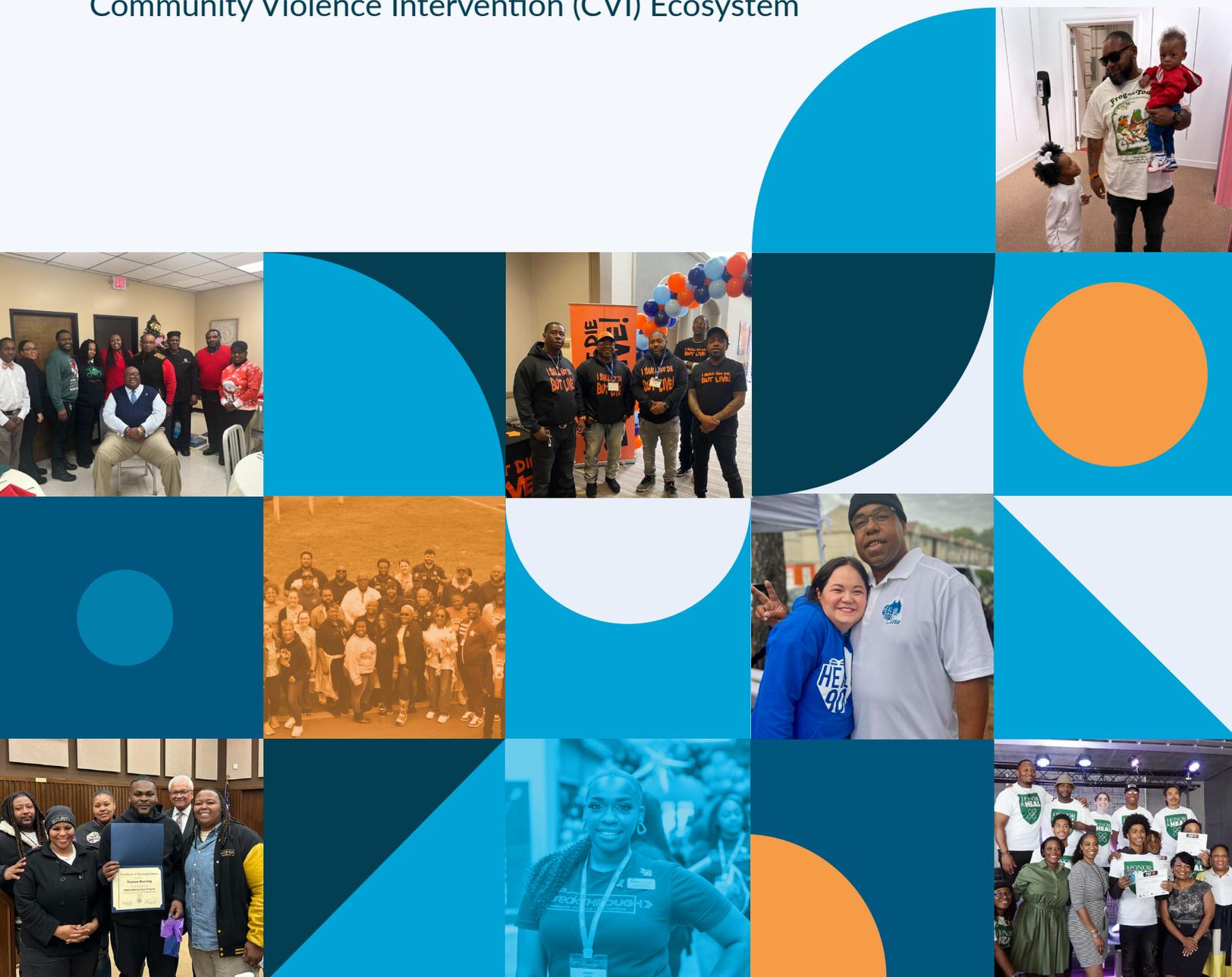


# SHELBY COUNTY, TN LANDSCAPE ANALYSIS

Community Violence Intervention (CVI) Ecosystem



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# EXECUTIVE SUMMARY

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The Shelby County, Tennessee, Joint Office of Neighborhood Safety & Engagement commissioned the National Institute for Criminal Justice Reform (NICJR) to analyze the county's current community violence intervention (CVI) ecosystem, to guide efforts to expand and strengthen local CVI work. The ecosystem includes 14 community-based organizations (CBOs), City and County agencies, national nonprofits, and other entities providing services across eight areas of CVI work: hospital-based violence intervention programs, life coaching, reentry services, street outreach, victim services, violence interruption, wraparound services, and youth diversion.

In late 2024, the Joint Office convened more than 40 service providers and programs to create shared regional definitions for all key components of a CVI ecosystem. Following this convening, leaders from the Joint Office and leaders of the 14 core CVI ecosystem programs and entities in attendance were interviewed to gain a deeper understanding of their work, strengths, challenges, and needs. This report outlines the work of those agencies, organizations, and programs; the Joint Office; and six additional Shelby County service providers that are not part of the core ecosystem but are able to fill service gaps.

Shelby County and the City of Memphis have an abundance of organizations working to reduce community violence and support community members more broadly. There is a clear passion to foster safety and see the community thrive. However, CBOs and local government agencies have often worked in silos, and despite partnerships between specific CVI providers, there is no centralized system to align all ecosystem entities.

One of the most significant ways the City and County have demonstrated their commitment to reducing community violence is through the establishment of the Joint Office of Neighborhood Safety & Engagement, which seeks to address these silos. The Joint Office is tasked with coordinating the region's CVI efforts by aligning City and County governments and service providers under a unified strategy that aims to make Shelby County safer.

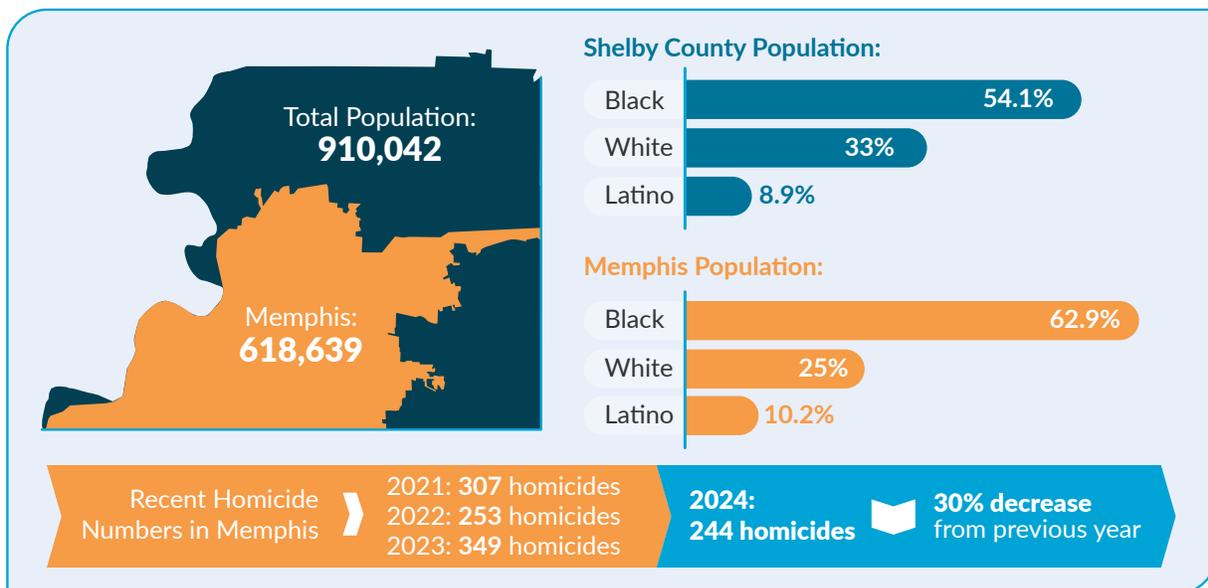
The newly established Joint Office has begun to build out the CVI ecosystem, encourage communication among CVI stakeholders, and give residents a voice. The Joint Office should be supported in its continued efforts. In addition, the City and County should work to create a community violence emergency preparedness plan as well as a community violence intervention strategic plan to develop and formalize coordinated efforts. Finally, the City and County should continue to build service providers' capacity through training and technical assistance as well as foster greater exposure and partnerships between providers.

# INTRODUCTION

Shelby County, Tennessee, is home to 910,042 residents, 618,639 of whom live in Memphis. The county's population is 54.1% Black, 33% White, and 8.9% Latino. The City of Memphis has a higher proportion of Black and Latino residents, at 62.9% and 10.2% of the population, respectively.<sup>1</sup> Both the city and county have long experienced significant rates of violence. Since 2021, Memphis has averaged 288 homicides per year.<sup>2</sup> However, following spikes in homicides in 2021 (307 criminal homicides) and 2023 (349 criminal homicides), the city saw a 30% decrease in homicides, with 244 total in 2024.<sup>3</sup> This is encouraging, but the work is far from over.

Shelby County has a myriad of services available for individuals who are at high risk of being involved in community violence as a victim or suspect. These are provided both by community-based and national nonprofit organizations and by City and County agencies. In addition to the CVI efforts highlighted in this report, Shelby County and the City of Memphis have a multitude of community-based programs and resources focused on mental health care, victim services, youth development, and more. With Shelby County and the City of Memphis experiencing violence at such high rates, a comprehensive gun violence reduction strategy and the continued development of the community violence intervention ecosystem are imperative. The City and County have shown they are dedicated to continuing and expanding their efforts to reduce community violence.

To this end, the newly launched Joint Office of Neighborhood Safety & Engagement commissioned NICJR to conduct this Landscape Analysis of CVI services in the city and county. This report begins with a description of NICJR's analytic methods, followed by an overview of the main violence reduction initiatives in Shelby County. The next section overviews the CVI ecosystem model guiding NICJR's analysis and provides definitions of each component of the ecosystem model, as defined by local service providers. An analysis of the current ecosystem follows, including a visualization of the geographic spread of CVI service providers and their proximity to gun violence in recent years, along with an overview of the region's core CVI ecosystem organizations and programs. This overview is followed by an analysis of strengths and challenges related to CVI work in Shelby County and recommendations for strengthening the CVI ecosystem. The report concludes by highlighting additional organizations that can help fill gaps in the current ecosystem.



1 US Census Bureau Quick Facts: Shelby County, Tennessee and Memphis City, Tennessee  
2 Memphis Police Department Offense and Clearance Report – 2017-2024  
3 Ibid.

# METHODOLOGY

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In December 2024, NICJR participated in a two-day convening with the Joint Office of Neighborhood Safety & Engagement in Shelby County, Tennessee. The event was publicly advertised in advance, during a Joint Office press conference that featured a QR code with a sign-up link for interested providers and programs. More than 40 community-based organizations, national nonprofits, and other service provider entities—plus a dozen City and County departments and programs—attended the event. Attendees engaged with the CVI ecosystem model as it relates to their own work and the broader work of Shelby County toward community violence reduction. Attendees also collaborated to craft local definitions for the 11 components of the CVI ecosystem model. Preliminary definitions were established through small group discussions, which were then strengthened by incorporating feedback from the larger group.

Following the convening, NICJR worked with the Joint Office to identify the core CVI entities comprising Shelby County’s nascent CVI ecosystem. Fourteen entities and the Joint Office were subsequently interviewed by NICJR to delve deeper into their CVI work. All interviews were conducted via Zoom and lasted 30–60 minutes, taking place between January 28, 2025, and March 5, 2025. Interviews were structured using open-ended questions to encourage detailed and thoughtful responses and productive discussions. NICJR also reviewed publicly available documentation including organizational reports, news articles, and other relevant materials to describe the programs and services available in Shelby County.

NICJR analyzed data from the convening and subsequent interviews to surface themes across these conversations. Based on these themes, NICJR identified strengths, gaps, and challenges in the existing ecosystem. NICJR then developed a list of recommendations for the City and County to continue to build out CVI work.



# MEMPHIS AND SHELBY COUNTY COMMUNITY VIOLENCE REDUCTION INITIATIVES

## Establishment of the Joint Office of Neighborhood Safety & Engagement

In November 2024, Shelby County and the City of Memphis launched the Joint Office of Neighborhood Safety & Engagement. City and County government agencies and community-based organizations recognized that they were working in silos, and that a lack of data sharing, communication, and trust were limiting their effectiveness and preventing them from having a unified voice. In response, the Joint Office was developed to bring together stakeholders and unify community violence reduction efforts across the county. The Joint Office is unique among offices of violence prevention in that it includes both City and County representatives to bridge the gap between the two local governments and align their efforts to reduce community violence.

In the short time since its launch, the Joint Office has been relentless in its efforts to bring CVI stakeholders together, moderate courageous conversations, provide training, and gather community feedback and perspectives to inform the work. The Joint Office has convened CBO and City and County program leaders, policy makers, law enforcement, and community members, including youth in the community. These convenings have served to set expectations, create a shared vision of CVI work, and amplify and empower the voices of community members as the Office works to establish norms and foster cohesion.

The Joint Office utilizes a four-pronged approach: inform, integrate, invest, and innovate.

1

### Inform

The Joint Office works to make clear to CBOs and government agencies the role each plays in CVI work, as well as to increase data-sharing between entities to promote greater data-driven decision making.

2

### Integrate

The Joint Office fosters collaboration and community across the city and county. This includes hosting convenings to break down silos and ensure CVI stakeholders are able to communicate effectively.

3

### Invest

The Joint Office builds the capacity of organizations and programs through technical assistance and training and by assisting them in securing grant funding.

4

### Innovate

The Joint Office is dedicated to creating a five-year Community-Based Violence Intervention and Prevention Initiative (CVIPI) Plan, which will be informed by this Landscape Analysis Report and developed with community input, to amplify the voices of individuals most impacted by community violence.<sup>4</sup>

<sup>4</sup> City of Memphis: What is the Joint Office of Neighborhood Safety & Engagement

# BUILDING A CVI ECOSYSTEM

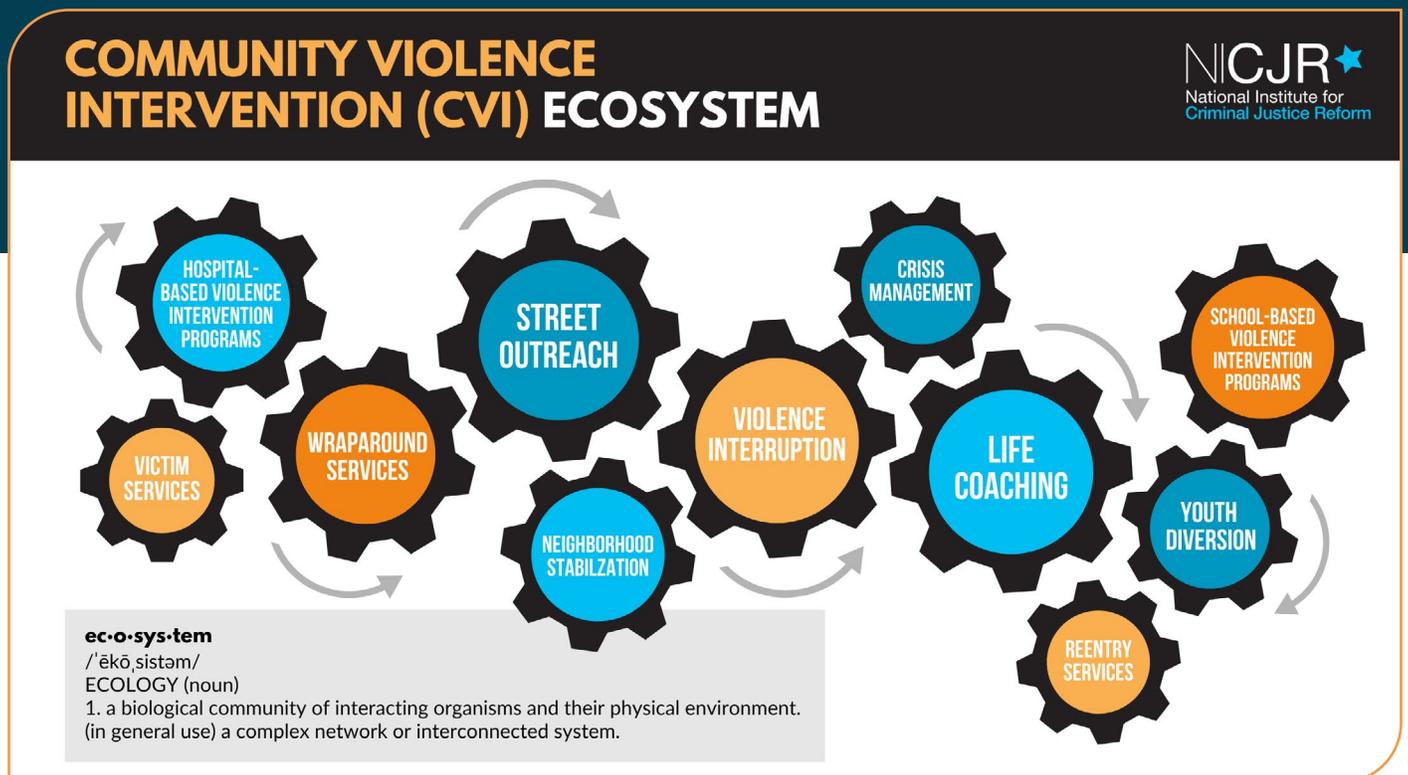
The CVI ecosystem model acts as a guide for Shelby County’s work to strengthen and expand community violence reduction efforts in the city and county. The model demonstrates the importance of an interconnected community of service providers with clearly defined work and populations served. The model also shows how organizations and programs in the area can work cohesively and collaboratively to ensure services are aligned with best practices.

A community violence intervention ecosystem is a comprehensive network with coordinated strategies, programs, and stakeholders working together to reduce violence within a community.<sup>5</sup> A CVI ecosystem is designed to address the root causes of violence, intervene in imminent acts of violence, and provide comprehensive support to those affected.<sup>6</sup>

A complete CVI ecosystem includes a variety of partners such as hospitals, public schools, victim services providers, life coaches, and case managers—all working together across a jurisdiction, and each playing a uniquely important role in the overall strategy to reduce violence. Typically, a young CVI ecosystem does not include service providers of all eleven types of services. As an ecosystem matures, additional CVI entities are included and coordination among partners strengthens. An office of violence prevention (such as the Joint Office of Neighborhood Safety & Engagement) is integral to the system, as it shapes the overall strategy that guides the ecosystem and coordinates various system components, ensuring partners work together seamlessly.

Key components of a CVI ecosystem are depicted below.

Figure 1: A Comprehensive CVI Ecosystem Requires a Complex Infrastructure of Services and Systems



5 CVI Ecosystem

6 Ibid.

# Shelby County CVI Definitions

During the December 2024 Joint Office of Neighborhood Safety & Engagement convening in Shelby County, local CVI leaders and service providers worked together to develop shared definitions of these CVI components, with each participant providing their unique perspective for synthesis into a unified definition. This collaborative effort ensured that all voices were heard and that the final definitions reflected a comprehensive view of the ecosystem's foundation.



## Crisis Management

An urgent, coordinated, rapidly deployed response to a community traumatic event that includes identifying and meeting people where they are through observation and communication. Crisis management utilizes internal and external resources to restore a neutral balance and offer continued support by setting short- and long-term goals to provide relief.



## Hospital-Based Violence Intervention Programs

Programs in which community violence interventionists are provided to victims of violence in need of medical care, and their families, without time limitations during their stay at the hospital and/or in the victim's community. These programs connect individuals with community-wide, multi-disciplinary resources including trauma-informed care, case management, conflict resolution, care coordination, etc. to target underlying risk factors and break the cycle of violence. Hospital-based violence intervention programs (HBVIP) / hospital violence intervention programs (HVIP) should be Health Alliance for Violence Intervention certified.<sup>7</sup>



## Life Coaching

The process of intensively working with those directly involved in gun violence to help achieve their goals while providing a clear and concise roadmap that they can realistically implement, based on their ideas, needs, and resources identified through self-assessment. Life coaches

<sup>7</sup> The HAVI: Violence Prevention Professional Training

should make three phone contacts per day and three in-person meetings per week with participants, and they should have no more than eight participants on their caseload.<sup>8</sup>



## Neighborhood Stabilization

Support for communities that have experienced a high level of violence. Including services that provide food, medical care, hygiene and health resources, clothing, and viable employment opportunities for a sustained period. Support should be coordinated, trauma informed, place based, and data informed.



## Reentry Services

Services that reconnect or assist high-risk individuals transitioning from jail or prison back into society. Reentry services are specific to needs leading up to and during reentry. They connect individuals to resources that help them acclimate to and sustain healthy and productive lives.



## School-Based Violence Intervention Programs

Evidence-based programming at schools that defines violence, identifies high-risk students, and equips students with tools to shift culture and deter violence and disruptive behavior through partnerships between school faculty and staff, parents, and others.

<sup>8</sup> Intensive Life Coaching: A Community Violence Intervention Approach



## Street Outreach

“Deploy[ing] street outreach workers, or ‘credible messengers,’ who... provide immediate crisis response, and connect high-risk people to community resources to promote long-term support and stabilization.”<sup>9,10</sup>



## Victim Services

Services provided to stabilize any individual or group of people primarily or secondarily impacted by violent or nonviolent crime that leads to trauma. Stabilization includes but is not limited to assistance with finances, mental health, shelter, safety, food, and advocacy.



## Violence Interruption

An urgent response, before, during, and/or after violence or the threat of violence. Credible messengers with lived experience act as neutral parties between feuding individuals or groups, preventing retaliation by using shuttle diplomacy, or mediation, to guide individuals or groups toward agreeing to resolve a conflict.



## Wraparound Services

Centralized, holistic, and comprehensive approach to supporting individuals and families, particularly high-risk individuals, by providing continual care in the areas of mental, emotional, social, economic, and spiritual well-being. These services involve identifying client needs; offering direct assistance or referrals with soft hand-offs to appropriate resources; and implementing a tracking system

9 Following the December 2024 convening, NICJR revised the CVI Ecosystem model to better align the core CVI ecosystem components with best practices for community violence intervention. Two components, street outreach and youth diversion, were not included in the model at the time of the convening; therefore, community stakeholders did not collaborate to create shared definitions for these components. Best practice definitions are presented here instead.

10 CVI Ecosystem

to ensure that support is effectively delivered. Wraparound services prioritize tailored solutions to meet the unique needs of each individual, ensuring the individual receives personalized and sustainable care to empower them to lead a productive life.



## Youth Diversion

“An intervention strategy that redirects youth away from formal processing in the juvenile justice system, while still holding them accountable for their actions.”<sup>11</sup>



11 Practice Profile: Juvenile Diversion Programs

# OVERVIEW OF CURRENT SHELBY COUNTY COMMUNITY VIOLENCE INTERVENTION ECOSYSTEM

## Relationship Between CVI Entities' Locations and Shelby County Gun Violence

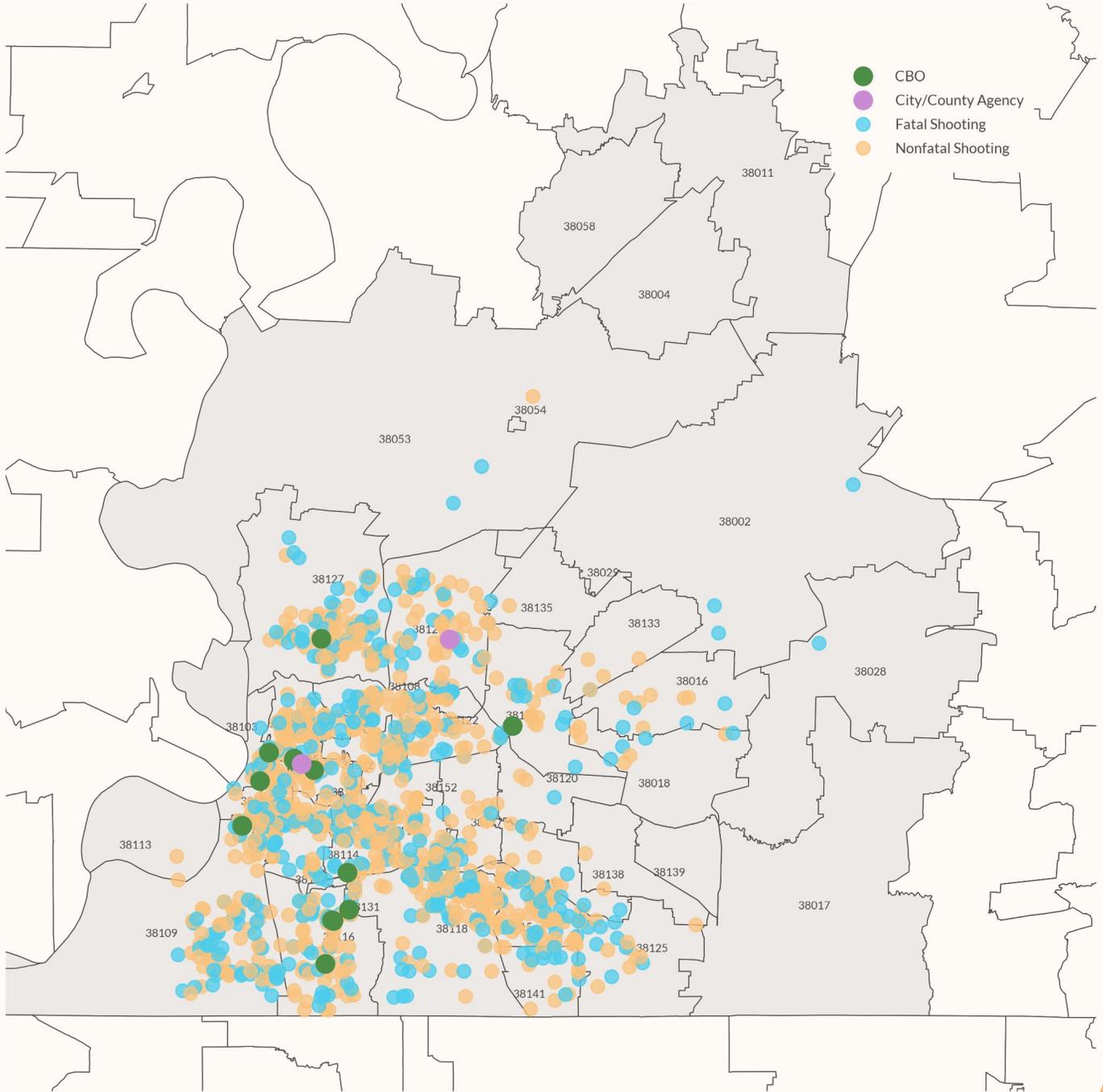
Below is a map that displays two sets of data: 1) locations where fatal and nonfatal shootings took place in Shelby County, Tennessee, during 2023 and 2024 and 2) locations where community-based and national nonprofit organizations, HVIPs,<sup>12</sup> and City and County agencies supporting those affected by gun violence are situated. This visualization helps to demonstrate which areas of the county have adequate service coverage and which may need an expansion of services relative to the prevalence of gun violence. In addition to the office locations displayed here, three organizations reported providing street outreach services in the 38107, 38109, 38111, 38115, and 38125 zip codes, and a fourth reported providing interruption services to all of Memphis.

Gun violence clusters largely around the east and south sides of the county, as do the physical locations of the CVI ecosystem service providers. Based upon Gun Violence Archive data, zip codes: 38106, 38107, 38108, 38109, 38111, 38114, 38115, 38116, 38118, 38127, 38128 experienced the greatest number of shootings in 2023 and 2024. Of those ten zip codes, 38106 and 38108 do not currently have an ecosystem service provider based within that zip code. While not among the ten most at-risk zip codes for gun violence, zip codes 38112, 38117, 38119, and 38126 experience elevated gun violence, but do not have an ecosystem service provider based in the area. While some zip codes do not have an ecosystem service provider physically based in the area, there are organizations outside of the ecosystem who can offer services to those in need within those zip codes.



<sup>12</sup> 12 CBOs, HVIPs, and national nonprofits are combined and listed in the map legend as CBO.

Figure 2: Map of Gun Violence and CVI Entities' Locations in Shelby County, TN, January 2023–December 2024<sup>13</sup>



13 One program reviewed below does not have a publicly available address for service delivery but indicated that services are provided in the field throughout Memphis.

# Programs and Services

The current Memphis and Shelby County CVI ecosystem, as identified by the Joint Office, consists of 14 organizations and local government programs working across eight components of the CVI continuum. While many CVI entities have served Shelby County for many years, the existence of a coordinated CVI ecosystem with guidance from an office of violence prevention is new to the county. There may be additional organizations providing CVI services across the region that are not currently considered or have not been identified as part of this young ecosystem. The ecosystem outlined below is the first iteration of a growing, inclusive network of individuals and organizations committed to interrupting violence; supporting those most impacted; and building safer communities through credible, community-based solutions.

Figure 3: Shelby County, TN, Existing CVI Ecosystem



The Joint Office of Neighborhood Safety and Engagement provided edits to Figure 3.

Below is an overview of services currently provided by the Shelby County organizations and local government programs that are part of the CVI ecosystem. Many organizations and agencies within the ecosystem provide a multitude of services, but only the services that are 1) the main focus of the organization or program's work and are 2) part of the CVI continuum are documented here. Only ecosystem service components with at least one identified service provider or program are detailed below. Some services or programs span multiple areas of CVI ecosystem work; these services are only included once to prevent duplication.<sup>14</sup> Programming types and service providers are listed in alphabetical order.



## Hospital-Based Violence Intervention Programs

### City of Memphis Group Violence Intervention Program (GVIP)

partners with Le Bonheur Children's Hospital, Methodist Hospital, and Regional One Health's Elvis Presley Trauma Center to provide bedside support to individuals following violent injuries through its hospital violence intervention programming.<sup>15</sup> Interventionists connect patients and their families with resources to meet their individual needs as well as



provide mentorship services, with a focus on healing and preventing further violence and injury. This hospital violence intervention programming is in addition to GVIP's primary focus on violence interruption and focused deterrence work in the community.

*GVIP also provides violence interruption and street outreach services. GVIP specifically focuses on the City of Memphis.*

**Rx for Change** is the hospital-based violence intervention program within Regional One Health's Elvis Presley Trauma Center. Rx for Change works with patients of all ages who are hospitalized for gunshot wounds, stabbings, or physical assaults. Services begin bedside once a patient is stabilized by the medical team. Program Interventionists work with individuals to develop goals that are unique and responsive to their needs and the needs of their family. Participants then continue working with their Interventionist for the next three to six months to ensure their goals are being fulfilled and needs are being met.

Rx for Change also provides referrals to community partners to help individuals meet their specific needs such as clothing and food, counseling and other mental health support, wound care supplies, and more. The program partners with several community-based organizations including Memphis Allies, City of Memphis GVIP, and Eagles Nest Services to provide some of the critical services patients need after sustaining a traumatic injury.

Rx for Change is a Health Alliance for Violence Intervention (HAVI)-certified hospital-based violence intervention program.<sup>16</sup>

<sup>14</sup> For example, a violence interruption program may utilize street outreach, but a description of the program will only appear under Violence Interruption to prevent duplication.

<sup>15</sup> City of Memphis GVIP also uses the title and acronym Violence Intervention Program (VIP)

<sup>16</sup> [Current HAVI Membership](#)

**Supporting and Healing Individuals From Trauma (SHIFT)** is a hospital-based violence intervention program within Le Bonheur Children’s Hospital. Established in 2022, the program serves youth ages 17 and under who are hospitalized for firearm, stabbing, or physical assault injuries. Expanding SHIFT, e-SHIFT provides services tailored to youth enrolled in the Ceasefire Program within the juvenile justice system.



The SHIFT program works closely with Le Bonheur’s trauma program, other pediatric specialists and community partners to provide highly coordinated and comprehensive services. The SHIFT team meets with the multidisciplinary team daily and with community partners at least every other week.

SHIFT provides holistic services to youth and their families, including support and advocacy to secure school accommodations or alternative schooling services, support navigating the medical system and adjusting to life after a traumatic injury, and additional service referrals. The program places a significant focus on providing mental health care and working with community partners to provide mentorship.

In addition to defining tailored goals for every family, SHIFT works toward two goals for every youth: 1) increased school attendance and engagement and 2) no involvement in violence while receiving SHIFT services. Youth and families typically receive SHIFT services for six months to one year. They are able to continue receiving mental health care and other services beyond this timeframe.

SHIFT is a HAVI-certified hospital-based violence intervention program.<sup>17</sup>



**901 Better Lives, Opportunities, & Communities (BLOC) Squad** is a violence interruption organization that has been active in Memphis since 2012 and strengthened and relaunched efforts in October 2024. This organization connects with communities through street outreach and by meeting people where they are. 901 BLOC Squad works with individuals aged 10 to 35—a data-driven decision made to ensure the organization reaches individuals most impacted by gun violence in the county.

901 BLOC Squad provides mentoring,<sup>18</sup> or life coaching, services to individuals at high risk for being involved in gun violence, assigning a dedicated coach to individuals at the highest level of engagement with the organization. The 901 BLOC Squad mentoring process emphasizes building a trusting relationship between the participant and the mentor to motivate change. Mentors meet with participants one-on-one one or two times per week to work toward individualized goals and engage with an evidence-based curriculum. Mentors work with participants on skills such as emotion regulation and conflict resolution. They also connect individuals with needed resources.

The majority of participants come into the program through street outreach, but 901 BLOC Squad also receives referrals from various community partners, including the Memphis Police Department, Shelby County Schools, community supervision departments, Le Bonheur Children’s Hospital SHIFT and e-SHIFT programs, and City of Memphis GVIP.

*901 BLOC Squad also provides violence interruption services in Shelby County.*

<sup>17</sup> Ibid.

<sup>18</sup> 901 BLOC Squad uses the term “mentoring” to describe their life coaching work.

**I Shall Not Die But Live** largely works with young adults aged 18–30 and youth aged 13–17. This organization has been active in the Shelby County area for more than 20 years but formalized its efforts as a nonprofit organization three years ago. At that time, it began working with Youth Villages and Memphis Allies to provide services to individuals in the Orange Mound and Hickory Ridge communities.



I Shall Not Die But Live works alongside Memphis Allies to provide life coaching to individuals engaged in the Support With Intention To Create Hope (SWITCH) and SWITCH Youth programs. Life Coaches work with individuals who are at high risk for involvement in community violence, providing participants with intensive support to help change their mindsets and navigate their emotions and life experiences. Additionally, I Shall Not Die But Live's Executive Director runs a lawn care service where program participants are often employed, ensuring individuals not only have a job, but a job that provides a living wage, as well as a supervisor invested in their overall growth and success.

*I Shall Not Die But Live is also a provider of street outreach services in Shelby County.*

**Memphis Allies** is an initiative under Youth Villages that launched in 2022. This evidence-based violence intervention model aims to reduce gun violence in Memphis. Memphis Allies works with individuals who are at very high risk for gun violence involvement. This includes those who are 12–35 years old and show risk factors such as previously being shot or shot at, having a close friend or family member shot, having an extensive arrest history or gang affiliation, and/or being on community supervision or out of school or work.

Memphis Allies provides life coaching to individuals at high risk of being involved in gun violence through its SWITCH and SWITCH Youth programs. SWITCH serves individuals aged 17–35, and SWITCH Youth serves individuals aged 12–18. These age ranges intentionally overlap so 17- and 18-year-olds can be placed in the program that best fits their individual needs. Adult services typically last 12–18 months, while youth services generally last 9–12 months; however, participants are able to remain in the program longer as needed.

Once an individual is identified and brought into the program through street outreach, they are assigned a Life Coach who may be a Memphis Allies staff member or staff from a partner agency. Life coaching is practiced intensely and intentionally, with a focus on building a relationship. Life Coaches maintain daily contact and weekly face-to-face sessions with every individual on their caseload. They work with participants to develop coaching plans, and they coordinate with Clinical Specialists and Case Managers to ensure participant needs are met.<sup>19</sup> Services for SWITCH participants are provided at Memphis Allies offices, and participants are eligible for cash incentives as they work through the program. SWITCH Youth services are provided at home, school, or other safe places in the community.

*Memphis Allies is also a street outreach service provider.*

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<sup>19</sup> [Memphis Allies Overview](#)



**Center for Employment Opportunities (CEO)** is a national nonprofit that has provided evidence-based reentry programming in cities across the country for more than 30 years and in Memphis since 2018. CEO strives to place individuals in paid work immediately after release from incarceration while helping them to develop transferable skills and preparing them to engage in the job search process. The program works with any adult reentering the community regardless of their age or criminal justice history. Participants are referred from the Department of Corrections; Shelby County Office of Reentry; and, often, other participants.

Upon completion of a paid orientation, participants are placed in a work crew where they receive compensation and enhance their communities through beautification. Each participant also meets weekly with a Job Coach to identify and overcome their unique barriers to employment. The Job Coach helps them develop interview skills through mock interviews, locate resources such as SNAP while working toward full-time employment, and obtain necessary documents such as a driver's license. Before working with national partners to place the participant in a full-time job, the Job Coach completes an assessment to ensure they are set up for success. Once the individual is placed, the Job Coach continues to work with them for a year, helping them maintain employment with wraparound support. The individual receives a stipend throughout that year as they reach milestones in staying gainfully employed.

**Project Social-Emotional, Transition, Academic, and Network Developing (STAND)** is a juvenile justice program that supports youth reentering the community. Originally launched in 2017 through a three-year Department of Education grant, Project STAND has continued and expanded with support and funding from Shelby County Schools, now providing services to over 37 schools.

Project STAND primarily works with youth transitioning from at least 10 days of detention in the Shelby County Juvenile Justice system. Upon release, youth enroll in a transitional school based out of Georgia Washington Carver College and Career Academy in Memphis. Youth spend 45 days in this transitional placement, allowing them to readjust to attending school full time while receiving additional support during the transition. After 45 days, students have the option to transfer permanently to George Washington Carver in the Success Program, which continues to provide youth support.

While in the transitional school, youth work with Project STAND staff to navigate their return to school, build workforce skills, and plan for the future. Youth form lasting connections throughout their time in the program and beyond, with staff that often grow into mentorship relationships.



**Transitional Reentry Adult Program (T.R.A.P.)** works with individuals aged 18 and older who are returning to the community after incarceration. The program focuses on connecting individuals with gainful employment soon after incarceration while building the skills necessary to be successful. Individuals are referred to the program through State and County courts, job readiness programs, local and federal halfway houses, and self-referrals. Current and former program participants also often refer others to the program—a testament to the impact of T.R.A.P. on participants' lives.

T.R.A.P.'s job readiness services typically include two to six weeks of interview etiquette training,

resumé development, mock interviews, and job coaching. This is followed by a session to begin the job search process and assist the individual in filling out applications. T.R.A.P. then works with national and local partners to help participants secure job placements. Participants can also engage in an eight-week Embrace, Immerse, Evolve cohort, which provides additional job readiness training as well as financial literacy education in collaboration with Truist Bank.

Once participants are placed in employment, they are guided through obtaining other essential resources such as free and low-cost health insurance. Given the unique challenges individuals coming out of incarceration face in obtaining housing, T.R.A.P. works with local property management and real estate entities to secure participant housing and supports participants in navigating housing barriers. Participants also receive case management and mental health counseling—two services T.R.A.P. is working to expand.

*T.R.A.P. also provides street outreach services in Shelby County.*



## Street Outreach

**I Shall Not Die But Live** uses street outreach to connect with individuals and engage them in services through its own programming or that of Memphis Allies. Many of I Shall Not Die But Live's Street Outreach Workers are previous mentees under the organization's Executive Director.<sup>20</sup> Credible messenger Outreach Workers engage Hickory Hill and Orange Mound residents through canvassing and targeted outreach to individuals most at risk of gun violence. I Shall Not Die But Live staff approach street outreach with the message that they want to keep people alive, safe, and out of jail.

*Within the Shelby County ecosystem, I Shall Not Die But Live is also a life coaching service provider.*

**Memphis Allies** partners with several other organizations in the city and county, such as Red Door Urban Missions and I Shall Not Die But Live, to engage in street outreach and provide life coaching support. These partnerships ensure community members are served by credible messengers familiar with their own neighborhoods. Memphis Allies currently provides street outreach and life coaching in Hickory Hill, Orange Mound, Raleigh/Fraser, and South Memphis.<sup>21</sup> Credible messenger Street Outreach Workers inform individuals at high risk of involvement in gun violence of the services available to them, and they spread a message of peace in the community. Through street outreach, Memphis Allies is able to build relationships with high-risk individuals to engage them in the SWITCH program.

*Memphis Allies is also a service provider in Shelby County's life coaching work.*

**Red Door Urban Missions (RDUM)** has been serving the Memphis community for more than eight years. This faith-based organization engages marginalized communities in five Memphis apartment complexes (Hillview Apartments, Mill Creek Apartments, New Horizon Apartments, and WestWood Community) to build community, create safe spaces, and spread love.<sup>22</sup> Credible messengers, including the organization's leadership, engage in street outreach to connect priority populations to tailored wraparound services and community events hosted by RDUM. RDUM Street Outreach Workers are a consistent presence in the



<sup>20</sup> [Meet Renardo and I Shall Not Die But Live!](#)

<sup>21</sup> [Memphis Allies 2024 Progress Report](#)

<sup>22</sup> [Red Door Urban Missions: About Us](#)

neighborhoods they serve. Workers canvas the streets, ensuring individuals are aware of the services RDUM provides, and live out and spread evangelist teachings.

In each of the five communities served, RDUM's Apartment Life program utilizes an apartment converted into an office and marked by a red door as a safe and calm environment where anyone is welcome and where, as RDUM says, "the streets stop at the door."<sup>23</sup>

*RDUM also provides wraparound services in the Shelby County CVI ecosystem.*



## Victim Services

**Shelby County Crime Victims and Rape Crisis Center (CVRCC)** provides no-cost services to Shelby County residents who are victims of any crime, regardless of their decision to engage with the criminal justice system. CVRCC serves about 4,000 participants annually. The Center's 24/7 sexual assault nurse examiner team performs all sexual assault forensic exams in the county. Additionally, the Center is staffed with victim advocate teams specializing in sexual assault cold cases, sexual assault active cases, and domestic violence, as well as a cross-services team of advocates who work with victims of all other crimes, including surviving loved ones of homicide victims.



Individuals are able to access services through walk-ins and are also often referred through law enforcement or other community programs. Individuals who seek care are immediately provided crisis management services and begin to work with a Victim Advocate to address their individual needs. Victim Advocates often provide education about the criminal and civil court systems, and they assist with filing orders of protection as needed. Advocates also often attend court hearings with participants and provide referrals to a robust network of victim services in Shelby County. Additionally, CVRCC provides any participant in need with counseling services via in-house licensed therapists or through referrals, and the program works with participants to build resiliency after victimization.



## Violence Interruption

**901 BLOC Squad** operates in East Memphis, where credible messenger Outreach Workers look to engage with community members and assess neighborhoods' level and risk of violence. The team fosters positive relationships in the community by remaining visible and involved through activities such as ensuring youth have a safe passage to and from school. Through these relationships, staff become familiar with hotspots, identify ongoing disputes that may turn violent, and work to intervene in violence before it erupts. 901 BLOC Squad also assists City of Memphis GVIP with Call-Ins and Custom Notifications and provides rapid response to shooting incidents.

*901 BLOC Squad is also a part of Shelby County's life coaching and street outreach work.*

**City of Memphis Group Violence Intervention Program** uses intervention, focused deterrence, and street outreach to cool tensions, support communities, and prevent further violence. GVIP programming began in fall of 2022. The program works with law enforcement and other community partners to provide rapid response to shooting incidents and conduct Custom Notifications and Call-Ins. Following a shooting

<sup>23</sup> Red Door Urban Missions in South Memphis

incident, the GVIP team is notified to provide immediate on-site resources to suspects, victims, families, and community members. The focused deterrence prong of GVIP leverages partnerships with the Tennessee Department of Corrections, Shelby County District Attorney's Office, Memphis Police Department, US Attorney, and other community stakeholders to identify individuals at the highest risk of gun violence and spread a message of peace through Call-Ins and Custom Notifications.<sup>24</sup>

*City of Memphis GVIP also serves as a leader in HVIP and street outreach services in the county.*



**Heal 901** is a community-based organization established in 2018 that works toward violence prevention and intervention with individuals of all ages. Heal 901 approaches CVI with love first, working to connect with the community and show individuals experiencing trauma and violence that their community cares about them.

Heal 901 Cures, the organization's intervention arm, uses a Cure Violence Global model. Staff engage with the community, building trust and relationships to change community norms around violence. Violence Interrupters and Street Outreach Workers keep an ear to the ground to identify violent incidents and ongoing feuds, then they work with the involved

parties to cool tensions, mediate disputes, and squash beefs before violence occurs or continues, in addition to connecting individuals with needed resources.<sup>25</sup>

*Heal 901 is also a street outreach service provider in Shelby County.*



## Wraparound Services

**Red Door Urban Missions** largely utilizes street outreach and word-of-mouth referrals to engage individuals in wraparound services tailored to marginalized communities through three programs: Myia's House, I Have a Name, and Faithfully Living Obediently with God (FLOW G). Myia's House provides a refuge for girls who are pregnant, experiencing abuse, unhoused, or otherwise in need of a safe space. I Have a Name works with women engaged in sex work and/or experiencing drug addiction, and FLOW G works with formerly incarcerated men.

Wraparound services in each program include biblical evangelist teachings; connections to services and supports addressing individuals' unique needs (including licensed mental health counseling in the community or in office through a partner organization); and connection to RDUM community events that provide youth services and create safe and fun spaces for young adults who are at high risk of involvement in community violence.

Red Door Urban Missions works to meet individuals where they are and does not turn anyone away. Current and former participants often refer friends and family to RDUM—a testament to the positive impact made in participants' lives.

*RDUM also provides street outreach and reentry services in the county.*

<sup>24</sup> City of Memphis: Violence Intervention Program (VIP)

<sup>25</sup> Heal 901 Cures: Community Violence Prevention



## Youth Diversion

**Shelby County Youth and Family Resource Center** is an assessment center for youth diverted from Juvenile Court or referred by concerned parents or school staff. The Center was established in April 2022 and serves youth aged 10–17 and their families. Youth diverted from Juvenile Court must have a summons for one or more of fifteen low-level offenses to qualify for the diversion program, which is voluntary.



The Center uses a combination of three assessments to evaluate a youth's needs at home, school, and in the community; assess the youth's trauma history; and evaluate the youth's risk of suicide. Following assessment, a Youth Advocate helps the participant to develop an action plan and provides referrals to resources in their immediate community (within their zip code when possible) to meet their individual needs. The Youth Advocate continues to provide light-touch case management for six months to ensure successful hand-offs to referral services. Youth are considered to have successfully completed the diversion portion of the program once the assessment is completed.



**The Pursuit Center** is an alternative-to-detention program located within George Washington Carver College and Career Academy. The Center operates five days a week after school. It provides transportation for participants as well as dinner catered by local restaurants, to expose participants to new and healthy food options. The Pursuit Center serves boys aged 12–18 in 30-day cohorts of up to 16 youth. Youth enter into the Pursuit Center through three referral types: 1) court-mandated participation following a detention hearing, 2) voluntary participation while on electronic monitoring, or 3) voluntary participation resulting from a summons or school referral.

Youth charged with any offense except for aggravated sexual assault can be referred to the Pursuit Center, although most referred youth are charged with a first or second offense. All youth are referred to the center pre-adjudication.

Pursuit Center youth engage in group counseling, mindfulness, and healing sessions on a weekly basis. They also participate in volunteer opportunities, explore career paths, and engage in new experiences such as yoga and enriching field trips. The Pursuit Center also teaches life skills such as dining etiquette, gym etiquette, and communication.<sup>26</sup>

Additionally, youth and their families receive personalized support. Weekly, each youth engages with a mentor who assists them in moving toward their personal goals. Youth are provided Counseling services during the program and have the opportunity to continue with counseling services once their cohort ends. Staff regularly engage with teachers and parents to promote continuation of healthy habits outside of program hours, and parents receive individualized support and parent group sessions. All youth who complete the program are celebrated with a graduation at the end of the cohort.

<sup>26</sup> The MSCS Pursuit Center

# DISCUSSION AND CONCLUSION

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## Strengths

At the forefront of Shelby County's CVI ecosystem is the newly established Joint Office of Neighborhood Safety & Engagement. The Joint Office was launched in November 2024 and has already worked to foster communication and collaboration between CBOs and other service providers, government agencies, law enforcement, and the community. The Joint Office acts as a bridge between community, City, and County efforts and guides the strategic direction of all programs focused on community violence reduction. The development of an office of violence prevention exemplifies the County's dedication to reducing community violence and empowering the citizens of Shelby County to live safe, healthy, and productive lives.

Relatedly, one of Shelby County's biggest strengths is the passion residents have for their community. Memphians are proud of their city and the rich history and culture of the area. They care for one another and want to see their community thrive. This passion for their home was obvious at the Joint Office convening, and it is demonstrated by the abundance of organizations working for a safer, more prosperous Memphis and Shelby County.

Importantly, many people working to reduce community violence in Shelby County are individuals with lived experience. This includes both frontline staff and, often, CBO leaders who are formerly incarcerated or who have experienced community violence. Many CVI leaders in Shelby County were active in violence reduction efforts prior to the development of the Joint Office or formal recognition of CVI work in the area. Through years of experience working in the community, local CVI providers have gained a wealth of knowledge about the neighborhoods they serve and the work that goes into reducing community violence.

The current Shelby County ecosystem provides a strong foundation for community violence reduction work. The 14 organizations and programs span eight areas of the CVI continuum. This is a significant strength, as residents have access to a wide array of vital services. Local organizations and programs have demonstrated their commitment to working with individuals at the highest risk of gun violence or community violence, as well as commitment to making data-driven decisions to ensure they are working with those most in need. There are also services available for individuals at risk of other forms of violence, such as domestic violence or violence in schools.

Many of the CVI ecosystem service providers also already partner with one another to expand the variety and/or capacity of services they provide to clients. Organizations and programs frequently join forces to leverage existing community relationships, tailor services to specific populations, and expand areas of service provision.

These factors, coupled with the availability of services in most of the county's highest-violence areas, mean Shelby County's ecosystem is well positioned to get services to those who need them most.



## Challenges

While the budding CVI ecosystem has a strong foundation, there are still gaps in services. The current ecosystem does not include service providers that coordinate the crisis management response. There is not currently a neighborhood stabilization service provider that is part of the core ecosystem, but CBOs in Shelby County do engage in this work and would be strong additions to the ecosystem as it matures. At the same time, some components of the CVI ecosystem are provided by many organizations, creating the potential for duplicating efforts.

Although many entities in the CVI ecosystem already engage in valuable partnerships with one another, these partnerships are segmented, meaning organizations without existing partnerships often do not have strong relationships. Providers have noted difficulties with cross-agency communication and coordination that leaves them working in silos. Because there is not a central system to track services, progress, or other client information across all CVI service providers, organizations without partnerships may unknowingly serve the same people, which can lead to duplicative and/or disjointed care for individuals in need.

Many organizations also indicated difficulty in knowing the quality and capacity of services available within other organizations in the area. Service providers are not always aware of what resources are available to refer clients to, or they are wary of referring their clients out to unfamiliar organizations. This further indicates the need for communication and trust building among ecosystem organizations.

These challenges, as well as similar challenges with coordination at the local government level, inspired the establishment of the Joint Office. Building trust and community is not an easy feat. The core CVI ecosystem entities are in the early stages of this process, but with the help of the Joint Office, they are working toward a cohesive approach to CVI.

Finally, many organizations noted that a scarcity of resources in the community impacts their work. The most frequently discussed needs for Shelby County residents were affordable housing and transportation. These are especially urgent for individuals at high risk of community violence; agencies described significant difficulties in attempting to relocate individuals at immediate risk of victimization and challenges with helping participants to obtain and maintain gainful employment when they cannot get to work. Additionally, multiple agencies indicated a gap in respite care for youth—meaning a safe place for youth to stay when they or their parents need a break, but when the situation does not rise to the level of child welfare involvement. While many of the service providers can meet many needs of their clients, the lack of resources in these areas creates a unique strain for CVI organizations as they work to create stability for high-risk individuals.

# Recommendations

The Joint Office is well positioned to coordinate the continued buildout of a full, effective CVI ecosystem. While this can happen in a number of ways, NICJR recommends the following steps:

1

## Increase collaboration and coordination between existing community violence intervention organizations and programs.

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- a. While many ecosystem entities have existing partnerships, and the Joint Office has already begun working to increase coordination and communication across the ecosystem and relevant stakeholders, NICJR recommends these additional steps:
  - i. Develop and implement a clear strategy to streamline efforts for engaging those at the highest risk for community violence, which may be part of the City's efforts to revamp GVIP.
    - 1. This strategy should enable coordination across service providers to meet the immediate and long-term needs of participants.
    - 2. Organizations and programs should clearly define their area of expertise, intentionally focus on a specific service or set of services, and utilize warm handoff referrals to ensure clients are effectively connected to other service providers as needed.
  - ii. The Joint Office and ecosystem entities should strive to strengthen and expand partnerships across the ecosystem. Partnerships should:
    - 1. provide space for information sharing;
    - 2. facilitate the pursuit of joint funding opportunities;
    - 3. produce collaborative and innovative strategies to combat community violence;
    - 4. include co-learning communities where organizations are able to engage with one another to share knowledge and leverage their collective years of experience, including leveraging a train-the-trainer model;
    - 5. include mechanisms for transparency and accountability across partners; and
    - 6. include a wide variety of organizations, agencies, juvenile and adult courts, and City and County stakeholders, ranging from those with evaluation, policy, research, and technical assistance expertise to those who provide direct services to participants.

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## Create a community violence crisis response plan.

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- a. When a shooting takes place, Shelby County should have a planned course of action that allows all entities within the ecosystem to work together to support victims and community members where the incident occurred.
- b. This community violence crisis response plan should also inform the comprehensive community violence intervention strategic plan.

### 3

#### Create a community violence intervention strategic plan.

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- a. A CVI strategic plan guides stakeholders in a jurisdiction as they make intentional decisions to further develop CVI work that will produce near-term reductions in violence. Shelby County has already made strides toward the development of a CVI strategic plan, including commissioning this Landscape Analysis Report as well as a Memphis Gun Violence Problem Analysis that will be released by NICJR later this year. Shelby County's CVI strategic plan should include:
  - i. relevant research and data to inform decision making;
  - ii. plans to expand and sustain CVI services in the community, including:
    - 1. plans to further expand the geographic reach of CVI services as well as expand ecosystem offerings to include service areas not currently covered (crisis management, neighborhood stabilization, and school-based violence intervention);
    - 2. plans to foster increased collaboration and coordination between CVI organizations and programs, government entities, and related service providers;
    - 3. plans to address regional resource scarcities in areas such as housing and transportation; and
  - iii. clear action steps and implementation milestones with proposed timelines that allow the City and County to monitor implementation progress.

### 4

#### Provide training and technical assistance to organizations already engaged in CVI work.

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- a. Shelby County has an abundance of CVI CBOs and government programs. Many organizations are doing incredible work, but there is always room to improve the quality and capacity of this critical work.
  - i. Technical assistance for CBOs and government agencies may include evaluations of existing services, programs, and initiatives; general capacity building training; recurring on-site technical support to provide consistent feedback; support in implementing program benchmarking and performance measurement tools; and intensive data collection for continuous analysis of shooting incidents and identification of high-risk individuals.
  - ii. Training can include events such as conflict resolution workshops; trauma-informed care seminars; and trainings on de-escalation techniques, community engagement strategies, and cultural sensitivity.
    - 1. Additional specific recommended trainings and certifications include:
      - a. life coach training and certification,
      - b. HAVI certification,
      - c. mediation training,
      - d. trauma-informed care training,
      - e. violence interrupter training,
      - f. data collection and management training, and
      - g. grant writing training for CBOs.

- a. Many entities within the CVI ecosystem expressed a desire for a service directory of preferred service providers.
  - i. Develop a comprehensive directory of services available in Shelby County, including services directly related to CVI as well as more generalized services that are relevant to individuals engaged in violence reduction services.
  - ii. The Joint Office should regularly collect data from CBOs and other CVI entities to track performance and reach. This information should be used to inform this directory.

# Appendix A: Organizations Identified Through the Joint Office Convening

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While Shelby County CBOs and city and county agencies have been working toward community violence reduction for several years, the City and County are still in the early stages of developing a coordinated CVI ecosystem under the leadership of the Joint Office. This process is iterative, and more organizations will be included in the ecosystem as it matures. The following organizations are not currently considered part of the Shelby County CVI ecosystem but are capable of filling gaps and enhancing the ecosystem.

This is not a complete list of every organization or program in attendance at the Joint Office convening. Nor is it a comprehensive account of all organizations identified as additional partners during the convening. Some attendees and additional identified partners provide valuable resources to Shelby County residents but do not specialize in CVI work; as such, they are not included in this list.

## Life Coaching

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**Together We Impact Neighborhoods and Nations (TWINS)** is a CBO led by identical twin brothers who are former gang members born and raised in Memphis.<sup>27</sup> TWINS works with individuals at the highest risk for gun violence through street outreach and life coaching. Since 2018, TWINS has been engaging directly with individuals in high-violence areas of the city to support them in changing their trajectories. This includes providing mentoring services in Memphis and Shelby County Schools and engaging with community members in Raleigh and Frayser.<sup>28</sup>

In 2022, TWINS partnered with Memphis Allies to bring the SWITCH model to the Frayser area (see Memphis Allies above for more on SWITCH). As a trusted entity in the area, TWINS was able to foster community trust to connect residents to needed services. Since summer 2024, TWINS and Memphis Allies have been working to expand the SWITCH model into Hickory Hill, where the TWINS founders spent much of their youth.

## Reentry

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**City of Memphis Building Renewed Independence, Dignity, Growth, and Empowerment (BRIDGE)** is a reentry program within the City of Memphis Office of Community Affairs. The program works with individuals coming out of incarceration as they transition back into the community. This includes helping participants to file for record expungements and secure necessary documents such as IDs or drivers licenses. The program also provides classes to empower returning citizens and promote personal growth.<sup>29</sup>

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<sup>27</sup> [Why twin brother are joining fight against gun violence](#)

<sup>28</sup> [TWINS Founders Brandon and Bryan](#)

<sup>29</sup> [The Office of Community Affairs: BRIDGE](#)

## Wraparound Services

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**Christopher A. Pugh II Center for Men (CPC)** began serving the Memphis community in 2021, following the 2019 death of Christopher Pugh, II. Pugh’s mother founded the organization to channel the grief and pain of losing her son to gun violence. CPC’s Transition to Unlocked Purpose program works with young men and boys aged 14–21 with diagnoses of attention deficit hyperactivity disorder, conduct disorder, and oppositional defiant disorder. The program works to increase academic achievement, promote workforce development, and break cycles of violence and trauma. Other CPC programs provide resources such as professional clothing; financial literacy training; and job training in areas such as cooking, film production, HVAC repair, and software development. CPC participants also have access to the Becoming Him Mentorship Program, which provides mentoring focused on teaching boys about being men and fathers. Additionally, participants are able to engage in extra curricular activities and receive cognitive behavioral support.<sup>30</sup>

**Families Matter** is a faith-based organization founded in 2004 that works to strengthen marriages and families, with the aim of combatting “systemic failures in the biblically based family unit.”<sup>31</sup> The organization works with all family members, providing specialized offerings for youth, fathers, single parents, and new parents.<sup>32</sup> Families Matter partners with Shelby County Schools to provide programming focused on preventing teenage pregnancy, promoting healthy relationships, and teaching principals of manhood.<sup>33</sup> The organization’s Fatherhood Initiative connects boys and men with seasoned fathers, emphasizing healthy relationships, family responsibilities, and biblical principals of fatherhood. Through the Fatherhood Initiative, Families Matter provides classes for new fathers and fathers-to-be in partnership with local hospitals, the Mayor’s office, churches, schools, and other nonprofit agencies. These classes provide practical advice for caring for new babies and moms.<sup>34</sup>

**Neighborhood Christian Centers, Inc.** has provided support to communities in Memphis since 1978 working to break cycles of generational poverty in six neighborhoods across Memphis,<sup>35</sup> many of which have experienced a high rate of community violence. Neighborhood Christian Centers, Inc. supports neighborhoods in need through three pillars. The Adult and Family services pillar works with adults and families to develop life skills through faith-based programming. The Compassionate Ministries pillar provides emergency services to families in crisis including food, homegoods, and clothing. The Youth Engagement Services pillar works with youth aged 5-18 to help prepare youth for college or vocational school.<sup>36</sup> The organization also provides utility payment assistance services<sup>37</sup> and workforce development for adults and children in their in-house bakery which provides training and employment to participants.<sup>38</sup>

**Operation Taking Back 901** has been working in Shelby County since 2016. The organization empowers youth and families through trauma-informed youth mentoring for individuals aged 10–25. It also provides specialized programming for parents and other target populations. Operation Taking Back 901 programs include financial literacy courses, workforce development, education support, and even business development support. The organization also provides specialized support to teenage mothers and juveniles returning from detention.<sup>39</sup>

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<sup>30</sup> [Christopher A. Pugh II Center](#)

<sup>31</sup> [Families Matter: Our History](#)

<sup>32</sup> [Families Matter: Programs and Classes](#)

<sup>33</sup> [Families Matter: Students](#)

<sup>34</sup> [Families Matter: Fatherhood](#)

<sup>35</sup> [Neighborhood Christian Center, Inc.: About US](#)

<sup>36</sup> [Neighborhood Christian Center, Inc.: Pillars of Service](#)

<sup>37</sup> [Neighborhood Christian Center, Inc.: Utility Program](#)

<sup>38</sup> [Neighborhood Christian Center, Inc.: Holey Cakes](#)

<sup>39</sup> [Operation Taking Back 901](#)

## Victim Services

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**The Women’s Advocacy Center** is a faith-based organization established in 2018 that works with women who have experienced or are experiencing domestic violence. The organization uses a 24-month service model that it calls Assist, Invest, and Mentor (AIM). Through AIM, the Center helps participants to: “1) gain economic independence, 2) form healthy relationships, 3) stabilize their families, and 4) strengthen their faith.”<sup>40</sup> Participants and their families receive individualized mentoring tailored to their unique needs. They also have access to support groups,<sup>41</sup> sports and other activities for children,<sup>42</sup> and referrals to additional services.<sup>43</sup> Beyond these direct services, the Women’s Advocacy Center also provides trainings on topics such as domestic violence dynamics, the decision-making experience of domestic violence victims, and intimate partner violence in teen dating.<sup>44</sup>

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40 A.I.M. - Assist, Invest, and Mentor

41 The Women’s Advocacy Center: Our Team

42 A.I.M. - Assist, Invest, and Mentor

43 Ibid.

44 The Women’s Advocacy Center: Our Training

# SHELBY COUNTY LANDSCAPE ANALYSIS

Community violence intervention (CVI) ecosystem

