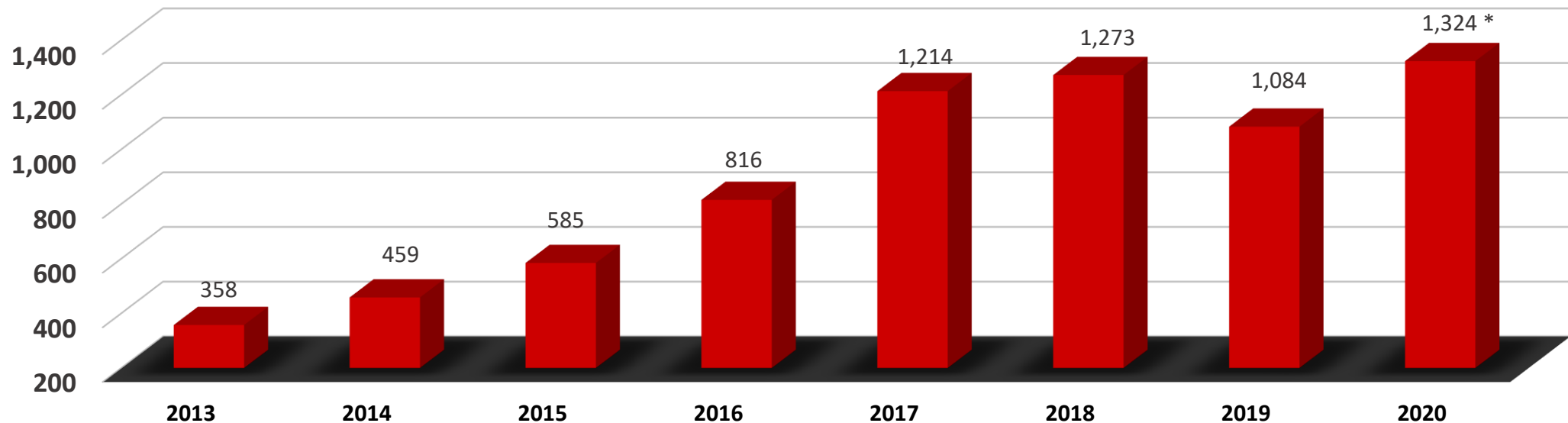
Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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.

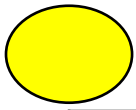
OBJECTIVE OWNERS: District Attorney's Office, U.S. Attorney's Office, Crime Commission

OUTCOME: Strengthen state penalties for illegal possession of guns.

Guns Reported Stolen From Motor Vehicles in Memphis



• A 22 percent increase over 2019. Source: Memphis Police Department (MPD) Rev. 12/2020



Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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.

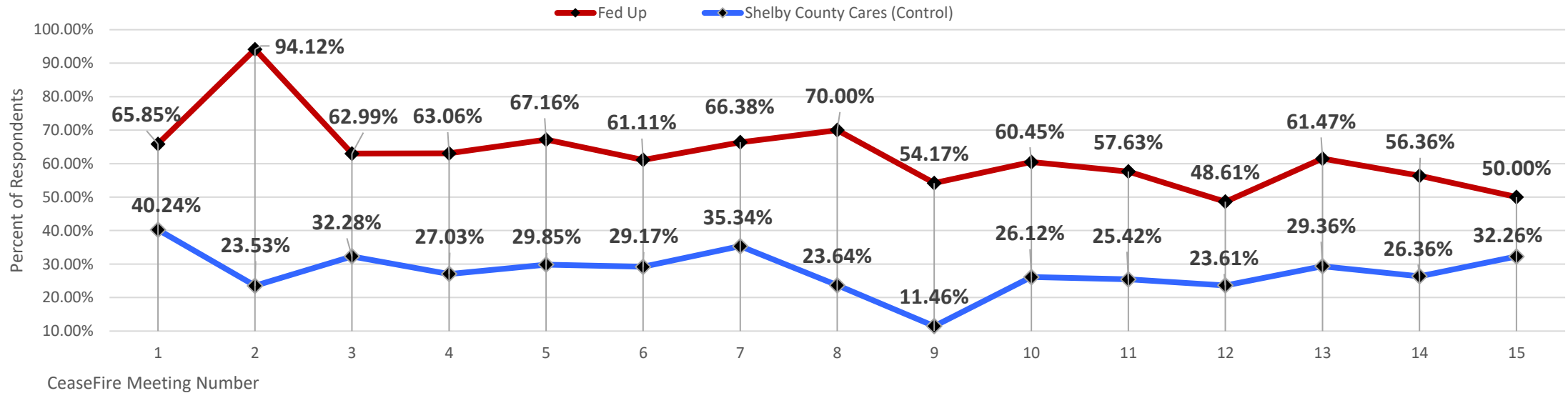
OBJECTIVE OWNERS: District Attorney's Office, U.S. Attorney's Office, Crime Commission

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.)

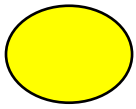
OUTCOME: Monitor the awareness of the Fed Up communications campaign.

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



Goal B: Strengthen law enforcement's ability to reduce violent street crime.

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.

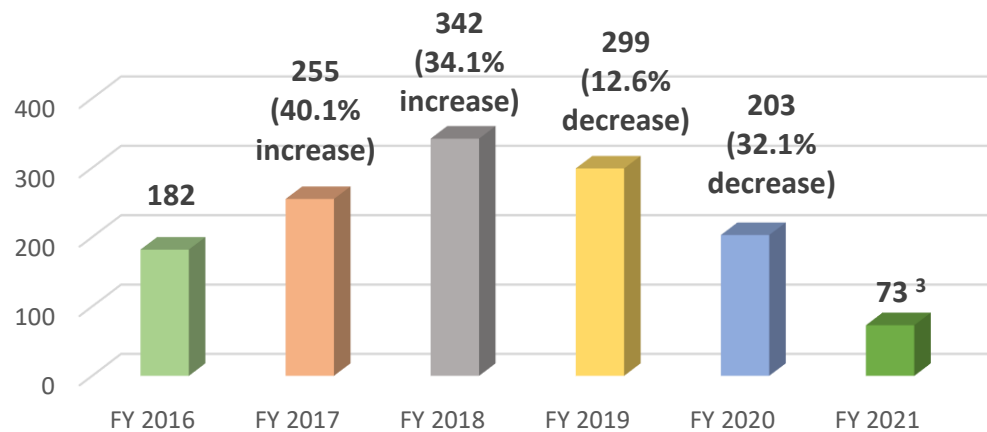
OBJECTIVE OWNERS: District Attorney's Office, U.S. Attorney's Office, Crime Commission

OUTCOME: Maintain a conviction rate of at least 80% of those charged with violation of federal gun laws.

GUN CASES BROUGHT BY U.S. ATTORNEY¹

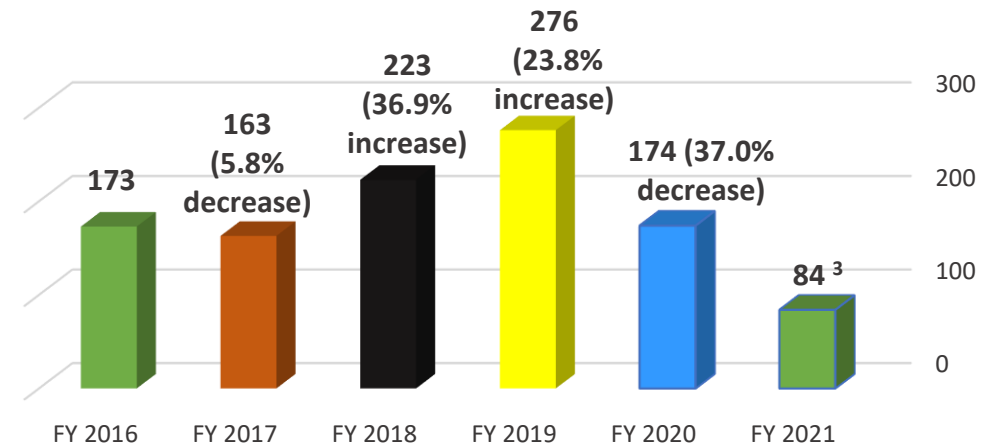
(An Average Conviction Rate for FY 17-FY20 of 75%; A Conviction Rate in FY 20 of 85.7%)

Defendants Charged²



Source: U.S. Attorney's Office

Guilty Defendants²



Source: U.S. Attorney's Office

¹ Includes firearms offenses for (1) prohibited persons in possession of firearms and (2) possession, brandish, or discharge of firearms during crimes of violence or drug trafficking offenses.

² Defendants charged in a given fiscal year are not necessarily convicted the same fiscal year.

³ Federal fiscal years run from October 1 – September 30. For example, FY 2021 began October 2020 and will end September 30, 2021. The FY 2021 figures are for the months of October – December, 2020.

Goal C: : Strengthen intervention programs for ex-offenders.

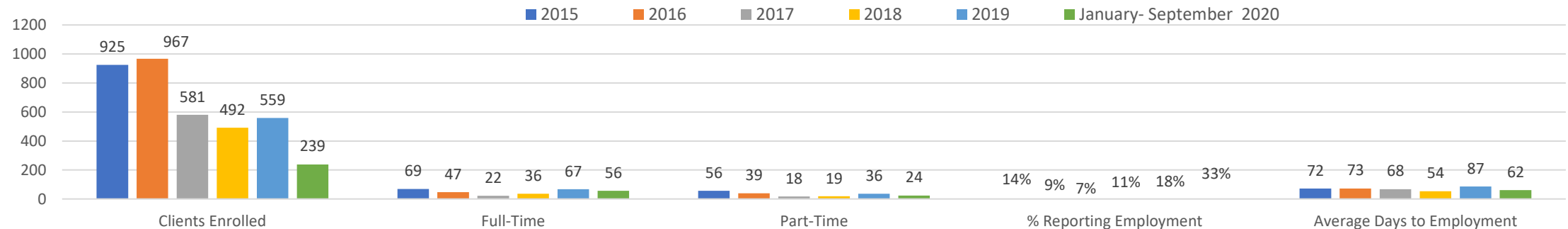
Objective 1: In order to increase their chances of breaking the cycle of crime, implement a jobs program for high-risk ex-offenders that adds a transitional work feature to the more traditional program elements of job placement, life skills and mental health support.

OBJECTIVE OWNERS: Shelby County Office of Re-entry, Workforce Investment Network/ Center for Employment Opportunities

Outcome: Place participating ex-offenders into permanent jobs and maintain a repeat offender rate below the overall county-wide rate.

The charts below show data related to both the Shelby County Office of Reentry (SCOR) and the Center for Employment Opportunities (CEO). The two entities have different types of measurements, so the charts do not contain exactly the same information. SCOR is a county government agency. CEO is funded through the Workforce Investment Network, a regional agency operated by county government. SCOR data reflects ex-felons seeking work who are SCOR clients (at least two encounters in a 90-day period) and who are 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. For CEO, the “sustained full-time employment” category means the participant has maintained employment over a 12-month period. The CEO program is still too new to draw any conclusion as to whether it is meeting its stated goal of 90% placement in permanent jobs. The average hourly wage earned from CEO participants is \$11 an hour.

SCORE Felony Clients Reporting Employment
2015 - 2020



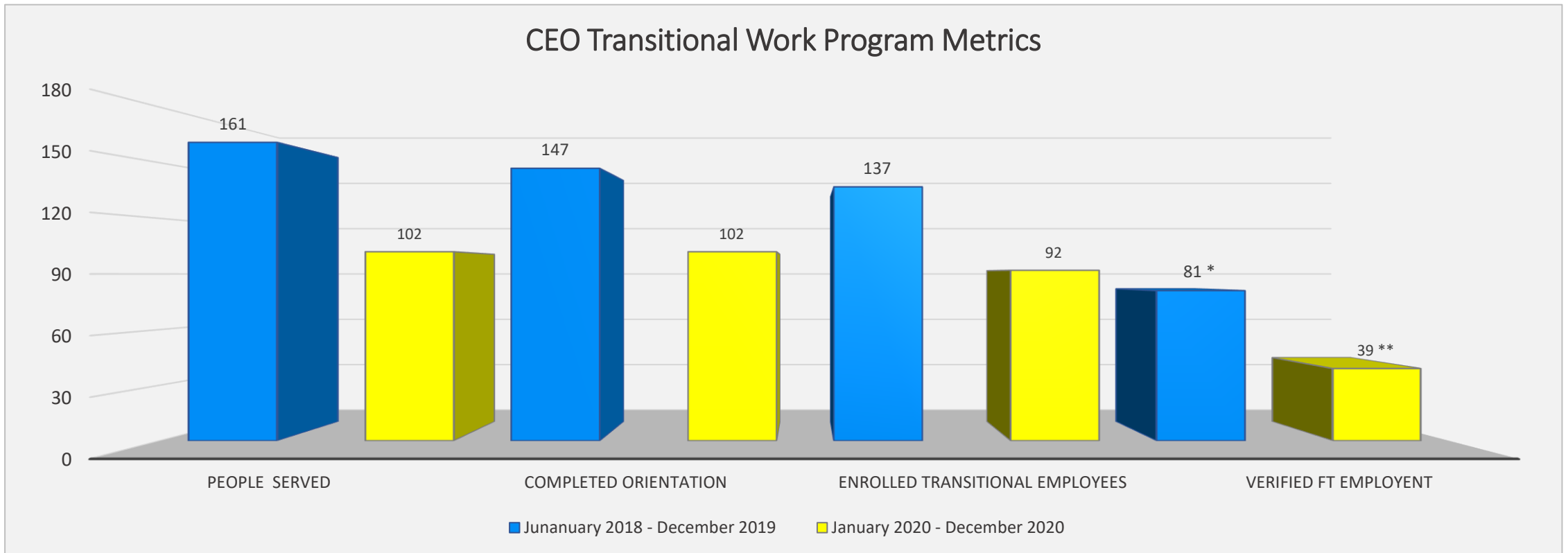
For 2019, 90 ex-felon clients graduated from FOCUSED, a training program. As of the end of 2020, 54 (60%) were employed. In 2020, 42 ex-felon clients graduated from FOCUSED. As of the end of 2020, 36 (71%) were employed. Source: Shelby County Office of Reentry. Rev. 12/2020

Goal C: : Strengthen intervention programs for ex-offenders.

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.

OBJECTIVE OWNERS: Shelby County Office of Re-entry, Workforce Investment Network/ Center for Employment Opportunities

Outcome: Place participating ex-offenders into permanent jobs and maintain a repeat offender rate below the overall county-wide rate.



* 81/147 (55.1%) of those completing orientation secured FT employment.

** 39/102 (38.2%) of these completing orientation secured full-time employment. Some participants were unable to start jobs due to COVID-19. Source: CEO. Rev. 12/2020

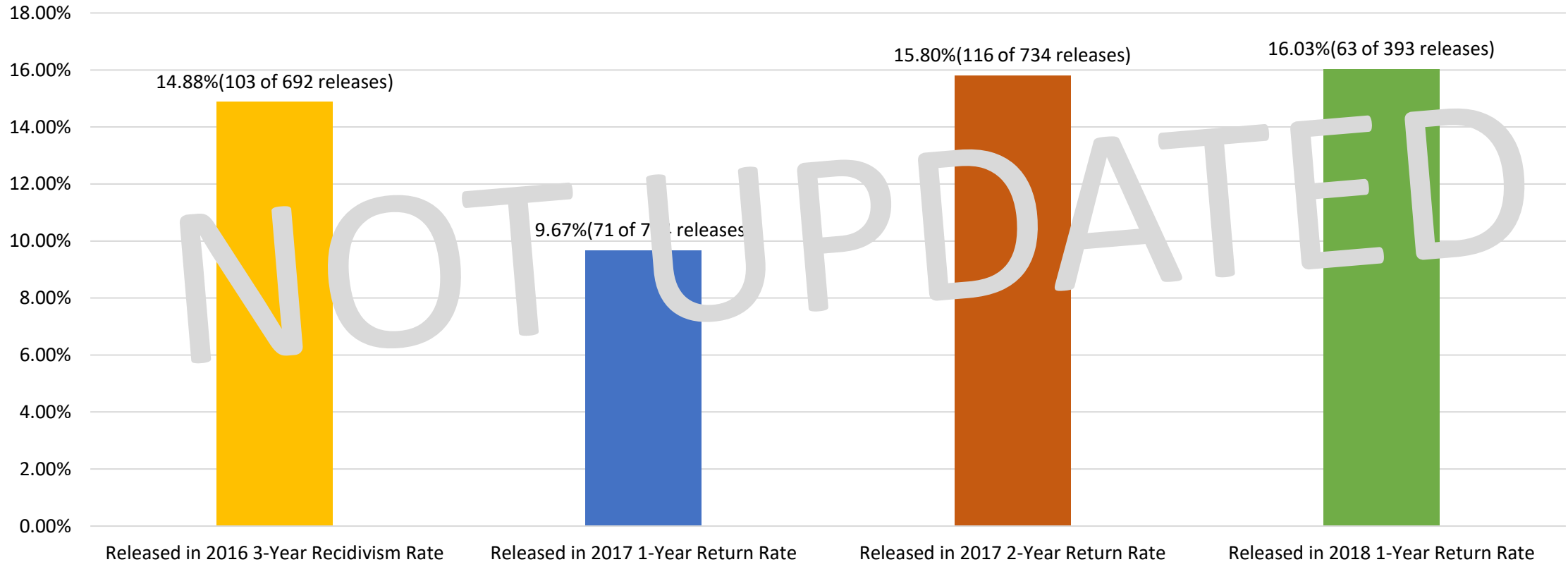
Goal C: : Strengthen intervention programs for ex-offenders.

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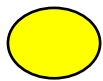
OBJECTIVE OWNERS: Shelby County Office of Re-entry, Workforce Investment Network/ Center for Employment Opportunities

Outcome: Place participating ex-offenders into permanent jobs and maintain a repeat offender rate below the overall county-wide rate.

SCOR Participant Repeat Offender Rates Released form Incarceration 2016-2018



Source: Shelby County Office of Reentry and TN Department of Correction. Rev. 4/2020

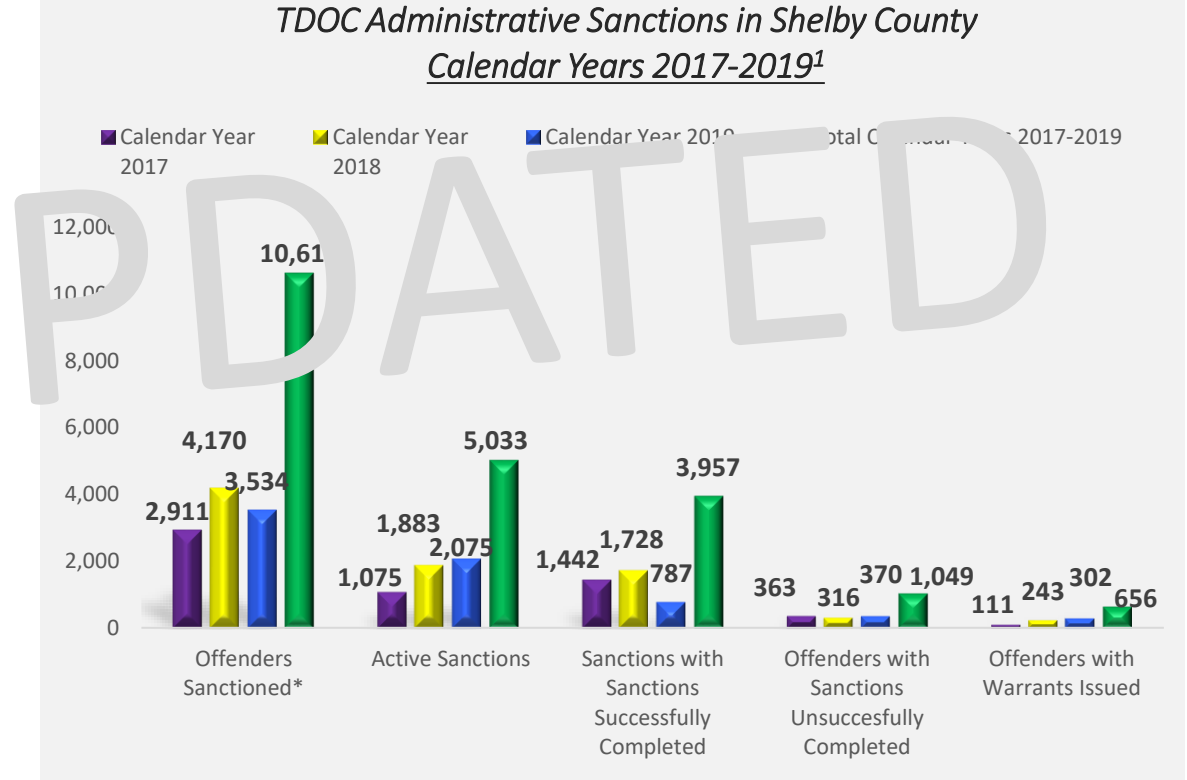
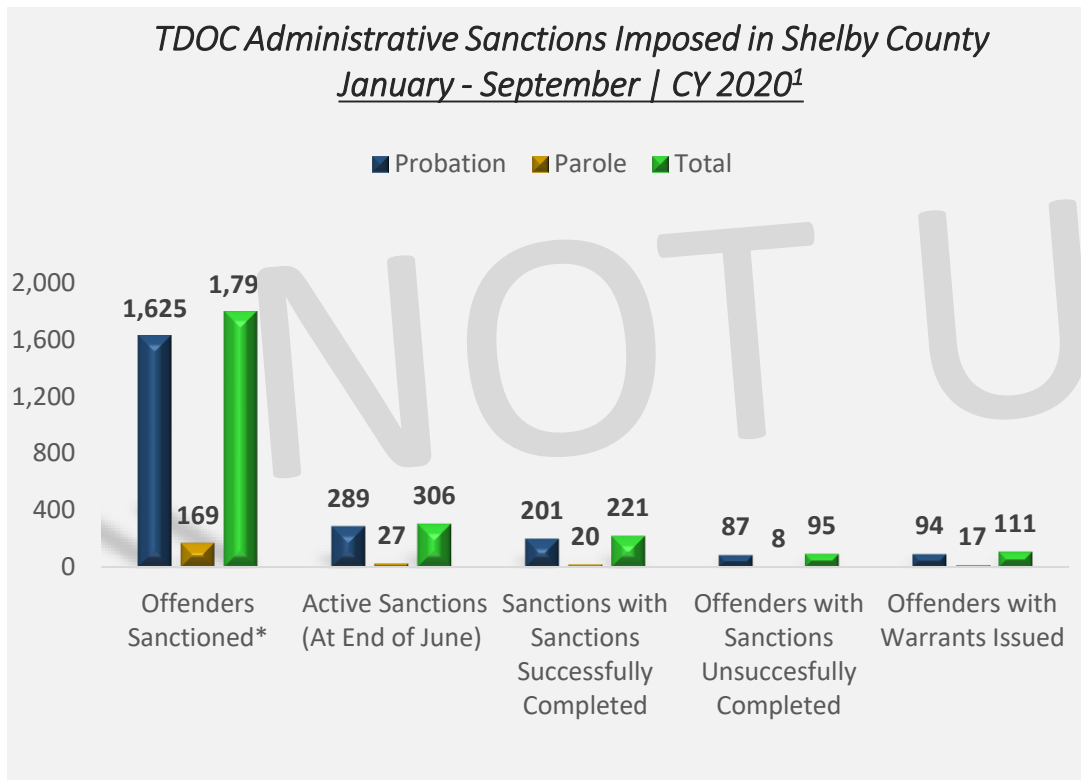


Goal C: Strengthen intervention programs for ex-offenders.

OBJECTIVE 2: Effectively implement the state’s new system of “swift, certain and fair” administrative sanctions in lieu of incarceration for violating certain conditions of parole

OBJECTIVE OWNERS: Tennessee Department of Correction

OUTCOME: Increase the proportion of individuals from Shelby County who successfully complete administrative sanctions and avoid returning to incarceration.



¹ The numbers in each column do not represent unique individual offenders as many offenders are sanctioned more than once. Also, one offender may have been in multiple categories. (i.e. active, unsuccessfully completed, warrant issued). Source: TN Department of Correction. Rev. 10/2020

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: 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	Q2-20	Q3-20	Q4-20
All pre-tests	420	618	713	591	542	668	633	517	419	177	255	260
Pre- & Post Tested	89	87	303	242	229	259	172	187	115	89	138	146
% with Post-Test	21.1%	14.0%	42.4%	40.9%	42.25%	37.77%	27.17%	36.17%	27.40%	50.30%	54.11%	56.15%
	Q1-18 Avg	Q2-18 Avg	Q3-18 Avg	Q4-18 Avg	Q1-19 Avg	Q2-19 Avg	Q3-19 Avg	Q4-19 Avg	Q1-20 Avg	Q2-20 Avg	Q3-20 Avg	Q4-20 Avg
Herth Hope Pre-Test	41	41	40	40	40	41	41	41	40	40	40	41
Herth Hope Post-Test	43	42	42	42	42	41	42	42	40	41	42	42
	Q1-18 Med	Q2-18 Med	Q3-18 Med	Q4-18 Med	Q1-19 Med	Q2-19 Med	Q3-19 Med	Q4-19 Med	Q1-20 Med	Q2-20 Med	Q3-20 Med	Q4-20 Med
Herth Hope Pre-Test	43	42	41	42	42	42	42	42	40	41	42	42
Herth Hope Post-Test	45	45	43	43	43	43	43	43	42	42	43	43

*Graph reflects pre- and post-scoring only for those who also took the post-test. Source: Family Safety Center Rev 12/2020

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

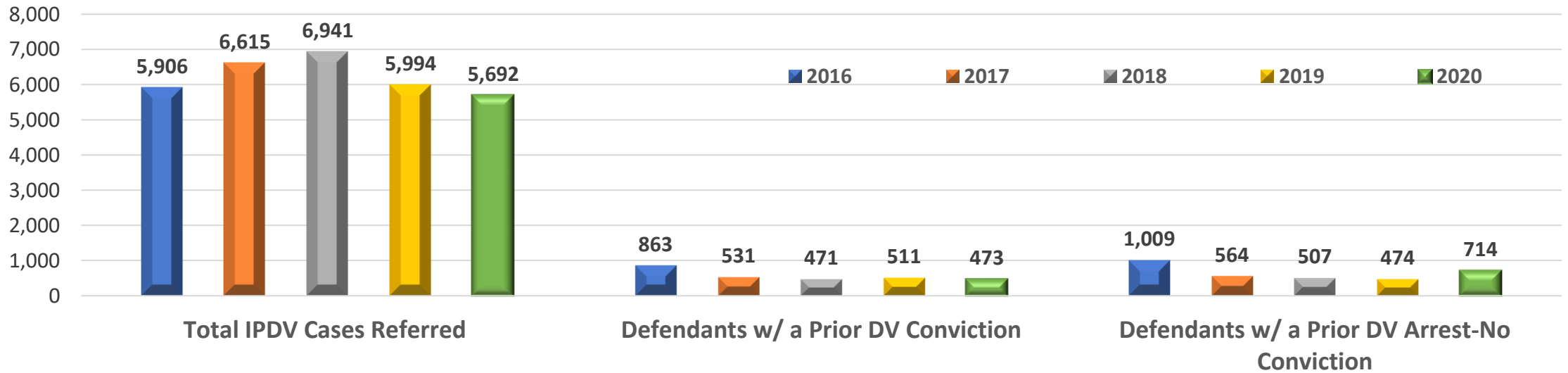
Objective 2: Effectively implement a “domestic violence initiative (DVI)” model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a “carrot and stick” model.

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. Because of COVID-19 a scheduled July 2020 call-in was postponed. A call-in was conducted in October.)

*Intimate Partner DV Cases Referred**



Please note, complete data from November 2016 is not available due to a computer system transition. Therefore, comparison to 2016 must take this omission into account.

*Source: Shelby County District Attorney’s Office. Rev. 12/2020

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

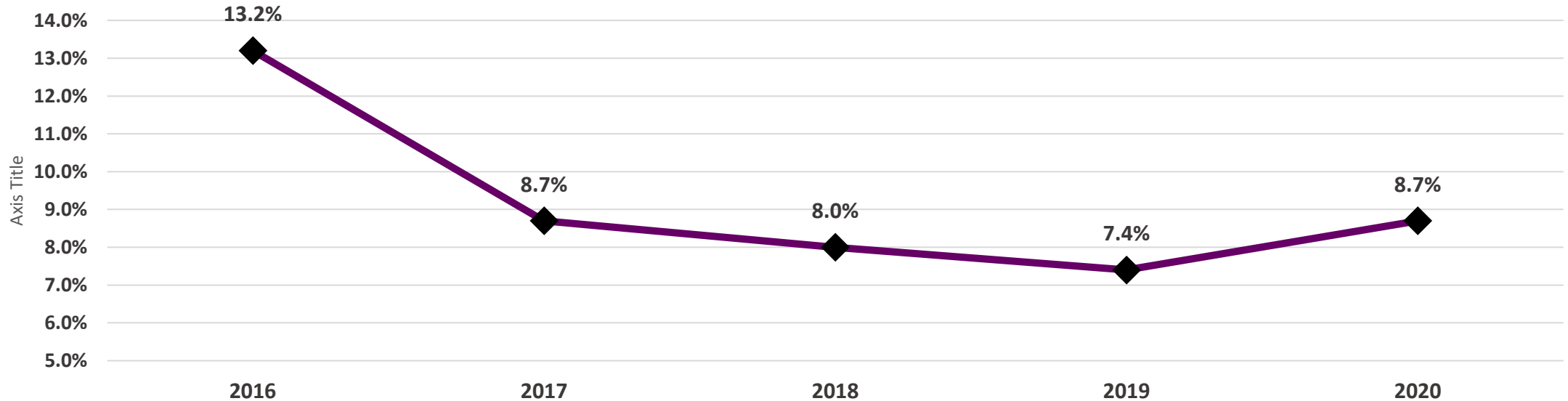
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OBJECTIVE OWNERS: District Attorney’s Office

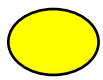
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*Percent of DV Defendants with a Prior DV Conviction**



*Source: Shelby County District Attorney’s Office. Rev. 12/2020



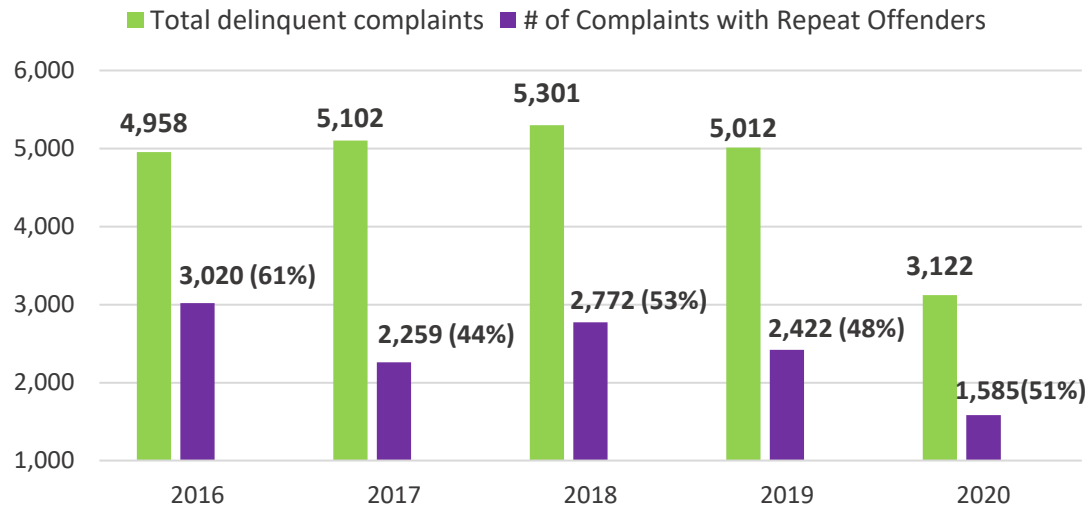
Goal E: Enhance interventions for youth committing delinquent acts.

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

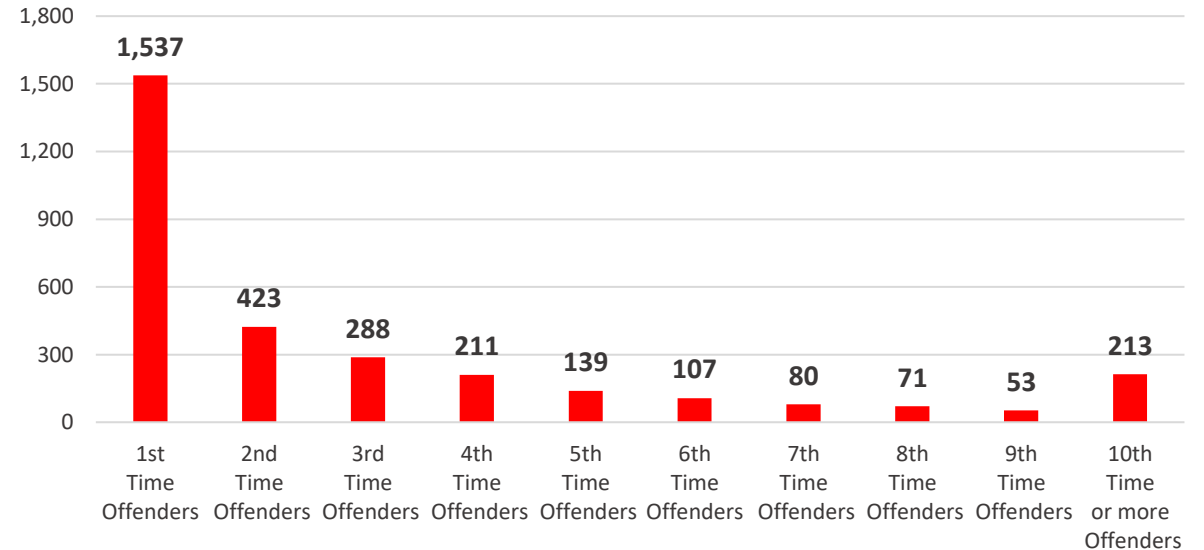
OUTCOME: Reduce the number of juveniles committing repeat delinquent acts by at least 35% by 2021.

*Number/Percentage of Juvenile Delinquency Complaints Involving Repeat Offenders (any number of prior offenses) **



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

Juvenile Delinquency Complaints Involving Repeat Offenders 2020



*About 51 percent are repeat offenders. Source: Shelby County Juvenile Court

Rev. 12/2020



Goal E: Enhance interventions for youth committing delinquent acts.

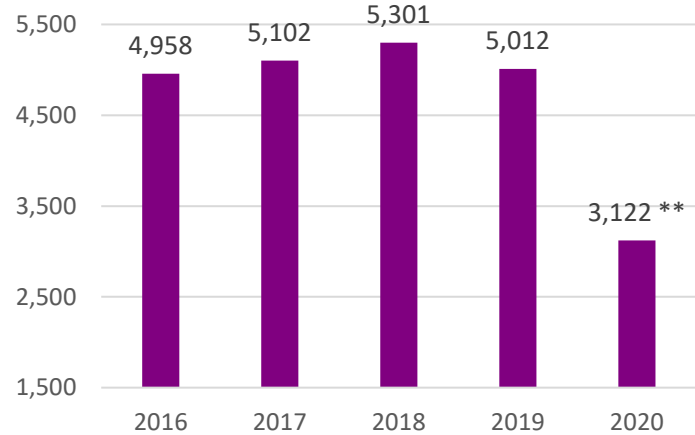
OBJECTIVE 1: Establish a youth assessment center (YAC) to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system.

OBJECTIVE OWNERS: Shelby County

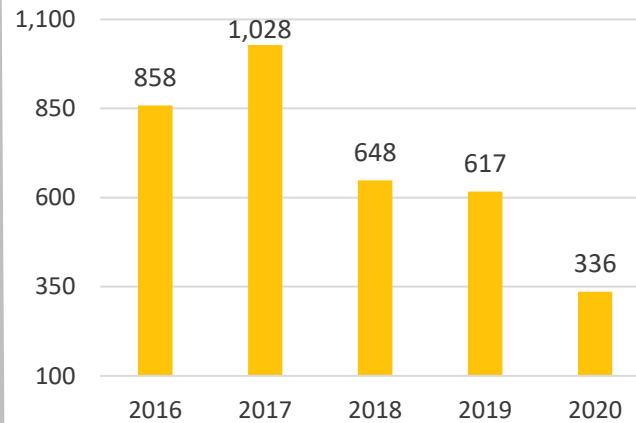
OUTCOME: Reduce the number of youth referred to Juvenile Court by at least 50% by 2021.

(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.)

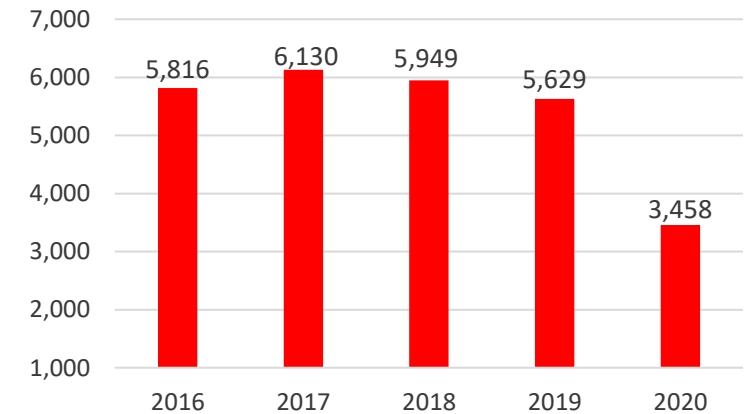
Juvenile Delinquency Complaints*



Juvenile Unruly Complaints*



Juvenile Delinquent & Unruly Complaints*



* 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 37.0 percent decrease from 2016 and a 37.7 percent decrease from 2019. Source: Shelby County Juvenile Court. Rev. 12/2020

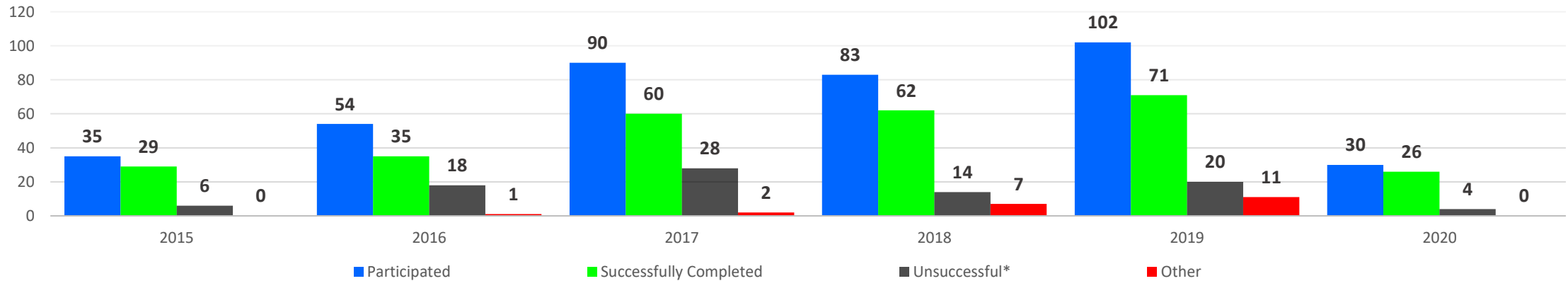
Goal E: Enhance interventions for youth committing delinquent acts.

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. The data presented here reflects results from the existing ERC operated by JIFF.)*

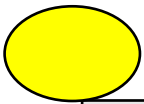
JIFF EVENING REPORTING CENTER PARTICIPATION 2015-2020



% Successfully Completed: 2015: 83% | 2016: 65% | 2017: 67% | 2018: 75% | 2019: 58% | 2020: 87%

Based on program start date and number of referrals, not distinct juveniles (some may have participated more than once). *Unsuccessful includes those who did not complete the program, were re-arrested, were non-compliant, and/or were runaways. "Other" category includes excused, medical reasons, referral declined, removed to DCS custody, and unable to locate.

Source: Shelby County Juvenile Court Rev. 12/2020



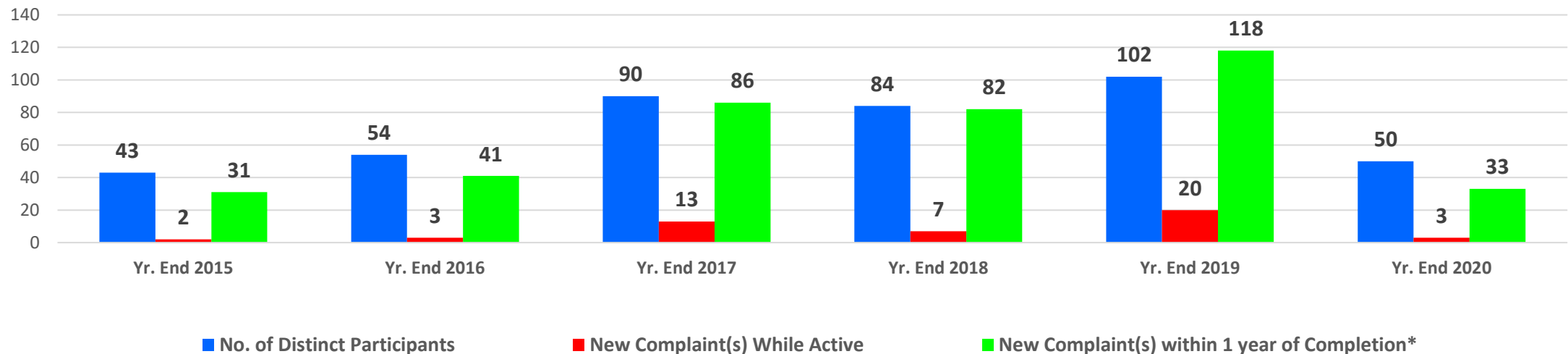
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New Juvenile Court Complaints for JIFF ERC Participants 2015-2020



* A participant can have multiple complaints in Juvenile Court.

Source: Shelby County Juvenile Court, Rev. 12/2020



***CRIME
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