



MEMPHIS ALLIES

OVERVIEW



Together for a Safer Memphis



American cities of all sizes have experienced a surge of deadly violence since 2019, spurred by many factors during the pandemic. It's been heartbreaking to see the impact on Memphis. Youth Villages works in 23 states and the District of Columbia, but our home is in Memphis, where more than 1,300 of our employees live and work. It is the city we love.

We could not sit on the sidelines and stepped up to address this issue. We can't fulfill our mission to help children and families live successfully when so many are traumatized by continual gun violence in their neighborhoods. We are uniquely qualified to contribute to a solution, to support elected officials, community leaders and other nonprofits committed to tackling this violence head on.

Over the last two years, Youth Villages delved deep to find an effective way that our organization could contribute to a reduction in gun violence, creating a safer community for all Memphians. We knew we could not succeed alone and would need to learn from and empower other community groups and organizations. Youth Villages has significant experience in the development and implementation of evidence-based program models, particularly when it comes to accountability measures, oversight and supervision, and continual performance improvement. We've also worked extensively in developing successful strategic business plans designed to impact entrenched societal problems while working through partners in implementation.

In the next four years, Memphis Allies will reach more than 2,000 youth and adults and offer them and their families a chance to change the trajectory of their lives forever.



We launched Memphis Allies as a collaborative initiative bringing together community groups and resources to create safer neighborhoods in Memphis and Shelby County. Many Ally organizations, of which Youth Villages is only one, will join the gun violence reduction efforts of the City of Memphis and others, multiplying impact and results.

Memphis Allies works in both intervention and prevention of gun violence. In conjunction with experts from across the country, our clinical staff developed a program model for gun violence reduction called SWITCH (Support With Intention To Create Hope). SWITCH is a community violence intervention program designed to serve adults at the highest risk of being perpetrators and/or victims of gun violence.

Since the Memphis Allies initiative launched, we have created SWITCH Youth, an adaptation of SWITCH, to address the need for intensive services for our community's highest-risk youth—ages 12 to 18—and their involved family or caregivers. Additionally, we are expanding our intensive in-home services for youth and families, including Intercept®, LifeSet™ and Multisystemic Therapy® (MST), reaching youth before they are at the highest risk of gun violence involvement.

We believe that Memphis Allies can support law enforcement's public safety goals by providing life-changing services to adults and youth. We support the critical roles that the police and judicial system must play if Memphis is to be successful.

We believe that working together, Memphis can reduce homicides by 30% in the next four years. We believe this goal is a significant first step toward a safer Memphis and reversing the trend of escalating violence in our community. Success requires intense collaboration with existing community safety efforts in our city, such as the City of Memphis' Group Violence Intervention Program, the Shelby County Health Department's Cure Violence initiative, and the Memphis Crime Commission's Safe Community Plan. We are glad to contribute to the overall effort to reduce gun violence. One life lost to violence is too many. **It takes all of us.**

Youth Villages has pursued multiple strategic plans over the past two decades. All of these plans have led us to new and important work. But the plan for Memphis Allies stands out: an opportunity has never compelled us as profoundly as this one does today, because of both the gravity of the challenge and the strength our city can put to work in meeting it.

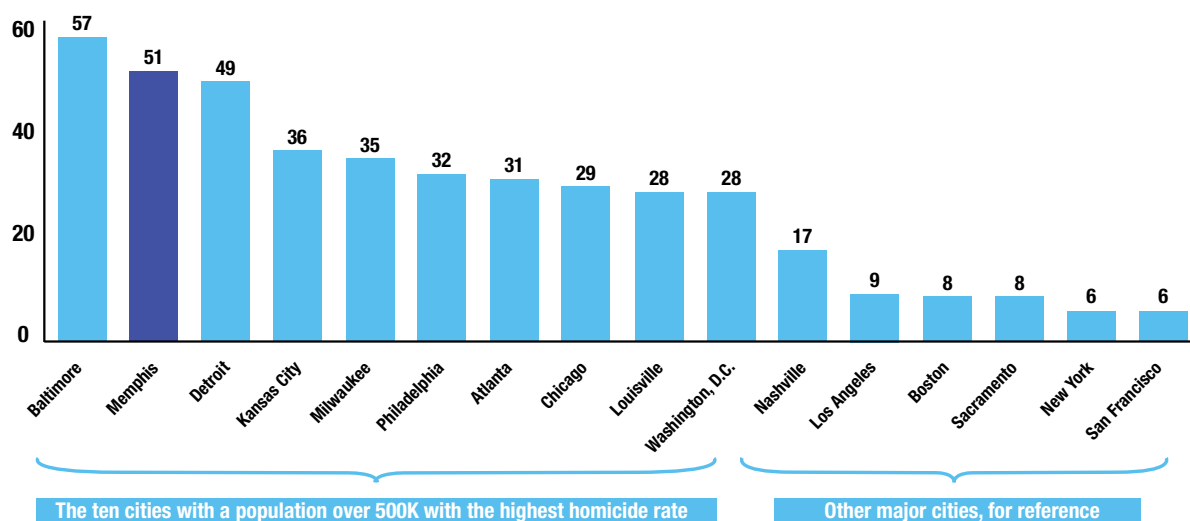
The Challenge: Meeting an Urgent Need

Any violence in Memphis is and always has been a tragedy. It devastates victims' families and loved ones and traumatizes the communities that raised them. Since 2019, homicides in the City of Memphis have gone up 81%. In 2021, 346 people were killed, including 31 children and youth under age 18. In 2022, of the 302 homicides recorded, 19 were youth. From January through September of 2022, there was a 15% increase in serious violent charges by juveniles when compared to the same period the year before. Through the scaling of an unprecedented

level of effective services and targeted resources, we believe that working together, Memphis can reduce homicides by 30% in the next four years and in the process create a safer community for all of its citizens.

If we can make a difference in Memphis, we might also inspire other cities to take action, incorporate the lessons we learn, and create safer neighborhoods for their residents.

Homicide Rate per 100,000 (2020)



We can do it together

As great as the challenge of gun violence is, the unique assets that we can put to work in confronting it are even greater. These assets include:

1. Exceptional partner organizations—the “Allies” that comprise Memphis Allies.

Over the last two years, Youth Villages has worked alongside other trusted nonprofits from communities most impacted by gun violence to build relationships with them and discuss potential solutions. Youth Villages cannot do this work alone, and these Ally organizations bring expertise, credibility and trust in communities most affected by violence. They are central in all elements of Memphis Allies work, from identifying the highest-risk individuals to making strategic choices about how to scale services in the city. And critically, they are helping to ensure that the solution we create is tailored uniquely to Memphis.

Building the network of Ally organizations has been, and will continue to be among our top priorities in the near term. Two Ally organizations, Neighborhood



Christian Centers and Lifeline to Success, are currently implementing the SWITCH model, and we are actively seeking to expand this network.

2. We've seen in other communities that change is possible, and we have experts familiar with those successes advising our team.

While our goal of helping to reduce homicides by 30% by 2025 is bold, other cities have created change on this scale.

Examples of cities that have stimulated substantial reduction in gun violence—and programs that have spurred meaningful change in their participants' lives—include:

Oakland, California: The Ceasefire effort contributed to **five straight years of decline** in violence (2013-2018). During those years, Oakland's homicides declined 46% while homicides nationwide rose by 17%.

New York City: A study of NYC's Crisis Management System (CMS)—a network of nonprofits financed and managed by the Mayor's Office to Prevent Gun Violence—found that gun violence in neighborhoods covered by CMS **decreased by 28%** in the two years after they began receiving services.

Chicago, Illinois: Chicago's landscape of violence reduction services, which is largely philanthropically funded, contributed to a **35% reduction** in violence from 2016 until 2020's nationwide surge in violence. And during the pandemic, areas served by community safety organizations like Chicago CRED were often able to stave off increases in violence.

Stockton, California: Stockton's Office of Violence Prevention—using a program similar to Oakland's—helped orchestrate a **26% reduction** in non-fatal shootings from 2017-2020.

Homicide reduction in Stockton, California



Our expert advisors have contributed to these and other community safety strategies around the country and bring unique assets to our work. **David Muhammad of the National Institute for Criminal Justice Reform (NICJR)** has advised on several cities' strategies, including Oakland's community safety strategy that achieved a 46% decline in homicides in its first five years. **DeVone Boggan, the founder and CEO of Advance Peace**, has developed and replicated comprehensive services to reduce gun violence in Stockton and other cities. **Melvyn Hayward of Chicago CRED** has trained on-the-ground staff in more than 30 cities, including in Memphis.

3. Youth Villages' experience creating and scaling evidence-based programs.

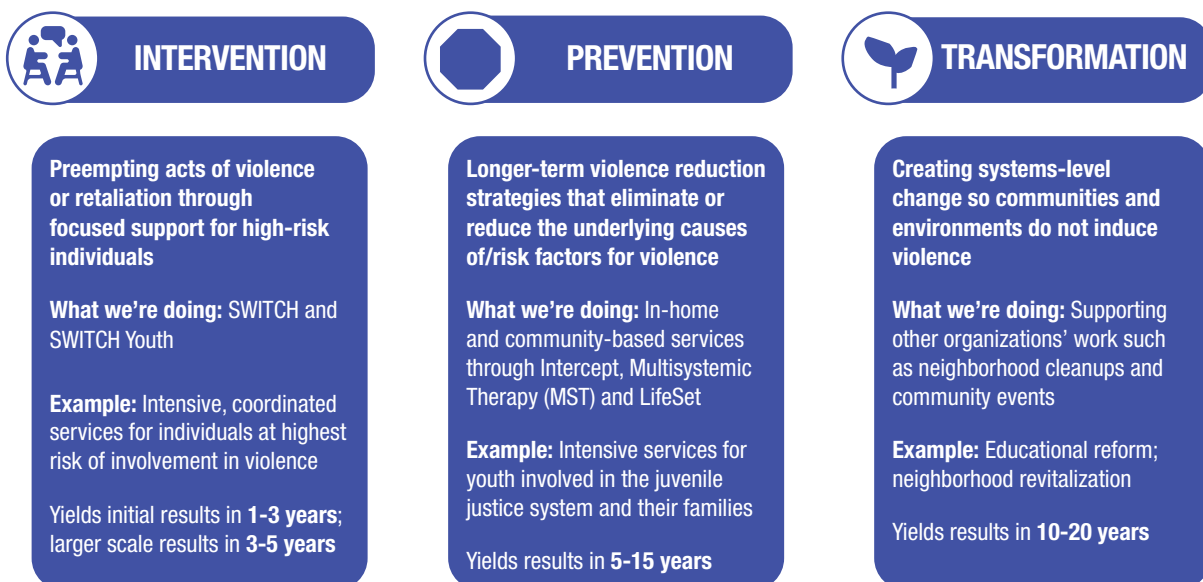
Memphis Allies presents a challenge unique among those Youth Villages has taken on, as it is fundamentally place-based, and the solutions we design must be tailored to our city's strengths and needs. We believe that our 40 years of experience in program development and scaling have prepared us to play a unique role in this work.

Youth Villages can offer:

- **Experience scaling services through partnerships.** For instance, at the end of our first year scaling our LifeSet program for youth aging out of foster care through partnerships, we had one implementing partner serving 39 young people. Four years later, we have grown to work with 20 implementing partner agencies across nine states and D.C., helping us provide LifeSet services to more than 5,000 young people annually.

Our Intercept program, which helps children and families find their way to well-being, was launched in Memphis and has expanded to serve more than 10,000 families each year across the country. It is now fully funded through government support.

- **Data and evaluation infrastructure:** The Youth Villages data science team—staffed by 31 specialists and led by Dr. Sarah Hurley—brings extensive expertise measuring the outcomes resulting from our services. We have also worked with nationally recognized independent evaluators, including Dr. Mark Courtney of the University of Chicago and Dr. Fred Wulczyn from Chapin Hall, to conduct rigorous studies which found significant positive impacts for both our LifeSet and Intercept programs.
- **Capacity for securing private and public funding.** Memphis Allies has launched as a public/private initiative and will work to secure sustainable public sector financing over time. Youth Villages has pursued this path with several of our programs, including LifeSet. Philanthropy has been the engine in launching new initiatives at Youth Villages, with public funding streams supporting long-term sustainability. We will apply learnings from this and other experiences to build sustainable public sector funding streams for Memphis Allies.





Memphis Allies Approach: Reducing gun violence through targeted services

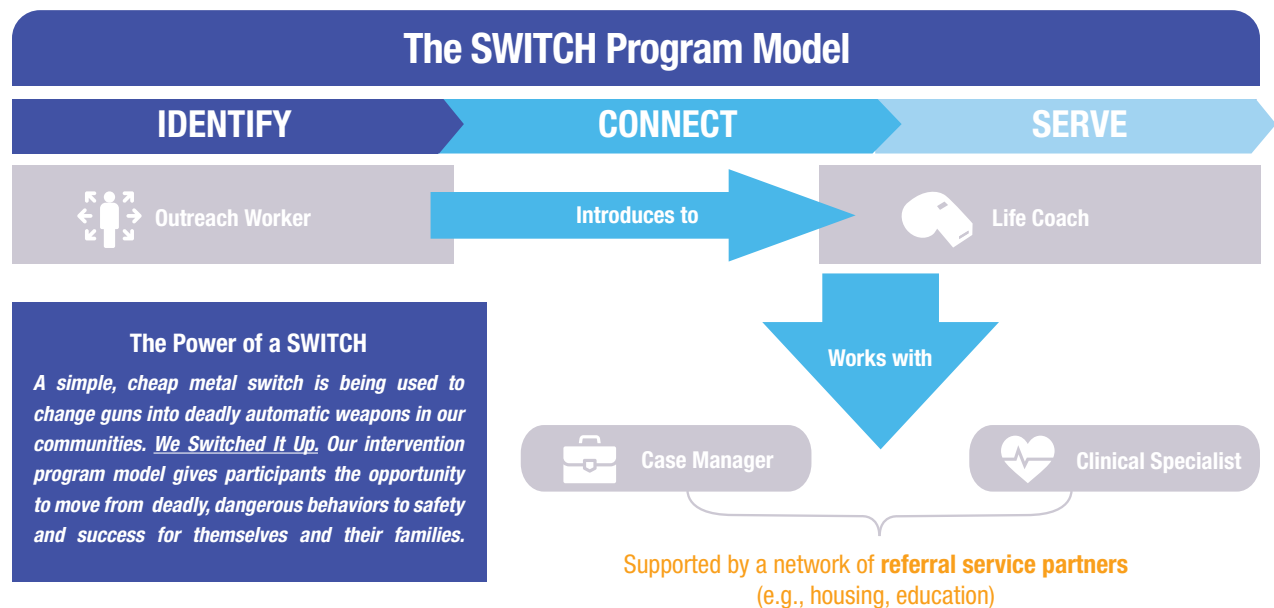
Our strategy includes both violence intervention and prevention. Through SWITCH and SWITCH Youth, we provide community violence intervention: targeted supports for adults and youth at highest risk of involvement in violence. This approach is informed by research demonstrating that: 1) a small number of individuals typically drive the

majority of a city's violence; 2) most of those individuals have common risk factors, such as having been recently shot themselves; and 3) that intervening with services for those individuals can reduce violence.

SWITCH

Identifying participants: Memphis Allies **Outreach Workers** have deep relationships and credibility in communities and neighborhoods most affected by violence, and they use these assets to proactively identify individuals needing services. Memphis Allies receives referrals from partners and uses data-driven practices to support Outreach Workers. For example, we coordinate with law enforcement to determine who is connected to recent shooting victims and at risk of retaliation.

Connecting with participants: After making initial contact, the Outreach Worker connects the person to a **Life Coach and Clinical Specialist** who build a caring, trusting relationship with them. As with Outreach Workers, credibility is critical for Life Coaches. Many may have relevant lived experiences, such as previous victimization from gun violence, which enables them to establish a common understanding with each participant. Given the importance of trust at this stage, Memphis Allies partners with trusted individuals and groups in communities most affected by violence—especially faith leaders—in building relationships with participants.



Serving participants: The participant receives intensive services from a team of Memphis Allies staff including:

- The **Life Coach** works with the participants to express their short- and long-term goals in a Life Plan; facilitate the provision of stipends for SWITCH participants as they hit milestones in their Life Plan; and provide unconditional support and mentorship.
- A **Clinical Specialist** provides SWITCH participants with individual and group therapy to help participants develop healthy coping strategies and behaviors in stressful situations.
- A **Case Manager** connects the participants and their families to specialized services that drive successful achievement of goals in their Life Plan.
- Furthermore, a **network of specialist referral partners** supports participants with particular needs (e.g., housing, education or job placement).

SWITCH Youth

Helping youth who are at highest risk for involvement in gun violence change their trajectory while increasing community safety is a major concern for all of us.

We adapted our SWITCH gun violence intervention program model to provide more intensive support for youth.

Here are some details about SWITCH Youth:

- Designed for youth ages 12-18 with multiple arrests, gang involvement and legal charges involving weapons
- Provides individualized services for six to nine months or longer if necessary
- Services are provided by a team that includes Life Coaches, Clinical Specialists and Case Managers
- Life Coaches with lived experience with gun violence embody the change we hope to see in youth participants

As part of SWITCH Youth, Memphis Allies is working to assemble a Community Action Network of nonprofits, churches and other organizations that can provide extra services and support to youth at the highest risk. We will be identifying and supporting grassroots organizations and helping them build their capacity to serve this group.

SWITCH YOUTH INCLUDES:



Daily contact with youth and families in their home or community



Weekly communication with juvenile court and schools



Working with both the youth and their caregiver to identify goals and resource needs



Conducting assessments to determine safety plans, as well as treatment planning



Connection to pro-social activities and community support



Involvement in positive community events alongside Memphis Allies staff

ADDRESSING SAFETY



Extensive peer group assessment

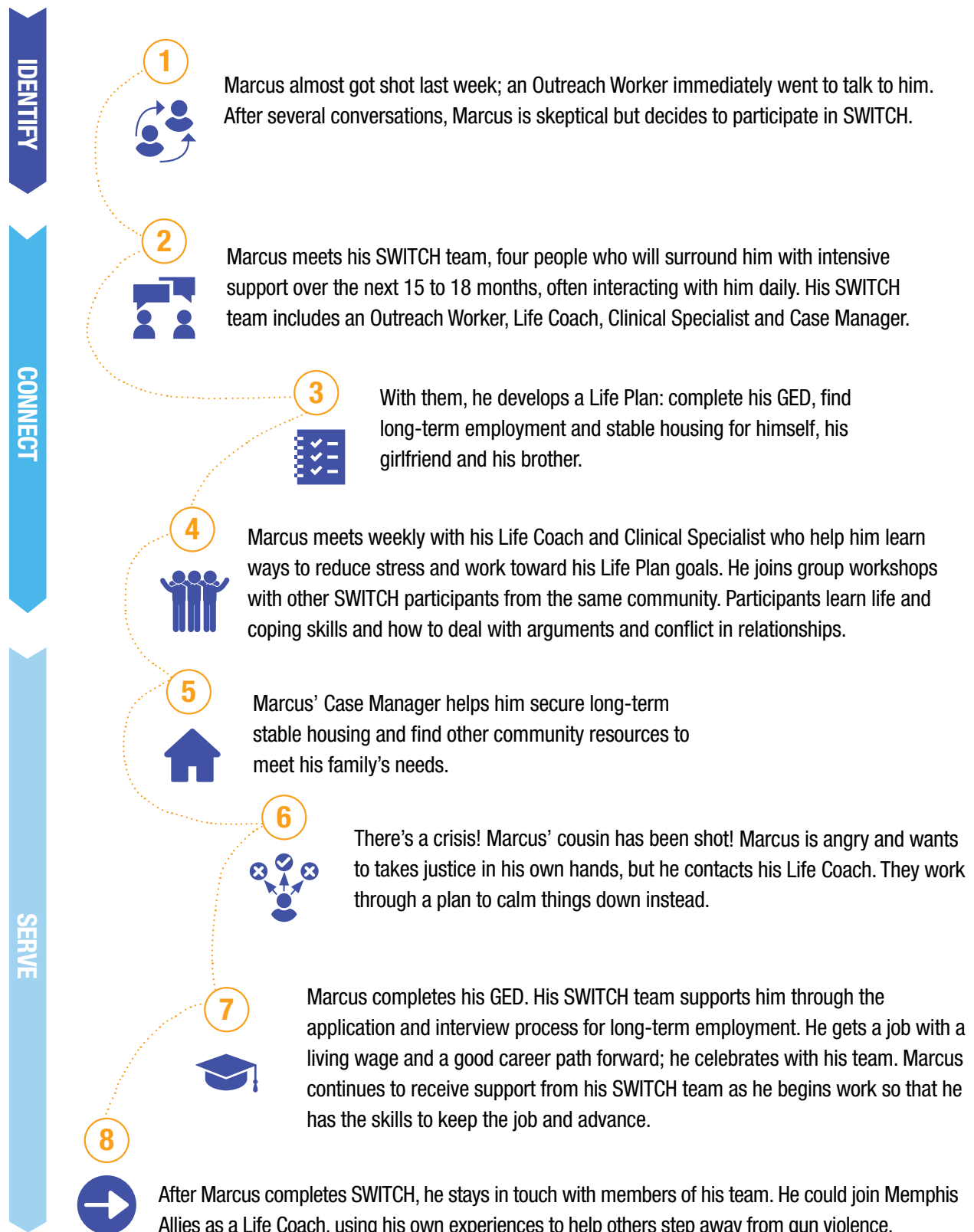


Regular safety sweeps, drug screening as indicated, and social media and cell phone checks



Gun safety education

How SWITCH works



In addition to SWITCH and SWITCH Youth, Memphis Allies will invest in revitalizing communities affected by violence.

We seek to transform the systems and circumstances that create violence through physical revitalization (e.g., restoring and reinvigorating public spaces), economic revitalization (e.g., through support for neighborhood community development corporations), and elevation of opportunities for criminal justice and policy reform. This investment in systems-level change is much more than a means to reduce violence in the longer term. It is essential to our vision for a Memphis in which all children, families, and neighborhoods are cared for and can thrive.

In the next four years, Memphis Allies will reach more than 2,000 youth and adults at high risk for gun violence.



Resource requirements: Creating a sustainable path forward

We project Memphis Allies will cost **approximately \$60 million in its first four years of service**, adding more than 300 committed team members in direct intervention and prevention services for youth and adults.

Memphis Allies requires up-front investment from philanthropy.

We are seeking a major philanthropic investment to demonstrate results, and make the case to the public sector that our work demands their attention and resources. We are committed to securing long-term public funding to ensure sustainability.

We have received tremendous local philanthropic and overall community support to fund the initial planning and implementation of Memphis Allies. We are actively raising the funds needed to fully support the approved \$60 million four-year strategic plan. This blended public/private funding will allow us to fully scale effective services across our community, providing an unprecedented level of outreach and care to make Memphis a safer community for all its citizens. We are also in the process of codifying several new service adaptations, like SWITCH Youth, to meet the needs and provide additional resources to those experiencing the brunt of community violence.



Cost category	Budget	Description of expenditures
SWITCH Service Delivery	\$38.8M	<ul style="list-style-type: none"> Ramp-Up of 21 SWITCH teams (totaling 210 Full-Time Employees). Teams will include staff that directly deliver services to participants along with support staff in various regions of the city. In addition to salaries/benefits, this also includes occupancy/infrastructure, participant support and staff support/travel.
Intensive Youth Services	\$12M	<ul style="list-style-type: none"> Includes SWITCH Youth, Intercept, LifeSet and MST services for high-risk youth and young adults. Operating and indirect costs.
Leadership and Community Support	\$8.6M	Memphis Allies leadership, including an Executive Director, Director of Operations, a full Clinical team, Trainer, Project Manager, Volunteer Coordinators and other support staff.
National Experts/Training	\$.6M	National experts to advise on best practices, train, analyze data and provide support/guidance.
Total	\$60M	

We expect these adaptations to the original plan to accelerate our work across the community and potentially increase our overall funding needs.



Understanding these costs—and the return on investment

If this investment seems significant, consider what success means for our community: a 30% reduction in gun violence would result in 100 homicides averted per year. Those 100 Memphians would get to live full lives, avoiding the associated trauma for families, neighborhoods and the community. The effects of trauma are vast and varied, reverberating across generations. We believe that working together to create a safer community full of opportunity for all citizens will impact the lives of generations to come.

In addition to our focus on immediate violence intervention, this plan will also address the growing number of youth and young adults whose lives could be redirected through effective services, thus preventing another generation of death and loss.

Through Intercept, LifeSet and MST, more youth, young adults and families will receive the resources and support they need to live successfully in the community. Helping young people avoid deep involvement in juvenile and adult justice systems pays extraordinary benefits to our community.

The Path Forward

Over the next four years, we will scale Memphis Allies' services, reaching more than 2,000 youth and adults in our city at highest risk of involvement in violence. Our research suggests that services at this scale will drive the reductions in violence we hope to help achieve. SWITCH teams will work across seven regions in the city most disproportionately affected by gun violence: Raleigh/Frayser, Orange Mound, Whitehaven, North Memphis, South Memphis, Binghampton and Hickory Hill. We initially launched SWITCH in Raleigh/Frayser and have recently expanded to Orange Mound. We aim to secure a presence in each region by the end of 2026, ramping up to serve 500 participants daily. SWITCH Youth, Intercept, LifeSet and MST are offered throughout Memphis and Shelby County. By the end of 2026, these prevention and intervention services will serve up to 400 youth, families and young adults daily.

Our greatest priorities as we scale will be:



Delivering successful services. Creating city-wide change starts with delivering quality services for participants, which requires 1) identifying the highest-risk individuals, 2) engaging them in relationship-based services, and 3) supporting staff with the training and resources they need. We will build systems of learning to understand the impact of our services and make changes to enhance it.



Collaborating with the public sector. We hope that this relationship will begin with data sharing to understand not only who experiences violence and where, but also why it is occurring, which can inform more effective solutions. In the longer term, we strive to prove that Memphis Allies' results make it an essential part of our city's community safety infrastructure and secure committed funding from local government. We will look for opportunities to align and collaborate with the violence reduction efforts ongoing in the public sector. We visited a community where the lead nonprofit organization coordinating violence prevention services told us that its job was to support its city government to be as successful as possible. Our job is the same.

Gun violence is a multifaceted issue, requiring consistent measurement and evaluation. In establishing the new SWITCH and SWITCH Youth program models, we recognize we will need to make strategic adjustments along the way, continually reviewing Memphis Allies' philosophy and methodology and identifying opportunities for improvement. As we consider ways to deepen our impact across Memphis, key learnings about the landscape of violent crime have led us to challenge ourselves to identify new ways of expanding our services faster. This has led us to explore opportunities to recruit individuals with lived experience more effectively and deepen our involvement within apartment communities with the highest rates of violent crime.




To take our services to scale, prove their impact for participants and neighborhoods, and ultimately secure sustainable public sector funding, we are seeking support from philanthropists who believe in our vision for a safer Memphis.

Together, we can create a path toward that safer Memphis. A path rooted in empathy for communities most affected by violence and built upon the deep assets that already exist in those communities. A path constructed collaboratively with our city's nonprofits, government, faith leaders, and residents. A path that balances hope for a safer city with humble appreciation for, and commitment to, the hard work and cooperation it will take to create it.

At the end of this path is a Memphis that keeps all families, and their children, safe—and where all of our neighborhoods are vibrant, cared for, and thriving.

Join us now, so together, we can forge a new path full of healing and opportunity for all Memphians.



MEMPHIS ALLIES

Contact us to learn more.

901-252-7900 (*If you leave a message, we'll return your call within 24 hours.*)

info@memphisallies.org



youthvillages.org

Youth Villages is a national leader in children's mental and behavioral health, committed to building strong families, delivering effective services and significantly improving outcomes for children, families and young people involved in child welfare and juvenile justice systems across the country. Founded in 1986, the organization's 3,600 employees help more than 36,000 children annually in 23 states and the District of Columbia. Youth Villages has been recognized by the Harvard Business School and U.S. News & World Report and was identified by The White House as one of the nation's most promising results-oriented nonprofit organizations.

