



# Juvenile Court

METROPOLITAN NASHVILLE & DAVIDSON COUNTY

**THE HONORABLE SHEILA D. J. CALLOWAY**  
**JUDGE**  
**JUVENILE COURT OF DAVIDSON COUNTY**

*Alan Calhoun, Magistrate • Carlton Lewis, Magistrate • Julie Ottman, Magistrate  
Melinda Rigsby, Magistrate • Mike O'Neil, Magistrate • Paul Robertson, Magistrate  
Scott Rosenberg, Magistrate • Jennifer Wade, Magistrate • Jerice Glanton, Magistrate*

**COURT ADMINISTRATOR: Kathy Sinback**



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**MEET JUDGE SHEILA D.J. CALLOWAY**



Sheila Calloway, a native of Louisville, KY, came to Nashville, Tennessee in 1987 to attend Vanderbilt University Law School. She received her Bachelor of Arts degree in Communications in 1991 and her Doctor of Jurisprudence in 1994. After graduating from law school, Sheila Calloway worked at the Metropolitan Defender’s Office in the adult system as well as the juvenile system. In January 2004, she was appointed by Judge Betty Adams Green to the position of Juvenile Court Magistrate and served in that position until November 2013, when she announced her intention to run for the position of Juvenile Court Judge.

Sheila was elected Davidson County’s Juvenile Court Judge in 2014 and was sworn into office for her eight year term on August 28, 2014. Judge Calloway also serves as an Adjunct Professor at Vanderbilt University where she teaches both in the Undergraduate and Law Schools, and an Adjunct Professor at the American Baptist College, where she teaches Criminal Justice.

On May 17, 2017, Judge Calloway was a featured speaker with TEDxNashville on “Can Forgiveness Transform the Criminal Justice System.” On August 10, 2017, she was a featured storyteller on Flirting with Disaster: The Moth in Nashville at the Tennessee Performing Arts Center. Judge Calloway has been recognized by various community agencies for being a leader in her field of excellence:

- July 15, 2018: 2018 Local Arts Advocacy Award, National Association of Counties Arts & Culture Commission
- May 1, 2018: 2018 Tennessee Justice Center Hall of Fame Award, Tennessee Justice Center
- March 22, 2018: Nominee, Nashville ATHENA Award honoring exceptional women leaders, Nashville Cable
- October 19, 2017: Women of Achievement Award, YWCA of Nashville and Middle Tennessee
- October 4, 2017: 2017 Nelson C. Andrews Distinguished Service Award, Admitted to Nashville Public Education Foundation’s Public Education Hall of Fame
- September 14, 2017: 2017 Human Relations Award, Community Nashville
- July 31, 2017, Keynote Speaker, The Rotary Club of Nashville

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- November 8, 2016, Keynote Speaker, Lawyers' Association for Women—Marion Griffin Chapter
- September 15, 2016: American Graduate Champion, Nashville Public Television
- July 14, 2016: 2016 Community Award Recipient, Alignment Nashville

### **DAVIDSON COUNTY JUVENILE COURT MISSION, VISION, VALUES, AND GOALS**

Since being sworn into office on August 28, 2014, Judge Sheila Calloway has brought a vision to the Davidson County Juvenile Court to instill a sense of compassionate leadership in all court staff in order to prevent problems, promote positive potential, and pursue fairness and hope for the children and families in Davidson County. Judge's leadership has paved the path to create a trauma-informed, culturally responsive, and restorative court in which practices are streamlined to match the best available evidence-based community resources for each individual child.

Judge Calloway has made remarkable progressive changes at the Davidson County Juvenile Court. The Court is committed to (1) Providing for the care, protection, and wholesome moral, mental, and physical development of the children coming within its provision; (2) Removing from children...the taint of criminality and the consequences of criminal behavior, and substitute therefore a program of treatment, training, and rehabilitation; and (3) Achieving the foregoing purposes in a family environment whenever possible, separating from such child's parents only when necessary for such child's welfare or in the interest of public safety.<sup>1</sup>

### **COURT PHILOSOPHY**

Youth brain development suggests that youth are less able to regulate their own behavior in emotionally charged contexts; are more sensitive to external influences such as the presence of peers and the immediacy of rewards; and are less able to make informed decisions that require consideration of the long term.<sup>2</sup> The use of Positive Youth Development approaches rather than deficit-based approaches hold youth accountable for wrong-doing, prevent further offending, and support youth in developing more mature patterns of thinking, reasoning, and decision-making. This includes, but is not limited to, using motivational interviewing, empathy and compassion to redirect, positive reinforcement, and encouragement, rather than shaming, blaming, competition, comparison, threats, and criticism.

Arresting children increases the odds of future delinquency and criminal justice involvement, decreases educational opportunities, and can permanently damage a youth's sense of self. Change centers on relationship building to prevent problems, assessment services to promote the positive potential of children and families, and the decriminalization of delinquent behavior that is merely characteristic of adolescent brain development. Juvenile Court focuses on building positive relationships and healthy families in the community by providing evidence-based assessments and child driven services, parent education services, embedding Support

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<sup>1</sup> Tennessee Code Annotated §37-1-101

<sup>2</sup> Robert F. Kennedy National Resource Center for Juvenile Justice *led by RFK Children's Action Corps.* (June, 2018). Davidson County Juvenile Court Probation System Review Final Report.

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Intervention Accountability (SIA) Officers in core geographic areas within the community, and utilizing restorative justice practices to restore the victims and offenders to wholeness by repairing the harm, and supporting reintegration into the community.

Juvenile Court teams have worked diligently since Judge Calloway assumed office to become trauma-informed, culturally responsive, and restorative. Efforts have included an overhaul of the Court's organizational structure, streamlining departmental practices, and providing progressive in-service trainings comprising the following: Adverse childhood experiences, trauma informed care, crisis prevention intervention, nonviolent communication, motivational interviewing, implicit bias awareness, poverty simulation, educational neglect, restorative justice, and creating a safe environment for LGBTQI youth.

### **OVERVIEW OF COURT TEAMS**

#### **ASSESSMENT TEAM**

The Davidson County Juvenile Court Assessment Team focuses on building stronger positive relationships between the court, child, and community. A primary purpose is the early identification of strengths, risks, and needs of the children and families referred to Juvenile Court. The assessment process is child driven, not charge driven, and is confidential. The confidential process is protected by state statute, TCA § 37-1-136, which states, “an assessment report shall be confidential, shall not be public record, and shall not be disclosed.” Youth are evaluated for needed services to address any underlying home, school, or community issues that may be present. Assessment Specialists develop a written plan of care with specific recommendations targeting intervention services to treat and rehabilitate the child. These Specialists have received specialized training to respond to family needs with compassion, and to serve as an advocate for the child and family. The Assessment Team uses the following quality and evidenced-based assessment tools: (1) The Child and Adolescent Needs and Strengths (CANS) screening tool; (2) Adverse Childhood Experiences (ACEs) Trauma Pre-Screen tool; (3) OJJDP Model Risk Assessment tool; and (4) The 40 Developmental Assets. Resource linkage is a critical component of the assessment process and is coordinated by the STAR Team based on assessment recommendations. An individualized plan of care is then developed by the Support Intervention Accountability (SIA) Team to provide strategic case management to implement needed resources and strengthen family dynamics.

#### **COMMUNITY OUTREACH TEAM**

The Davidson County Juvenile Court Community Outreach Team focuses on building positive relationships between the Davidson County Juvenile Court and community by engaging and educating the community about the court's mission, vision, and goals. This team also manages court related tours, coordinates court community outreach events, manages the Davidson County Youth Courts in six area high schools, and assists with case management.

### **FOSTER CARE REVIEW BOARD TEAM**

The Davidson County Juvenile Court Foster Care Review Board Team currently manages seventeen boards. This program is a cooperative effort between the Juvenile Court, state agencies that hold custodial rights over dependent children, and the Nashville community. There are approximately 650 children in the custody of the Department of Children's Services in Davidson County on any given day, and each of these children must have periodic foster care reviews conducted pursuant to state and federal law. Due to this volume and the belief that citizens are a vital community resource, a significant portion of these reviews are conducted by citizen volunteer boards with technical assistance provided by the Administrative Offices of the Court (AOC). The Foster Care Review Board Team and board members identify systemic issues with DCS that need to be addressed, determine the safety of the child, review the necessity and appropriateness of continued foster care placement, assess the compliance of all parties to the statement of responsibilities, determine the extent of progress in alleviating or mitigating the causes necessitating placement in foster care and in achieving the goals contained in the permanency plan, and determine the projected date by which the goal of the plan will be achieved.

### **INTAKE TEAM**

The Davidson County Juvenile Court Intake team ensures that all Davidson County residents are afforded a simple and clear process to access the Juvenile Court system in a fair and equitable manner. Intake Specialists process delinquent, neglect/dependent, and unruly complaints. They also assist pro se litigants with court filings. Delinquency complaints are staffed collaboratively with the Chief Probation Officer, District Attorney, Public Defender, and Victim Services Coordinator.

### **PARENTAGE TEAM**

There are currently three Parentage Courts at the Davidson County Juvenile Court. These courts are federally funded by Title IV-D of the Social Security Act. Title IV of the Social Security Act covers grants to states for the purpose of providing assistance to families in need, in addition to child-welfare services. Part D of the Social Security Act covers child support and the establishment of paternity. Legal services for the establishment, modification, and enforcement in Title IV-D support cases may be provided by the Title IV-D Davidson County Child Support Services. Cases may also be initiated by the filing of a petition to establish parentage by the mother, father, guardian, or other person authorized to file an action. Upon establishment of parentage, the court will issue an order for parentage which includes the following: Establishment of paternity and parenting responsibilities, current child support and retroactive support, assurance of medical insurance, birth expenses, visitation schedule, name change, and provisions for custody. The Parentage division also hears post establishment issues including modification or enforcement of payment on child support and assurance of medical insurance, visitation, and custody.

### **STUDENTS TRAINING ATTORNEYS RESOURCES (STAR) TEAM**

The Davidson County Juvenile Court Students Training Attorneys and Resources Team (STAR) plays a vital role in linking Davidson County children and families to specific services and interventions based on the recommendations of individualized evidenced-based assessments

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provided by the Assessment Team. Responsibilities of the STAR team includes (1) Maintaining information about community resources available to children and families; (2) Reviewing resources to ensure that referred resources are credentialed, evidence-based when possible, and effective for children and families; (3) Reviewing Assessment Reports to recommend appropriate services based on the individual needs of the child and family; (4) Providing support to SIA Team and other court staff regarding resources for children and families; (5) Coordinating the High School and College non-paid internship program; (6) Overseeing training of Juvenile Court staff; and (7) Coordinating the Attorney Application Committee.

### **SUPPORT INTERVENTION ACCOUNTABILITY (SIA) TEAM**

The Davidson County Juvenile Court Support Intervention Accountability (SIA) team is comprised of case workers who manage the cases of youth on Informal Adjustments, Pretrial Diversions, and Supervised Probation. SIA Officers develop individualized plans of care for youth based on the assessment recommendations by the Assessment team and resource recommendations by the STAR team. SIA Officers collaborate with family members and community partners to provide strategic case management and implement needed resources to strengthen family dynamics.

### **SPECIALTY COURTS**

#### **CHILD SUPPORT COMMUNITY COURT**

Child Support Community Court is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. Community Court works collaboratively with the Juvenile Court Clerk's office and State Child Support Office in the community. This specialty family-centered court creates a less punitive environment for families who have child support matters before the Juvenile Court. It is devised to expedite the child support process for families by allowing for all necessary stages of the child support case to be completed in one hearing. Wait times for process of service are decreased and hearings no longer require long scheduling delays.

#### **FAMILY RECOVERY COURT**

Family Recovery Court (FRC) is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. Family Recovery Court is a yearlong specialized program designed to address child abuse and neglect cases that result from a parent's drug use or abuse. The goal is to restore the family to a healthy stable family unit. The court assists in locating and accessing appropriate treatment for each client. Parents participate in a mental health assessment to best address their recovery needs. The Family Recovery Court team consists of a Magistrate, Licensed Alcohol and Drug Abuse Counselor (LADAC), Department of Children's Services representative, alcohol and drug treatment providers, defense counsel, and Guardian Ad Litem (GAL). The team works collaboratively to staff each individual case. The goals are to (1) Ensure the safety of the children involved; and (2) Restore the client as a productive member of society.

### **GANG RESISTANCE AND INTERVENTION PROGRAM (GRIP) COURT**

The Gang Resistance and Intervention Program (GRIP) is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. This program was recognized in August 2016 by the National Gang Crime Research Center for the significant service of creating a Juvenile Gang Court in Davidson County. The Gang Resistance Intervention Program was created in response to the growing number of youth in Davidson County who are confirmed gang members or engaging in high-risk gang related behavior. By addressing the needs of these youth and involving them in positive community activities, the GRIP program teaches our youth a more positive approach of belonging and a productive way of life.

The team is comprised of Support Intervention Accountability (SIA) Officers who have received specialized gang intervention training, a prosecuting attorney, and other court staff. The court collaborates with the Metropolitan Nashville Police Department's Gang Unit, and the Gentleman And Not Gangsters (G.A.N.G.) community mentoring program. The Gang Resistance Intervention Program consists of approximately nine months of intensive supervised probation and programming. Youth attend a twelve week program designed by former adult gang members where they attend a series of life skills classes, service learning field trips in the community, and participate in counseling for gang related issues. In addition to the twelve week program, youth attend regular court reviews, undergo a mental health evaluation and an Alcohol and Drug Assessment, and follow all recommendations based on their individualized needs. Services are put in place for both the youth and their families as needed.

### **SAFE BABY COURT**

Safe Baby Court is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. Ninety percent of children in the foster care system have been exposed to trauma<sup>3</sup>. It is recognized that early adverse childhood experiences (ACEs) act as a pipeline to future health problems, mental health, crime, delinquency, addictions, poor parenting capacity, and academic and school problems. The Davidson County Safe Baby Court is a trauma informed program that focuses on healing intergenerational trauma to improve parenting capacity and child well-being. Programing is aligned with *Building Strong Families and Healthy Communities Zero to Three* curriculum. The goals are to (1) Reduce time to permanency of children by surrounding at-risk families with support services; (2) Reduce incidences of repeat maltreatment among children; (3) Reduce the long-term and short-term effects of traumatic experiences occurring on a child's brain development; (4) Increase the personal, familial, and societal accountability of families; and, (5) Promote effective interaction and the use of resources among public and private, state and local agencies for children and families, mental health, and community services. This program works collaboratively with the Department of Children's Services, Vanderbilt University, and the Zero to Three National Community Coordinator.

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<sup>3</sup> Stein, Zima, Elliott, Burnam, Shahinfar, and Fox, et al. (2001).

### **JUVENILE RECOVERY COURT**

Juvenile Recovery Court (JRC) is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. Cases are staffed collaboratively with the District Attorney, Public Defender, and community providers. This program is a three-phase intervention program for juveniles between the ages of thirteen to eighteen. Youth are screened for admittance based on their need for drug treatment and past delinquent history. Involvement with JRC involves youth attending regularly scheduled court reviews, random drug screens, intensive court supervision by a Licensed Alcohol and Drug Abuse Counselor (LADAC), and group or individual counseling based on the youth's needs. Youth are also assessed for mental health needs. As a holistic program, parents and guardians may also participate in treatment as deemed necessary.

### **METRO STUDENT ATTENDANCE CENTER (MSAC)**

The Metro Student Attendance Center (MSAC) is a specialty court operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. MSAC is operated in collaboration with Metropolitan Nashville Public Schools (MNPS) and the Metropolitan Nashville Police Department (MNPD). This court primarily focuses on loitering during school hours, truancy, and educational neglect charges. The purpose of MSAC is to provide positive early interventions to ensure the student is re-engaged in school life. It also aims to strengthen the positive long-term outcomes for school-aged youth and their educational, social, and economic opportunities. Any student in a public place during school hours without a parent or guardian between the ages of six to seventeen is considered loitering during school hours (LDSH). Under the loitering diversion program, a parent/guardian and child will go before the Magistrate on the same day the child is charged and brought to MSAC. The family meets with a Truancy Specialist to address the underlying reasons for the child missing school. Any student who is school-aged and has missed five unexcused days within an academic year is considered truant. MNPS initiates and files all truancy petitions with the Metro Student Attendance Center. All cases are assigned as either an early intervention case or an intervention case requiring court appearance. MSAC staff members work with families to identify appropriate services to make a positive impact on the student.

### **PARENTAL ASSISTANCE COURT**

Parental Assistance Court (PAC) is a specialty diversion program operated by Juvenile Court and led by a Magistrate appointed by Juvenile Court Judge Sheila Calloway. This program works with non-custodial parents who have been charged with contempt for not paying court ordered child support. This program works collaboratively with the local child support services and surrounding businesses. The goal of Parental Assistance Court is to remove any barriers that cause non-custodial parents to become chronic non-payers of child support. Parental Assistance Court Specialists provide resource linkage for job search assistance, GED enrollment assistance, mental health and substance abuse needs, housing, criminal records expungement (with the assistance of the Metropolitan Public Defender's Office), transportation, and job and life skills coaching.



## **YOUTH COURT**

There are currently six Youth Courts in Davidson County, Tennessee. These are operated by Judge Sheila Calloway in collaboration with Tennessee Youth Courts, Inc. and Metropolitan Nashville Public Schools. Youth Court is also known as a teen or peer court, and may be used as an alternative sentencing option for youth charged with first time non-violent offenses. This option saves court costs of approximately 1 million dollars annually statewide. Youth are trained in court structure, etiquette, case preparation, witness questioning, and fair sentence determination by members of their community, including the Juvenile Court Judge, Youth Court Team, attorneys, law students, and teachers. The sentencing of youth is peer driven and restorative. The purpose of Youth Court is to (1) Hold youth accountable for their actions by increasing their awareness of the effect that their actions had on the victims; consequently, giving youth an opportunity to repair the harm; (2) Help youth develop skills and competencies so they will make better choices and become productive members of society; and (3) Include the community in the process.

## **JUVENILE COURT IMPROVEMENT INITIATIVES**

### **INFORMAL ADJUSTMENT PROGRAM**

Studies show that most youthful offenders outgrow delinquent behavior. Many children are thus inappropriately referred to the justice system, and youth who are adjudicated delinquent face serious long-term consequences that impede their ability to become productive adults<sup>4</sup>. In Tennessee, Juvenile Courts have broad discretion to divert cases using informal adjustments. The Tennessee Rule of Juvenile Procedure 201(1) states in part, "...If the designated court officer determines that the matter is not serious enough to require official action before the juvenile court judge, then the designated court officer may remedy the situation by giving counsel and advice to the parties through an informal adjustment (diversion)." Providing informal adjustments to decriminalize juvenile behavior removes the taint of criminality by repairing the harm and underlying causes of delinquency, removes factors (e.g., court costs, permanent juvenile record, and stigma of being labeled) that increase stress on families, and provides children and families with resources, interventions, and case management. The following are examples of the types of charges that are often informally adjusted in the Davidson County Juvenile Court: Criminal trespass, curfew, disorderly conduct, evading arrest (misdemeanor), false information, gambling (misdemeanor), loitering during school hours, no driver's license/revoked/suspended, obstructing passageway, reckless driving, runaway, smoking paraphernalia and possession, tobacco, and traffic tickets. These represent the 80% of case types that Dr. Mark Lipsey with the Vanderbilt Peabody Research Institute suggests require low level intervention. Informal Adjustments are referred to the Assessment Team for a confidential, comprehensive assessment report that identifies the strengths, risks, and needs of the child. Specific services and interventions for the child and family are then identified by the STAR Team, and an individualized plan of care is developed for case management by the Support Intervention and Accountability (SIA) Team.

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<sup>4</sup> Justice law Center, 2017

### **DATA AND STRATEGIC PLANNING**

The Juvenile Court expanded its strategic planning initiatives and development of program outcome measures following the Juvenile Justice Model Data Technical Assistance Project, funded through the National Center for Juvenile Justice (NCJJ) the Research Division of the National Council of Juvenile and Family Court Judges (NCJFCJ) in May 2017. The Court added a full-time Data and Strategic Planning Director in November 2017. This individual works collaboratively with Administrative leadership, teams, and community agencies to develop, implement, and manage outcome data. The development of outcome measures is an efficient means to better evaluate program effectiveness, allocate resources, and devise policies.

### **INTERPRETER SERVICES COORDINATOR**

Under the Title-VI Limited English Proficiency (LEP) guidelines, non-English speaking participants in Juvenile Court proceedings are entitled to an interpreter. Juvenile Court added a full-time Interpreting Services Coordinator in April 2017 in partnership with the Administrative Office of the Court (AOC) to directly provide more efficient Spanish interpreter services for Limited English Proficiency (LEP) clients, and coordinate interpreter services for other languages to provide all individuals with equal access to court services.

### **VICTIM SERVICES COORDINATOR**

The Court added a full-time Victim Services Coordinator in April 2016. This individual advocates for victims of juvenile offenses, including, but not limited to, contacting victims regarding pending matters, assisting with victim's compensation, assisting with restorative justice projects, mediation referrals, and orders of protection and supporting victims/families throughout the court process. This individual also manages the Davidson County Juvenile Court Therapy Dog Program which provides emotional support to both court staff and clients.

### **GRANT AWARDS**

The Court was awarded the following grant opportunities to improve Court programs and serve children and families: Reducing Isolation in Youth Facilities (RIYH) Technical Assistance Program in February 2017, Juvenile Justice Model Data Project in May 2017, and the State Justice Institute Technical Assistance Program in July 2017.

### **ACCESS AND VISITATION GRANT**

The Juvenile Court of Davidson County Court was chosen as an Access to Visitation Grant recipient in October 2016 led by the Administrative Offices of the Courts (AOC). The purpose of this grant was to provide mediation services for low income and indigent self-represented litigants with child access and visitation issues in the Juvenile Court of Davidson County at off-site locations. This grant began October 1, 2016 and ended September 30, 2017.

### **JUVENILE JUSTICE MODEL DATA PROJECT**

The Juvenile Court of Davidson County Court was chosen as a pilot site for the Juvenile Justice Model Data Project, funded through the National Center for Juvenile Justice (NCJJ) the Research Division of the National Council of Juvenile and Family Court Judges (NCJFCJ) in May 2017. The purpose of the pilot project was to promote the collection and use of high quality data to

make informed decisions about juvenile justice practices. The goals were to (1) Develop model data elements with recommended definitions and coding categories; (2) Develop model measures and analysis to monitor trends and assess the efficiency and effectiveness of juvenile justice systems; and (3) Develop a comprehensive strategy to disseminate and promote the use of the model data elements and measures. A multi-agency team met with participants between May 1, 2017 and December 31, 2017. Court representatives served on Model Data Project discussion panels in Washington, D.C. and New York City to present recommendations on evidence-based and data-driven policies to improve juvenile court practices. This technical assistance program ended December 2017.

### **REDUCING ISOLATION IN YOUTH FACILITIES PROJECT**

The Juvenile Court of Davidson County was chosen as a pilot site for Reducing Isolation in Youth Facilities Technical Assistance Project, led by the Council of Juvenile Correctional Administrators (CJCA) in February 2017. The purpose of this technical assistance program was to reduce the use of isolation successfully and sustainably. The goals were to (1) Adopt a mission statement and philosophy that reflects rehabilitative goals; (2) Develop policies and procedures for use and monitoring of isolation; (3) Identify data to manage, monitor, and be accountable for use of isolation; (4) Develop alternative behavior management options and responses; and (5) Train and develop staff in agency mission, values, standards, goals, policies and procedures. A multi-agency team met with participants between February 2017 and November 2017. This technical assistance program ended December 2017.

### **STATE JUSTICE INSTITUTE TECHNICAL ASSISTANCE PROJECT**

The Juvenile Court of Davidson County was chosen as a pilot site for the State Justice Institute Technical Assistance Program in collaboration with The Robert F. Kennedy National Resource Center for Juvenile Justice in July 2017. The purpose of this technical assistance program was to conduct a probation system review to enhance policy, practices, and provision of services for the youth and families involved with the Davidson County Juvenile Court. A multi-agency team met with participants between July 2017 and ended July 2018. The guidance of the R.F.K experts through this technical assistance project aided in the creation of a long term plan for comprehensive probation system improvement based on evidenced-based practices. The Davidson County Juvenile Court Probation System Review Final Report was published June 2018. The goals are to (1) Develop effective programmatic and fiscal system practices; (2) Develop effective court and probation management performance; (3) Improve utilization of evidenced-based practices; (4) Implement enhanced prevention and early intervention inter-agency approaches; and (5) Improve methods for data collection, management and performance measurement toward enhanced system accountability. An implementation team and plan was finalized in July, 2018, and workgroups created to implement recommended changes in Administration, Probation Supervision, Intra-and Interagency Work, and Quality Assurance practices.

## **PUBLIC INVESTMENT PLAN**

### **JUVENILE JUSTICE CENTER MASTER PLAN**

Davidson County Juvenile Court, in extensive collaboration with other Metropolitan agencies, service providers, and nonprofits, has identified the need for a one-stop-shop to serve Nashville's youth as an alternative to detention for status offenders and low-level delinquency offenders, provide assessment and triage services to children in crisis, offer short-term respite housing for children who cannot go home immediately but do not need to go into the custody of the Department of Children's Services, house the expanded truancy intervention services currently provided by the Metro Student Attendance Center, and house a Youth Employment Project to link young people with jobs.

The Bridge, Megan Barry's 2017 Public Investment Plan (PIP) initiative, laid the foundation for the creation of a new Juvenile Court facility that will also add the following new functions: (1) An Assessment Center; a 24/7 center to which the police will transport children who are arrested for status offenses and low-level non-detainable offenses, as an alternative to taking the children to the Juvenile Detention Center. The Assessment Center will provide the first line of intervention to immediately address issues that are causing family conflict, instability, and unruly or delinquent behavior. Trained staff will be available 24/7 to provide immediate assessment and refer the child and family to appropriate services; (2) A Respite Center will provide short-term residential care for twelve children while longer-term housing and care solutions are implemented; (3) New location of the Metro Student Attendance Center; and (4) A Youth Employment Project that will coordinate existing employment resources for youth and provide a center where youth can come to be linked with jobs in an effective and quantifiable manner.

The planning stage of The Bridge project was substantively accomplished on schedule in fiscal year 2017. A comprehensive and detailed Juvenile Justice Master Plan with recommendations and layouts based on three potential new facility sites was completed and presented to the Juvenile Justice Center Master Plan workgroup on June 19, 2017. Fiscal year 2018 capital funding of 2.5 million provided for project design for three major building projects, one of which is a new Juvenile Justice Center complex based on the completed Juvenile Justice Center Master Plan. The new Juvenile Justice Center will increase the square footage needed for all Juvenile Court programs to approximately 286,200 square feet as compared to the current square footage of 95,533.

## **JUVENILE JUSTICE INITIATIVES**

### **RESTORATIVE JUSTICE PILOT PROJECT**

A delegation of local officials working in the criminal justice system went to Oakland, California on July 11, 2016 to visit with Sujatha Baliga, Vice President and Director of Impact Justice's Restorative Justice Project. Oakland instituted a successful model of Restorative Justice that decreased crime rates. The delegation included Juvenile Court Judge Sheila Calloway, District Attorney General Glenn Funk, Public Defender Dawn Deaner, and Captain Gordon Howey of the Metro Nashville Police Department's Youth Services Division, along with other staff. The purpose of this delegation was to seek to learn more about best practices on implementing

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restorative justice programs that focus on constructive responses to wrongdoing that bring those who have harmed their victims, and affected community members into processes that repair harms and rebuild relationships.

Judge Sheila Calloway played a key role with District Attorney General Glen Funk and MNPD Chief Anderson to implement a Restorative Justice Pilot Program in 2018 with the Court's non-profit partner, the Raphah Institute. The Juvenile Court seeks to balance community safety, accountability, and competency development. Benefits of the program built on a vision for healing and change include:

- Victims are acknowledged as having been harmed, and receive meaningful assistance in addressing those harms.
- Victims are given the opportunity to have input and appropriate participation in the resolution of the crime committed against them.
- The community is embraced as an essential partner in responding effectively to crime, and given opportunities to actively use its resources to hold offenders accountable, to meet the needs of victims and to integrate offenders into the community as positive, productive citizens.
- Offenders are held accountable for their crimes in ways that are meaningful to their victims and their community, and that provide the offenders with the opportunity to change and grow as healthy, positive community members.

### **BLUE RIBBON TASK FORCE ON JUVENILE JUSTICE**

The Juvenile Court of Davidson County was chosen for representation on the Joint Ad-Hoc Tennessee Blue Ribbon Task Force on Juvenile Justice in June 2017. The Task Force was led by Senate Majority Leader Mark Norris, and Tennessee House Speaker Beth Harwell.

The Joint Ad-hoc Tennessee Blue Ribbon Task Force on Juvenile Justice conducted an exhaustive, multi-agency, inter-branch review of the juvenile justice system. This process was data driven by national research and input from a diverse array of juvenile justice experts and stakeholders across Tennessee. The Task Force recommended state leadership introduce legislation to help Tennessee better protect public safety, and hold youth accountable by expanding community-based options that are proven to reduce recidivism and improve outcomes for youth who come into contact with our state's juvenile justice system. The final report was published December 2017.

### **RESTORATIVE JUSTICE ARTS PROJECT WITH THE METRO ARTS COMMISSION**

Long term sustained arts learning and arts experiences have deep and lasting positive impact on children's cognitive development. The Restorative Justice and the Arts program is a partnership with Metro Arts, the Juvenile Justice Center (JJC), and the Oasis Center to create an arts-integrated intervention system for court-involved youth that focuses on resiliency, positive youth development, and restoring empowered youth and families. The goal is to provide youth with

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arts experiences that provide opportunities for mentorship in protective environments that emphasize ways youth can shine and be celebrated. Youth develop a growing capacity for emotional attachment, empathy, reasoning, decision-making, trust, self-identity, and self and community esteem through art interactions. Through quality programming that is trauma-informed and anchored in positive youth development practices, the program positions the arts as a part of restorative practice and creates a protective environment for court-involved youth to heal, grow, and thrive. Introducing them to a wide variety of art forms (e.g., drumming, dance, theater, spoken word, visual art, etc.) not only unlocks their potential by teaching skills in perseverance, self-expression, empathy, community building, but also empowers the youth to make more positive choices. The Restorative Justice and the Arts program is funded through Mayor Megan Barry’s Public Investment Plan (PIP) initiative.

### **JUVENILE COURT PROGRAMMING**

#### **EPIC GIRL, INC.**

The Epic Girls program is specifically developed for girls’ ages twelve to eighteen who are involved with the court through probation or other programs. This program aims to empower girls to reach their full potential by identifying vulnerable behaviors which may lead to unsafe decisions, recognize ways to modify or manage those behaviors by identifying strengths, and connect youth to community resources to empower them to accomplish their goals and reduce their risk of victimization.

#### **GUN SAFETY AND AWARENESS CLASS**

The Davidson County Juvenile Court partnered with the Metropolitan Nashville Police Department’s (MNP) GREAT program and the Davidson County Sheriff’s Office (DCSO) to create a unique learning environment about gun violence and awareness. Topics covered include presentations on the effects of gun violence and awareness, discussions of the social, emotional, and psychological effects of gun violence, and personal testimonies of victims of gun violence.

#### **THE GANG RESISTANCE EDUCATION AND TRAINING (GREAT) PROGRAM**

The Gang Resistance Education and Training (GREAT) program is an evidenced-based early intervention program to prevent youth crime, violence, and gang involvement in middle school age children. This program is operated by the Metropolitan Nashville Police Department (MNP). The Metropolitan Nashville Police Department trains Juvenile Court staff to assist with this program to build positive relationships between the Davidson County Juvenile Court and community through engagement and educating middle-age school children.

#### **THE WYMAN’S TEEN OUTREACH PROGRAM (TOP)**

The Wyman’s Teen Outreach Program (TOP) is a national evidence-based program designed to build a healthy foundation of life skills and healthy behaviors. Youth participating in this program receive a minimum of twenty hours of service learning activity of which five hours can be devoted to planning and preparation. Facilitators are probation officers that have received the full three day initial TOP training and a one day booster session. This program is funded by a grant partnership with the Oasis Center.

### **YOUNG MEN'S WORK**

Young Men's Work is an evidenced-based Cognitive Behavior Therapy (CBT) program for young men, ages fourteen to nineteen, who are working together to solve problems without resorting to violence. The program also looks at the underlying messages our society gives adolescent males about what it means to be a man. By addressing roots of male violence, the curriculum helps young men to break the cycle of violence passed from generation to generation. Activities assist in challenging beliefs that lead to violent behavior and teach how to successfully resolve conflict. This program is provided by our Metropolitan Nashville Public School partners, and also implemented in the Davidson County Juvenile Court Detention Center.

### **YOUNG WOMEN'S LIVES**

Young Women's Lives is an evidenced-based Cognitive Behavior Therapy (CBT) program for young women, ages fourteen to nineteen, who are seeking to develop new ways of thinking and addressing challenges-both internal and external. This program helps young women face problems, identify personal strengths, and locate supportive resources. It further addresses risk factors for young women with the assumption that every young woman is strong, brilliant, and wants a positive connection with others. This program is provided by our Metropolitan Nashville Public School partners.

## **DAVIDSON COUNTY JUVENILE COURT PARTNERS**

### **DISTRICT ATTORNEY'S OFFICE, JUVENILE DIVISION**

The District Attorney's Office is responsible for the prosecution of youth who commit delinquent offenses in Nashville, Davidson County, Tennessee. Misdemeanor and felony cases are handled by the Assistant District Attorneys for the 20<sup>th</sup> Judicial District of the State of Tennessee. Three full time prosecutors staff the cases with probation and police officers to ensure that the cases are fully litigated. Victims are consulted with by both the prosecuting attorney and by a victim-witness coordinator when citizens have been a victim of a serious crime.

### **JUVENILE COURT CLERK'S OFFICE**

The Juvenile Court Clerk is an elected official and maintains a separate budget from the Juvenile Court. The Juvenile Court Clerk is responsible for keeping all records of the Court. The Clerk's Office maintains separate minutes, dockets, and records for all matters pertaining to Juvenile Court proceedings. In addition, this office collects payments, fines and restitution in addition to maintaining accounts in excess of \$1.6 million for children who are the victims of criminal injury. The Clerk's office receives all official documents filed with the court, and enforces statutorily mandated court costs. It is the mission of the Juvenile Court Clerk's Office to provide those persons utilizing the services of the Juvenile Justice System with the highest level of efficient and courteous service in a manner which is fiscally responsible to all citizens of Metropolitan Nashville. The Clerk's office was awarded a Public Investment Plan (PIP) from the Mayor Megan Barry in 2016 to introduce the electronic filings of documents with the Clerk's office.

### **PARENTAGE CLINIC PROJECT WITH THE NASHVILLE SCHOOL OF LAW**

Oftentimes unrepresented parents do not understand the legal requirements associated with custody and parenting time cases. As a result, the court may not be able to truly discern the best interests of the child before the court. The Davidson County Juvenile Court has partnered with the Nashville School of Law to create a unique legal clinic to benefit unrepresented parents in child custody and parenting time cases. The clinic is voluntary and provides each parent with a law student and supervising attorney. Law students interview clients, draft proper pleadings, and propose parenting plans for their clients. The clinic benefits the law students by giving them practical experiences handling real cases. With the assistance of the law students, parties are better able to present their cases to the court which results in better informed decisions by the court. The clinic is conducted in the evenings at the Nashville School of Law which further benefits parents by not having to miss additional work to have their case heard.

### **PUBLIC DEFENDER’S OFFICE, JUVENILE DIVISION**

The Public Defender’s Office represents, through the attorneys working in the office, youth of indigent families who have been charged with what would be considered criminal offenses if committed by an adult. Many times youth, even though charged with delinquent offenses, have neglect or dependent issues that the attorney helps address. The attorneys representing youth charged with delinquent offenses are supported by a social worker who assists in helping address the needs of the child and/or family. Clients represented by the office have ranged from six through eighteen years of age. The charges have ranged from curfew violation to homicide. The office also represents some youth as a guardian *ad litem*. A guardian *ad litem* is an attorney appointed to represent the best interests of children in custody, parentage, educational neglect/truancy and neglect and dependency cases. The guardian *ad litem* program is supported by a case manager who aids the guardian *ad litem* with case management and investigation services. Several attorneys in the office advocate for education issues in the public schools, primarily through advocacy of special education related matters. Those attorneys are supported by a case manager, also.

### **YOUTH OPPORTUNITY INVESTMENTS, LLC**

Under the guidance of Judge Calloway, a pioneering and youth-centered agency was brought in as a private contractor to manage the Davidson County Juvenile Court Detention Facility. Youth Opportunity Investments, LLC (YOI) provides high quality, evidenced-based, and individualized programming for youth in secure care. By using research based programming and providing quality education, YOI is dedicated to applying effective solutions to make a youth’s time in secure care valuable, meaningful, and life changing. This is achieved through the creation of a rehabilitative and therapeutically-based environment. Programming is completed onsite by credentialed staff or via grant funded initiatives.

Youth Opportunity Investments values the interaction of parents with their child while in secure care. Positive family involvement helps inspire youth to engage in treatment and education; youth who feel supported by and are included in their families do better while in secure care. Parent dinners are sponsored every Saturday by the Way Church following visitation with youth in detention. YOI hosts an annual Parent University Conference in collaboration with Metro Nashville Public Schools and the Davidson County Juvenile Court to provide parent training



## Prevent Problems – Promote Positive Potential – Pursue Fairness and Hope

classes, resources, and life skills tools for parents and children. Parents are presented certificates of completion at the end of the conference. The Chaplin's program provides young men and women in secure care an opportunity to achieve personal growth and spiritual development. Youth participate in spiritual activities and programs on a volunteer basis.

### **YOUTH OPPORTUNITY INVESTMENTS' PROGRAMMING**

#### **ANGER MANAGEMENT**

An eight week Anger Management program helps students focus on and better understand their anger triggers, the role of trauma, improve conflict resolution by building mediation skills, and learn how to deal with difficult people.

#### **CHILDREN'S DEFENSE FUND**

Children's Defense Fund provides a grant funded program that focuses on weekly life skills lessons targeting student's choices and consequences.

#### **RESTORATIVE ARTS PROGRAMMING**

Long term, sustained arts learning and arts experiences have deep and lasting positive impact on children's cognitive development. The Restorative Justice and the Arts program is a partnership with Metro Arts, the Juvenile Justice Center (JJC) and local agencies like the Oasis Center to create an arts-integrated intervention system for court-involved youth that focuses on resiliency, positive youth development, and restoring empowered youth and families. Some art programs are provided as follows: Music for LIFE: (From the Heart), Music Studio and Spoken Word (Southern Word), Music Studio, Drum Circles, and Yoga (Global Education), Company of Poets, and Toy Orchestra.

#### **SKILLSTREAMING THE ADOLESCENT**

Skillstreaming the Adolescent is an evidenced-based Cognitive Behavior Therapy (CBT) program delivered in a group format. This program focuses on building fifty pro-social skills through modeling, role playing, and performance feedback. Programming includes helping students deal with feelings, practice alternatives to aggression, and deal with stress.

#### **STREET SOLID FOR INTENTIONAL EXCELLENCE FOR 21<sup>ST</sup> CENTURY YOUTH LEADERS**

Street Solid for Intentional Excellence for 21<sup>st</sup> Century Youth Leaders is a grant funded series of courses which focuses on the role of ethics and social responsibility in developing students to become not only model students but also model citizens as well. Student participants examine conflict management techniques as well as emerging teenage issues that students face. Student participants learn to identify and implement key concepts of negotiation skills within their personal and professional lives.

### **WINNERS TEEN DEVELOPMENT ADVISORY**

WINNERS Teen Development Advisory is a grant funded program focused on Teen Employment Certification and Character Development. Programming includes youth earning their ServSafe Certification for food and beverage safety training, improving literacy through reading and writing, and ACT/SAT or HiSET preparation. Students tell their personal story through daily journaling, learn to brand their business, and better understand trademarking and the patent process. Life skills training includes diversity training, peer mediation, and formal business and dining etiquette. Students explore the importance of music on social and emotional growth. Through the use of music history and music appreciation, WINNERS will learn how music impacts emotions and can be used as a positive tool in growth.

### **VOLUNTEER PROGRAMS**

#### **FOSTER CARE REVIEW BOARD (FCRB) VOLUNTEERS**

The Foster Care Review Board program is a cooperative effort between the Juvenile Court Foster Care Review Board Team, Tennessee Department of Children's Services, educational specialist, and other dedicated community providers. There are approximately 650 children in the custody of the Department of Children's Services from Davidson County on any given day, and each of these children must have periodic foster care reviews conducted pursuant to State<sup>5</sup> and Federal law. Volunteer citizen board members are contracted to (1) Serve a non-paid two year term; (2) Participate in an orientation training program and ongoing training as offered; (3) Review materials received on each case prior to the board; (4) Attend reviews monthly as assigned; (5) Participate in a fact-finding review by questioning caseworker, family members, and other interested parties; (6) Participate in developing a summary of findings and recommendations; and (7) Maintain confidentiality.

- Please contact a **FCRB Team member at (615)-862-8077** to serve on a Foster Care Review Board.

#### **INTERNSHIP VOLUNTEER PROGRAM**

The Davidson County Juvenile Court Internship program is a cooperative effort between local High Schools, Universities, Colleges, and other institutes to place junior and senior level high school and college students in a non-paying internship with the court, so they can prepare for professional practice. The program averages ten interns per school semester.

- Please contact a **STAR Team member at (615)-862-8029** or email **STARTeam@jis.nashville.org** if you are a junior or senior level High School or College student interested in an internship.
- An Application is available online at: <http://juvenilecourt.nashville.gov/juvenile-court-application-for-internship>.

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<sup>5</sup> T.C.A. § 37-2-404 Progress Report to court or review board

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**BE OUR GUEST AND TOUR THE COURT**

If you are interested in scheduling a tour of the Court, email  
**CommunityOutreach@nashville.gov**

**Link in to the Davidson County Juvenile Court Web Site:**

**[juvenilecourt.nashville.gov](http://juvenilecourt.nashville.gov)**

