COMMUNITY VIOLENCE INTERVENTION ACTION PLAN:

MAPPING TRANSFORMATION FOR THE FIELD
FALL 2024

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"In the journey to nurture peace and heal our communities, having a meticulous plan is not just a necessity, it's also the foundation upon which we can build a nationwide movement of collective impact."

ERICA FORD, FOUNDER AND CEO, LIFE CAMP, INC.,
AND BLACK AND BROWN PEACE CONSORTIUM

EXECUTIVE SUMMARY

The CVI Action Plan strives to save lives, reduce community violence in Black and Brown communities, and support CVI workers who have committed their livelihoods to ending violence.

The CVI Action Plan was shaped by conversations with over 300 leaders and practitioners across the CVI field and represents one of the most comprehensive and coordinated syntheses of what is needed to strengthen and support the CVI landscape to date.

We sought to engage stakeholders from every part of the CVI ecosystem to create a community-led vision, set ambitious goals, and refine essential strategies. What we have produced is a set of high-priority opportunities that we believe will catalyze philanthropic and public investment for years to come.

A vast history of systemic racism and disinvestment has led to a disproportionately high rate of gun violence in Black and Brown communities across America. Much of this violence is community violence, which typically occurs among a relatively small number of socially connected, unrelated individuals, takes place outside the home, and recurs or leads to retaliation. It tears apart families, robs neighborhoods of hope and opportunity, and reinforces cycles of trauma that fuel further violence. Gun violence has a particularly devastating effect among Black males aged 10-24, with rates 21.6 times higher than those among White males of the same age.

Addressing this violence will require long-term solutions and investments that tackle the root causes of poverty, oppression, and inequality. But our communities cannot wait for the long term — we need to save lives today, in the near term.

The work of reducing near-term violence falls on America's public safety ecosystem. However, today's public safety strategy centers on enforcement-based approaches and carceral punishment. Relying exclusively on these methods to address gun violence has harmed Black and Brown communities and failed to improve the safety of our communities in a meaningful way. America needs to shift the paradigm for saving lives. To do so will require recognizing violence as a public health crisis and centering **community violence intervention (CVI)** as a key pillar of the public safety ecosystem.

CVI offers a complement to law enforcement by employing several evidence-based, community-led strategies that engage individuals and groups at the highest risk of experiencing and/or perpetrating violence. This work establishes relationships and supports that disrupt cycles of violence and retaliation, and includes street outreach, violence interruption, hospital-based violence intervention, life coaching, peacemaker fellowships, violence-focused cognitive behavioral therapy, and more. Further detail on CVI and the fieldwide working definition of CVI can be found on page x.

The CVI field has seen tremendous success in recent years securing billions of dollars in federal, state, and local funding to support program expansion across the country — particularly through the support of the Biden-Harris administration. Multiple cities have seen roughly **30%-50% reductions** in violence in recent years that they attribute to the scaling of CVI strategies, including Austin, TX; Baltimore, MD; Baton Rouge, LA; Detroit, MI; Indianapolis, IN; Los Angeles, CA; Newark, NJ; Oakland, CA; Richmond, CA; and New York, NY.

Despite decades of severely limited investment in scaling CVI strategies and a lack of support from policymakers, the field has made important strides in infrastructure development in communities across the country. Evidence shows these strategies are working, as illustrated in Introduction: A Crisis, An Opportunity.

The impact of CVI, coupled with historic declines in violence in 2023, has garnered attention from policymakers. As a result, the field is now at a historic moment, with an opportunity to fundamentally strengthen and scale the CVI field, creating the level of sophistication required to meet the violence we face head-on. To meet this moment, the field requires a strategy for growth that identifies and addresses our core challenges and opportunities. That's what the CVI Action Plan strives to do by incorporating a range of perspectives from the field itself.

Participants in the CVI Action Plan process insist that the strategies identified herein should be led by Black and Brown organizations and leaders on the ground, and reflect the cultural competency of those closest to the pain of community gun violence. By focusing on racial equity, we aim to prevent the replication of harmful systems or movements. As the experts and CVI practitioners closest to the violence that plagues our communities, we have a unique understanding of how to build on our success and should have the self-determination to lead on all aspects of the field's development.

The CVI Action Plan is the most ambitious attempt ever undertaken to capture that understanding in one place. By leveraging the insights of hundreds of CVI practitioners, researchers, and leaders, the Plan provides public and philanthropic partners with a comprehensive set of recommendations for impact-driven investments to strengthen and scale the CVI field.

Our collective recommendations are presented in six domains that represent priority areas of investment (presented in alphabetical order):

1. **CAPACITY BUILDING, WELLNESS, AND PROFESSIONALIZATION:**
Funding for CVI work has historically been unstable and unpredictable, causing local non-profit leaders to prioritize their limited resources to serve program participants instead of strengthening, professionalizing, and taking care of the workforce. To build the field's resources and capacity, we must scale training and technical assistance for CVI professionals, build infrastructure for CVI organizations, and establish minimum standards for CVI worker pay and wellness benefits.

2. **FIELDWIDE COLLABORATION:**
The CVI field represents a diverse ecosystem of strategies, organizations, people, and convenings. Given the complexity of the gun violence challenge, specialization has been important but often leads to silos that prevent leaders from capitalizing on other organizations' knowledge. Tapping into the power of collaboration will effectively leverage all the work happening across the field.

3. **GRASSROOTS, LOCAL, STATE, AND FEDERAL POLICY DEVELOPMENT AND ADVOCACY:**
The CVI field has seen historic success in recent years, securing billions of dollars in federal, state, and local funding to support program expansion across the country. This indicates that investing in organizing to support policy and advocacy efforts now will help unlock sustainable public funding and political will for the future. Capitalizing on this momentum will require expanding local community-led grassroots efforts, protecting policy and advocacy capacity at all levels of government, and coordinating policy and advocacy efforts.

4. **NARRATIVE CHANGE:**
Too many Americans still believe harmful and pervasive narratives about gun violence, including what gun violence looks like, what factors drive it, and what can reduce it. The field must confront these and other narratives for policymakers and community members to appreciate and understand the value of CVI, and the evidence that undergirds the field. Demonstrating the value of CVI will require launching a national narrative change strategy, elevating diverse voices, and supporting local and national CVI organizations as they execute communications tactics.

5. **RESEARCH, EVALUATION, QUALITY IMPROVEMENT, AND IMPACT ANALYSIS:**
If our goal is strengthening and scaling the CVI field, we must broaden our research capacity. High-quality research is crucial to the field, but the current CVI research landscape has not received enough priority attention or funding. As a result, CVI research is not nearly robust enough to address the complexity of community violence. Leaders in the CVI field emphasized the need for the increased scope and scale of Black- and Brown-led research; enhanced knowledge-sharing capacity; and greater collaboration among and between researchers, the field, and communities.

6. **STANDARDIZATION OF ESSENTIAL CVI ELEMENTS: DEFINITIONS, DATA DRIVEN PERFORMANCE MANAGEMENT, AND DIRECT SERVICE COORDINATION:**
The CVI field currently lacks standardization regarding the terminology we use, the evidence-based practices we deploy, and how we coordinate strategies on the ground. To continue strengthening and scaling CVI strategies, the field needs to create shared terminology and develop evidence-based standards for program design, implementation, and evaluation, as well as increase direct service coordination on the ground.

It is within our reach to drastically reduce violence in the United States. To do so, the CVI field must partner with private philanthropic and public sector leaders to establish CVI as a core component of the public safety ecosystem. Together, we can heal individuals and communities alike and transform society as we know it.

CONTRIBUTING AUTHORS

Special thanks to CVI Action Plan coordinators: Fatimah Loren Dreier, The Health Alliance for Violence Intervention, Amber Goodwin, Community Justice, David Muhammad, National Institute for Criminal Justice Reform, Fernando Rejon, Urban Peace Institute (joined May 2024); Aqeela Sherrills, Community-based Public Safety Collective (joined May 2024).

A full list of 135 organizations and individuals who have signed on as contributing authors can be found below.

Organizations

2nd Call

A.G.I.L.E Planning Solutions, Inc

AAPI Against Gun Violence Coalition

Advocates for Peace and Urban Unity

Agape Movement

Aim4Peace

Alliance for Community Empowerment (ACE)

Alliance for Safety and Justice

Alliance of Concerned Men

Arise & Go

Big Mama's Safe House

Black & Brown Collective for Community Solutions to Gun Violence

Black and Brown Peace Coalition

Blue Hills Civic Association

Bowdoin Street Health Center

Brady

C.H.A.N.G.E

Catron Academy Learning Institute

Center for American Progress

Center for Criminal Justice Reform, University of Baltimore School of Law

Center for Policing Equity

Centro Community Hispanic Association (Centro CHA Inc.)

CHAPTER TWO INC

Chicago CRED

Cities United

City of Greensboro Office of Community Safety

City of Kankakee / Kankakee United

City of Toledo - Mayor's Office of Neighborhood Safety and Engagement

Cognitive Justice Intl.

Communities United for Restorative Youth Justice

Community Based Public Safety Collective

Community Justice

Community Passageways

Community Warriors 4 Peace

COMPASS Youth Collaborative

Connecticut Children's Injury Prevention Center

Contra Costa Health

Crime Survivors for Safety and Justice

Cure Violence Global

Dignity4Detroit

Equal Justice USA

Everytown for Gun Safety Support Fund / Moms Demand Action

Garden Pathways

Gate City Coalition

Georgetown Law Center for Innovations in Community Safety

Gideon's Army: Grassroots Army for Children

GIFFORDS Center for Violence Intervention

Girassol Wellness, Inc.

GodSquad and Clergy For Safe Cities

H.O.P.E. Hustlers

Hartford Communities That Care

Health Alliance for Violence Intervention

Health Resources in Action

HELPER Foundation

Hope and Heal Fund

Institute For Nonviolence Chicago

KAVI (Kings Against Violence Initiative)

Latino Coalition for Community Leadership

Life Camp Inc

Life-Line Colorado

Live Free Alabama

Live Free Illinois

Live Free USA

LiveFree Oklahoma

Lives Robbed

Los Angeles Violence Intervention Coalition

Man Up Inc USA

March for Our Lives

Mayor's Office of Neighborhood Safety and Engagement

Metropolitan Peace Initiatives/ Communities Partnering 4 Peace

Moving Mountains By Illumination

National Alliance of Trauma Recovery Centers

National Institute for Criminal Justice Reform

National Network for Safe Communities

National Offices of Violence Prevention Network

National Prevention Science Coalition to Improve lives

Newark Community Street Team

Newtown Action Alliance

Non Stop Growth Inc.

Nonviolence Institute

Not Another Child, Inc

Paving The Road To Success

Peace for DC

Project Hope CA

Project Kinship

Project Ujima - Children's Wisconsin

Public Health Madison & Dane County

Reading Hospital

Reimagining Justice Inc/Paterson Healing Collective

Resilient Agency

Restoration Inc

Safe Streets Baltimore

Shelby County TN Division of Community Services

Social Contract, LLC

Soledad Enrichment Action

Southern California Ceasefire Committee

Southern California Crossroads

Stop the Violence Indianapolis

Struggle of Love Foundation

The Forgotten Third

The HUBB Arts & Trauma Center

The Rebuild, Overcome, and Rise (ROAR) Center at the University of MD, Baltimore

The Reverence Project

Toberman Neighborhood Center

Turn Up Knox

UCAN

United Against Violence

University of Chicago - Crime Lab

Urban Peace Institute

VCU Health Injury and Violence Prevention Program

Vera Institute of Justice

Violence Intervention Advocacy Center at Boston Medical Center

Volunteers of America

WATTS LIFE UNITED INC.

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PROCESS AND PARTICIPANTS

CVI leaders from across the country were convened through in-person and virtual sessions over twelve months to provide insights and guidance, offer feedback, and reflect on opportunities for the field. This process was led by the CVI Action Plan Coordination Team, which included leadership from Fatimah Loren Dreier, executive director of The Health Alliance for Violence Intervention (HAVI); Amber Goodwin, founder of Community Justice (CJ); and David Muhammad, executive director of the National Institute for Criminal Justice Reform (NICJR), as well as coordination leadership beginning in May of 2024 from Fernando Rejón, executive director of Urban Peace Institute, and Aqeela Sherrills, co-founder of Community Based Public Safety Collective. The plan was also developed in partnership with Evergreen Strategy Group and Frontline Solutions.

Over this twelve-month period, coordinators supported a two-day convening in May 2023 in Chicago, IL, attended by more than 60 CVI leaders; six virtual roundtable discussions with more than 160 CVI leaders on topics including advocacy, local implementation, narrative change, research, and training and technical assistance; in-depth individual interviews; a virtual feedback session with more than 50 attendees; a April 2024 convening of 110 individuals; and line edits from dozens of leaders. Detailed information on these sessions can be found in Appendix A.

The CVI Action Plan is based on these sessions, and as a result, it is written from a range of perspectives of the CVI field at large. Of course, the field is not a monolith, and it would be impossible to account for the nuanced views of every practitioner. However, the report represents the consolidated views and feedback of a wide spectrum of stakeholders, including those providing direct service on the ground, organizers, advocates, researchers, and technical assistance providers. The plan will refer to these consolidated field perspectives using the pronoun "we."
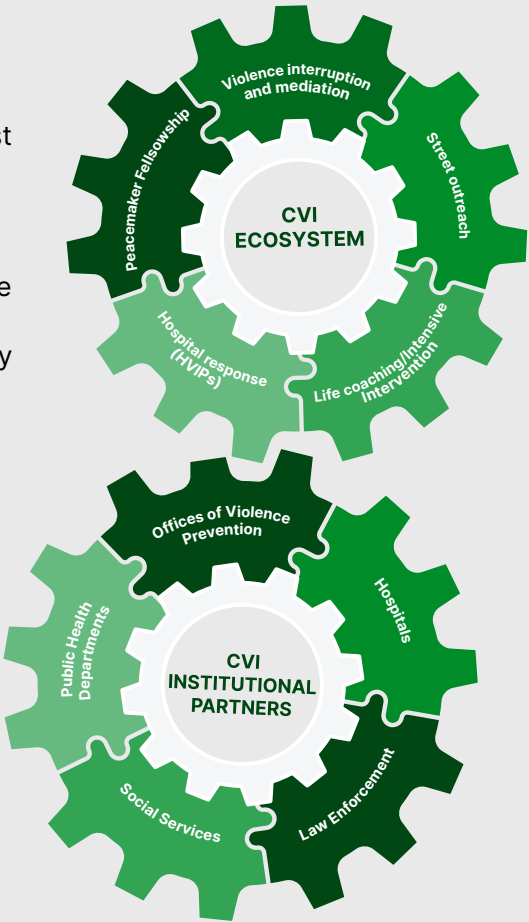
WHAT IS CVI?

Community violence intervention (CVI) is an approach that uses evidence-informed strategies to reduce near-term violence through tailored community-centered initiatives. These multidisciplinary strategies engage very high-risk individuals and groups to disrupt cycles of violence and retaliation. CVI workers establish relationships between individuals and community assets to deliver services that save lives, address trauma, and provide opportunity. When executed alongside targeted wraparound services, CVI helps improve the physical, social, and economic conditions that drive violence. These strategies include street outreach, violence interruption, hospital-based violence intervention, life coaching, peacemaker fellowships, violence-focused cognitive behavioral therapy, and others.

CORE ELEMENTS OF CVI:

→ The physical location of the intervention is in community or in a setting in which the participant is receiving care. This is in contrast to interventions in institutions in which participants are being held against their will (i.e., prisons);

→ Proactive neighborhood-based outreach, case management, and/or support for those at the highest risk of violence is the primary modality of practice (vs. passive referrals or court-mandated service);

→ Frontline CVI practitioners are from the communities being served. These indigenous peacemakers and community-rooted practitioners are the leaders of CVI practice;

→ Interventions target individuals at greatest risk of victimization or perpetration; and

→ The theory of change undergirding the intervention is professional work bound by ethics and rooted in hope and healing, as well as unconditional positive regard and love for all individuals and communities impacted by violence.

CVI ECOSYSTEM
- Violence interruption and mediation
- Street outreach
- Life coaching/Intensive Intervention
- Hospital response (HVIPs)
- Peacemaker Fellowship

CVI INSTITUTIONAL PARTNERS
- Offices of Violence Prevention
- Hospitals
- Law Enforcement
- Social Services
- Public Health Departments

DEFINING THE VIOLENCE PROBLEM

VIOLENCE IS CONCENTRATED.

Roughly **1%** of a city's population accounts for over 50% of the violence. One source estimates roughly half of homicides occur **in only 127 cities** throughout the country.

VIOLENCE IS NETWORKED.

Collective behavior, perceived threats, and low social capital are among several factors that **increase** the likelihood of violence between individuals. One study **showed** that 85% of all gunshot injuries within a community originated from one social network.

VIOLENCE IS CYCLICAL.

Victims **often suffer from repeat victimization**. Victimization and exposure to violence as an adolescent **increase** chances of an individual becoming a perpetrator of gun violence by 2.5X.

TIMELINE OF EXPECTED OUTCOMES

INTERVENTION/CVI
(1 to 3 years)

Stopping violence in the near-term using harm reduction strategies and gun violence reduction strategies to provide interpersonal support structures and wraparound services to individuals at the highest risk of gun violence involvement, including retaliatory violence.

PREVENTION
(5 to 10 years)

Focusing on addressing long-term violence reduction throughstrategies such as youth-focused mentoring and after-school programming.

TRANSFORMATION
(15-20 years)

Focusing on addressing generational cycles of poverty through education, economic development, and neighborhood revitalization.

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INTRODUCTION: A CRISIS, AN OPPORTUNITY

The Community Gun Violence Epidemic

Gun violence is not new; it has systematically disadvantaged communities for decades. But in recent years, gun violence has surged to levels rarely seen in modern American history. According to the Centers for Disease Control and Prevention (CDC), homicide is the leading cause of death for Black males ages 15-34 and the second-leading cause of death for Hispanic males ages 15-24. The CDC also indicates that the firearm homicide rate among Black males ages 10-24 was 21.6 times as high as the rate among White males of the same age. While the overall number of gun homicides declined by 10% or more from 2022 to 2023, it remained well above pre-pandemic levels, presenting a real danger that the level of gun violence experienced by communities across America today might become the "new normal."

The Department of Justice defines community violence as "the intentional use of physical force or power, threatened or actual, against another person, group, or community in a specific location that results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation." According to a Surgeon General's Advisory released in June of 2024, gun violence is a public health crisis that disproportionately harms Black and Brown communities across the country, robbing young people of their lives and taking a severe mental, psychological, and financial toll on the health of families and communities.

Community violence intervention (CVI) offers a complement to law enforcement by employing several evidence-based, community-led strategies that engage individuals and groups at the highest risk of experiencing and/or perpetrating violence. This work establishes relationships and supports that disrupt cycles of violence and retaliation, and includes street outreach, violence interruption, hospital-based violence intervention, life coaching, peacemaker fellowships, violence-focused cognitive behavioral therapy, and more.

FIELD INSIGHT
The Safety Gap

America's history of racism and community neglect has left a safety gap concentrating gun violence in Black and Brown communities. In Chicago, the gun homicide rate in the city's four most violent police districts, which are disproportionately Black and Latino, is currently 26 times higher than in the city's four safest police districts, which are disproportionately white. According to the University of Chicago Crime Lab, this safety gap has doubled since the 1990s.

A Window of Opportunity

The CVI field has seen tremendous success in recent years, securing billions of dollars in federal, state, and local funding to support program expansion across the country. This includes federal dollars secured through the Biden administration's historic investment in the field, including the Department of Justice's Community Based Violence Intervention and Prevention Initiative (CVIPI), congressional earmarks, the Bipartisan Safer Communities Act (BSCA), the American Rescue Plan Act (ARPA), and the White House Community Violence Intervention Collaborative (CVIC). Nearly all of the funding from these efforts is time-bound and will expire in the coming years, which means we must move quickly to build a sustained public funding structure for the future.

A growing body of evidence demonstrates that CVI strategies work. While more research is needed to understand CVI's broad impact, it is important to highlight a selection of the available evidence[1]:

➜ An evaluation of the Advance Peace CVI model found a 22% decrease in gun homicides and assaults, representing a cost savings of at least $25 million. A Richmond, CA, study found the model was associated with a 55% reduction in firearm violence, including deaths and hospital visits, and 43% fewer crimes annually. By 2023, Richmond experienced its lowest levels of homicide since tracking such data began in 1971.

➜ Participation in Chicago CRED has been shown to reduce individual violent crime arrests by 73.4% over two years.

➜ Findings from ROCA, a CVI program operating in Baltimore and Massachusetts, report that participation of 18 months or longer improved behavioral health by 96%, and over 90% of participants had no new arrests or incarceration.

➜ A multiyear randomly controlled trial of Heartland Alliance's Rapid Employment and Development Initiative (READI) found that shooting and homicide arrests declined by 65% in the intervention group compared to controls. The study also found that READI returns between $3 and $7 to society for every $1 spent on the program.

➜ A randomized controlled trial of a hospital-based violence intervention program found that control participants — who did not receive any HVIP services — were more than three times as likely to be arrested for a violent crime and more than four times as likely to be convicted of a violent crime than participants in the intervention group, who did receive HVIP services. In one Indianapolis HVIP study, results showed that HVIP participation was associated with half the rate of violent reinjury. However, impacting reinjury is not the same as addressing retaliatory violence. To do so requires intentional partnership with street outreach and other partners in the CVI ecosystem.

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1. This is not to suggest that all CVI research uniformly demonstrates the same outcomes; further investments are needed to support building the evidence base and deepening local implementation.

Cities and states have also demonstrated violence reductions associated with CVI efforts:

→ In New York, NY, an [evaluation] conducted by John Jay College attributes a 53% homicide reduction between 2006 and 2018 to the introduction of several CVI models, including [Cure Violence] and the development of the [Mayor's Action Plan for Neighborhood Safety].

→ In Newark, NJ, the city saw a [32%] reduction in shootings in 2022 and has seen a more than 50% reduction in homicides in the past decade, with the city now experiencing 60-year lows. This reduction has been fueled by the [Newark Community Street Team] (NCST) and investments in and the establishment of the city's [Office of Violence Prevention and Trauma Recovery].

→ In Oakland, CA, a [review] of a broad citywide strategy outlines key components of gun violence reduction: data-driven identification of high-risk groups, respectful communication of this risk to targeted individuals, connection to community services and support as a pathway to reduce this risk, and focused use of police enforcement on individuals who continue to engage in violence. Over five years, this approach has accomplished a 46% reduction in homicides and a 49% reduction in injury shootings, even during periods in which other major cities experienced sharp increases in violence.

→ Indianapolis, IN, launched the [Gun Violence Reduction Strategy] (GVRS), an initiative that identifies individuals who are at very high risk of being involved in gun violence and employs intensive interventions with those individuals to

FIELD INSIGHT
Los Angeles' Historic Violence Reduction

Los Angeles created one of the first city agencies dedicated to violence reduction that provides funding and coordination, training, and capacity-building to an array of frontline CVI organizations. According to its website, the [City of Los Angeles Mayor's Office of Gang Reduction and Youth Development] (GRYD) was established in July 2007 to address gang violence in a comprehensive and coordinated way. Community-based service provision began in 2009. GRYD currently provides gang intervention and prevention services in 23 GRYD zones throughout Los Angeles, along with regional juvenile reentry services, community engagement programming, and various other initiatives. Los Angeles also founded the first practitioner-led violence intervention certification training in the nation,

the Los Angeles Violence Intervention Training Academy (LAVITA), led by the Urban Peace Institute, to professionalize and support the delivery of CVI services.

An evaluation of GRYD intervention services found that when professionally trained interventionists responded to a homicide, the chance of a retaliatory killing fell to less than 1%, which translates to a 99% decrease in retaliatory killings when intervention is involved.[3] Researchers found that gang intervention and Triangle Response efforts helped produce a 41% reduction in retaliatory violence.[2] In 2023, frontline CVI workers contributed to a 26% reduction in gang-related homicides in Los Angeles.

2. Brantingham, P.J. & Schoenberg, F.P. (2020). Further exploration on the impact of GRYD Incident Response Program on retaliatory violence (GRYD research updated No.1). Los Angeles, CA: California State, Los Angeles.
3. Ibid 11,29

prevent retaliatory shootings. In the first year, Indianapolis exceeded its goal and achieved a 16% reduction in murders and a 14% reduction in nonfatal shootings. In 2023, Indianapolis achieved even deeper reductions, with a 19% decline in murders and a 7% decline in nonfatal shootings from 2022. Since the launch of GVRS in January 2022, there has been a 31% reduction in murders and a 20% reduction in nonfatal shootings.

→ Since 2016, Chicago, IL, has been focused on intentionally building a CVI infrastructure in the communities most impacted by violence. The Partnership for Safe and Peaceful Communities (PSPC), a coalition of more than 50 foundations and funders, created two networks in 2017: Communities Partnering 4 Peace (CP4P) and the aforementioned READI Chicago. In addition, Chicago CRED began its CVI services in 2017 in two Chicago communities. Through significant public sector investment, CVI programs are in 32 communities throughout Chicago. Overall, the city has experienced a 20% decrease in violence from 2016 to 2023.

→ An evaluation of the Massachusetts Safe and Successful Youth Initiative (SSYI), which targets emerging adults ages 17-24 statewide, found that SSYI clients were involved in 36% fewer violent offenses and 20% fewer nonviolent offenses than eligible but unenrolled participants.

CVI strategies are vital to addressing community safety and disrupting long-standing cycles of inequality and violence. However, in America, our approach to reducing violence in the near term has not deployed all of the tools at our disposal to address the issue head-on. The country deserves a robust, comprehensive public safety ecosystem that does not rely solely on law enforcement, invests in community transformation, and supports a workforce of Black and Brown leaders with ample opportunity for upward career mobility. We need to build and sustain a new comprehensive structure for public safety.

The Role of Public and Private Investment Partners

Any major social movement requires investment from the public and private sectors to catalyze innovation and foster sustainable growth. Criminal justice reform, a social movement allied with CVI, received an impressive $343 million in investments from private philanthropy in 2019. In that same year, roughly $83 million was invested in gun safety efforts, most of which supported large national gun safety organizations and well-resourced local organizations.[4] While no public data exists that quantifies private investment in CVI specifically, suffice it to say that the figure is a small fraction of what these critical social movements received.

The CVI movement will need public and private investment to successfully scale and become a permanent fixture in the public safety ecosystem. Philanthropy plays a critical and unique role in this pivotal moment for the field, serving as a bridge to long-term sustainable public funding. The flexibility and speed with which philanthropic funding can support local strategies, advocacy, narrative change, technical assistance agencies, and research will allow the field to build a solid foundation and grow the much-needed evidence base to catalyze permanent public sector investment.

Allocations in BSCA and ARPA have generated a strong base of public sector support, and those wins have been driven by advocacy from grassroots leaders and organizations whose work has been underfunded for decades. We still have a considerable hill to climb: As historic as these accomplishments have been, we still have a considerable hill to climb. Federal investments in CVI pale in comparison to the nearly $300 billion America spends annually to operate our criminal legal system and the $557 billion annual cost of gun violence in the United States. For CVI to have a communitywide, citywide, and countrywide impact, the field needs to secure long-term, sustainable public funding.

In Chicago, in addition to the innovative and impactful "Big 3" programs of CRED, READI, and Communities Partnering for Peace (CP4P), a new, promising initiative, Scaling CVI for a Safer Chicago (SC2), is being launched in 2024. The violence reduction goal is to attain 80% reduction in 10 years.[5] In each SC2 neighborhood, a coalition of CVI organizations has been formed, the number of very high-risk individuals has been mapped and identified, and comprehensive plans have been developed to achieve the ambitious goal of reaching 50% of the highest-risk individuals in 5 years and 75% in 10 years. The violence reduction goal is to attain 80% reduction in 10 years. The total cost of the initiative is approximately $400 million, of which about half is already being invested by public and private entities. The Partnership for Safe and Peaceful Communities (PSPC), a coalition of more than 50 foundations and other philanthropic entities, and the Civic Committee, a coalition of the largest businesses in Chicago, have committed to raising $100 million, or half of the remaining gap, has been committed over five years by PSPC and the Civic Committee, a coalition of the largest businesses in Chicago.

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4. Philanthropy News reports that "The top recipients of gun violence-related funding both in terms of total grant dollars and the number of grants over the past decade include Brady and the Everytown for Gun Safety Support Fund. Chicago CRED and the Heartland Alliance also were among the top recipients in terms of grant dollars, while Sandy Hook Promise and Everytown for Gun Safety were among those that received the largest number of grants."
5. In each SC2 neighborhood, a coalition of CVI organizations has been formed, the number of very high-risk individuals has been mapped and identified, and comprehensive plans have been developed to achieve the ambitious goal of reaching 50% of the highest-risk individuals in 5 years and 75% in 10 years). The total cost of the initiative is approximately $400 million, of which about half is already being invested by public and private entities. The Partnership for Safe and Peaceful Communities (PSPC) and the Civic Committee, a coalition of the largest businesses in Chicago, have committed to raising $100 million over five years

The consequences of the funding gaps are startling. During the COVID-19 pandemic, many opponents blamed landmark criminal justice reforms for the significant spikes in violence across the country, although those claims have been directly refuted by researchers. Local leaders believed investments in law enforcement alone would sufficiently reduce violent crime; however, research has shown this to not be true. Without a robust CVI field that has readily available narrative messages about its successes and an infrastructure of public and private support to implement these strategies, we have little to combat these challenges the development of a thriving CVI field.

We appreciate the role and relevance of other strategies or sectors to the advancement of public safety, and the field has a range of views on the ways in which CVI interacts with other institutions in the public safety ecosystem. For example, CVI leaders have a range of perspectives about how CVI strategies can leverage law enforcement data to reduce community violence. This plan does, however, assert that for the country to be successful in reducing violence, we must scale and robustly resource CVI as a key component of the broader public safety ecosystem.

Scaling CVI Investment

It is essential to scale public and private funding for CVI. This is true for a range of local contexts, from larger cities with more robust CVI infrastructures to medium-sized and small cities seeking to build their CVI infrastructure. But what size investment is sufficient to support CVI work? Many leaders may reference police budgets as a source of comparison because they are often incredibly large relative to other city services. These leaders argue that there should be comparable investments in nonpunitive, relational approaches that don't contribute to such harms as increased criminalization and incarceration. While there may be other approaches to establishing minimum thresholds for CVI investment, the aim is to see greater investment over time, not less.

How do cities achieve greater scale in CVI investment? It will require a blending of local, county, state, and federal funding, alongside flexible private investment to support innovation, training, advocacy, and policy development. Public-private partnerships are essential to the future and expansion of CVI.

Furthermore, scaling CVI funding extends far beyond immediate violence reduction; it seeks to foster a culture of safety, support, and empowerment within communities. With scaled funding, cities can create jobs, stimulate local economies, and build community resilience. They can also build complementary programs that seek to address the root causes of violence, such as poverty, poor education access, and limited economic opportunities. This comprehensive approach can lead to a significant reduction in violence, lower incarceration rates, and increase overall health in communities, offering widespread and lasting benefits.

This CVI Action Plan is the first step toward supporting a sustained nationwide scaling of CVI. **Our goal is to provide public and philanthropic partners with a comprehensive set of recommendations for impact-driven investments to strengthen and scale the field**. We aim to inspire public and private action to help save lives and heal communities.

Mapping the Field

Charting a path forward starts with mapping where the field is today. As part of the CVI Action Plan's development, we mapped the current landscape of CVI programs operating in cities facing high rates of gun violence. The resulting maps (found in Appendix C) provide a snapshot of existing programs and initiatives. The maps do not show program saturation or quality; instead, they demonstrate the significant variation of CVI programs in place across cities — and the many communities where there is little to no CVI activity.

CORE CHALLENGES IN THE CVI FIELD

CVI strategies have operated in communities for many decades, historically driven by grassroots and community-based efforts. This approach makes sense, given the need for deep connections with individuals to maintain effective strategies and the importance of relationship-based work to address the complexities of community violence.

Our vision for the future of the CVI field must balance several key elements. We must recognize that CVI work is successful because it is locally driven and community-led. At the same time, we must understand that community-led strategies can be strengthened and scaled by leveraging lessons and insights from other communities and synthesizing them on a national scale.

This CVI Action Plan's recommendations are based on the lessons and insights we collectively identified as a field:

→ **The field is capacity constrained, limiting our ability to strengthen and scale strategies.** Inconsistent and insufficient funding for CVI work has caused leaders in the field to make difficult choices between operating their programs and improving and developing their organizations, with the latter being the first priority to fall by the wayside. This barrier has created a dynamic of largely under-resourced personnel working in high-stress roles without basic operational support, wellness support, or infrastructure. If we want to save lives, we must provide CVI leaders with the tools they need to strengthen their work.

→ **CVI funding has historically been inconsistent, onerous to access, and nowhere near the level needed for groups to implement their work, professionalize their operations, and support employee wellness.** The lack of sufficient and sustainable funding not only constrains the scale of program delivery but also impacts strategies' effectiveness. Funding scarcity limits investment in capacity building, pulls CVI operators away from focusing on their operations, limits critical wellness support for the CVI workforce, and creates a competitive funding environment which limits collaboration among CVI providers. Many in the field view this as the primary challenge; to address it requires more than just one-off philanthropic investments or individual advocacy campaigns. It requires a new vision to short-term to achieve long-term success.

→ **Limited collaboration across the field constrains shared learning and innovation.** Typically, CVI strategies operate in geographic and programmatic silos and rely on personal relationships and networks to facilitate information sharing. This dynamic limits resources and opportunities for programs to share data and learnings. Without intentionally addressing those barriers, the priorities

identified in different sections of this report cannot be achieved fieldwide. Why? Because without collaboration — without sharing ideas, working collectively through challenges, and leveraging our united voice — there is no "CVI field" to strengthen.

→ **Recent CVI policy and advocacy successes were secured despite the field lacking sustained funding to expand the current advocacy infrastructure.** This lack of support for policy and advocacy expansion means the field is missing important opportunities to protect and sustain these wins, build new legislative and regulatory agendas, and meaningfully engage with policymakers on the importance of CVI. The field needs investment in policy and advocacy capacity to develop these tools and strategies to bring more transformational wins to benefit communities.

→ **In communicating about our work, the field faces deeply entrenched false narratives about what drives gun violence and how we can reduce it.** Too many Americans are anchored in a false belief that gun violence is a problem that only law enforcement can solve. The public does not see violence as a public health crisis driven by structural racism, economic disinvestment, and untreated exposure to trauma. And too few Americans — underscored by a lack of media attention — understand the value of CVI, its theory of change, and the evidence that lies at its foundation. Worse still, even when violence decreases, the public still believes crime is increasing, or that any decreases are attributable exclusively to the efforts of law enforcement. If we hope to secure sustainable funding to strengthen the field, we cannot only improve programs, we also need to change the conversation.

→ **To demonstrate the impact of CVI and to support quality improvement, we need to grow the body of CVI research.** The field has expressed the importance of building a more robust research landscape, yet the current CVI research environment is constrained in its ability to meet this goal. This is due, in part, to the lack of funding and resources in the broader field. Without funding, researchers are disincentivized to choose firearm research as a career, and there is little support for building a pipeline of researchers, especially researchers who are system-impacted or in close proximity to gun violence themselves. In addition to these challenges, there is also a range of perspectives about methodological approaches to gun violence prevention research. The field has expressed a need to include multidisciplinary approaches to CVI research, as well as the need to increase engagement with researchers who study the root causes of violence in its totality. These barriers and the lack of standardized research practices create an environment in which the quality of research is not at the level the field requires to enhance CVI strategies. New coalitions exist to help address these challenges, but the field lacks greater support for those initiatives.

→ **The field currently lacks standardization regarding the terminology we use, the evidence-based practices we deploy, and how we coordinate strategies on the ground.** To strengthen the field of CVI, it is essential to develop a collective definition of CVI. Currently, there are several definitions of what CVI is that need to be integrated if we want to effectively coordinate across strategies and interact with other sectors. In addition to a lack of alignment on the "what," the field also lacks clear standards on the "how": How should CVI strategies operate, how should they be measured, how should they incorporate and generate data, and how should they work together on the ground while maintaining local adaptability? There is no one model for how CVI strategies should work, but there are best practices that can be defined and leveraged by different models across the country.

A VISION FOR THE FIELD

As experts in community violence intervention, we believe that to address the public health crisis of gun violence, CVI must become a permanent part of America's public safety ecosystem. But more importantly, as leaders in our communities, we know this work cannot wait. It cannot wait because of the daily toll this crisis is taking on Black and Brown families. And it cannot wait because we have a brief window of opportunity to fundamentally turn the tide.

To do that, the CVI field needs a surge of support from both public and philanthropic partners to help strengthen and scale CVI strategies in communities most impacted by gun violence. Through conversations with the field, the CVI Action Plan uncovered six areas, or domains, where public and philanthropic partners can serve a unique role in advancing the field's work. These funding domains include (presented in alphabetical order):

(A) CAPACITY BUILDING, WELLNESS, AND PROFESSIONALIZATION

(B) FIELDWIDE COLLABORATION

(C) GRASSROOTS, LOCAL, STATE, AND FEDERAL POLICY AND ADVOCACY

(D) NARRATIVE CHANGE

(E) RESEARCH, EVALUATION, QUALITY IMPROVEMENT, AND IMPACT ANALYSIS

(F) STANDARDIZATION OF ESSENTIAL CVI ELEMENTS: DEFINITIONS, DATA-DRIVEN PERFORMANCE MANAGEMENT, AND DIRECT SERVICE COORDINATION

A vision for the CVI field is predicated on a recommended set of core values and foundational ideas that should remain front and center across domains:

1 **We must prioritize ongoing investment in current CVI strategies.** While the CVI Action Plan aims to secure funding to expand and strengthen the CVI field, it is also crucial to ensure that existing programs, strategies, and operations have the resources to execute their work in communities today. Increasing funding for operational support, infrastructure, and staffing to operate current programs is paramount for the field.

2. **We must make a bold commitment to racial equity.** Community violence disproportionately impacts communities of color. As such, the leaders, experts, and voices needed to solve the problem of community violence should predominantly hail from Black and Brown communities who have direct experience with and/or proximity to community violence. By explicitly naming our racial equity commitment in the CVI Action Plan, we ensure that we do not replicate unjust structures that privilege already well-resourced gun violence prevention organizations while limiting the growth of Black- and Brown-led organizations. It will take all of us to address the scourge of violence in cities across the country, but to do so justly, we must focus on a racial equity framework for grantmaking and combat racism at every turn.

Through a racial equity lens, responses and solutions to community violence are best realized by the people most impacted. This extends beyond just having Black and Brown faces represented; it speaks to the need to center those with lived experiences of community violence at the table to maintain the authenticity and effectiveness of CVI initiatives.

Moreover, the inclusion of Brown people requires intentional efforts to create space for, recruit, and support Brown leadership within the CVI field. This involves not only recognizing but also leveraging the cultural and ethnic nuances that exist within violence-impacted communities. Such nuances can significantly influence the effectiveness of interventions and the trust-building that is essential within communities. For example, linguistic barriers and cultural differences can impact how services are received and utilized in non-English-speaking communities.

As a field, further conversations are needed to uplift Brown communities who are often overlooked in mainstream discussions and funding opportunities, as well as Black communities who are disproportionately affected by gun violence. These conversations must address these nuances and ensure that CVI strategies are inclusive, equitable, and culturally relevant.

3. **We must center CVI frontline practitioners.** Those addressing street violence on the ground are crucial to the development and future of the CVI field. By centering individuals and communities most historically marginalized by systemic racism, such as mass incarceration and overpolicing, and most affected by community violence, the field seeks to build a new public safety paradigm that embraces nonpunitive approaches and treats trauma as opposed to perpetuating harm through criminalization and violence.

   Frontline CVI professionals, many of whom have been incarcerated and/or involved in street violence, have transformed their lives to become peacemakers. They are best equipped to promote peace between groups and individuals because they are indigenous to their neighborhoods and fluent in the culture of street violence, making them essential to achieving community-led safety.

   Building community safety requires a complex set of stakeholders to coordinate and align around reducing violence. Because frontline workers are at the heart of reaching and meeting the needs of those at the center of violence, the ecosystem orbits around the work and needs of frontline professionals at the heart of CVI strategies.

4. **We must ensure there are clear boundaries between the role of law enforcement and the work of frontline intervention professionals.** CVI must remain independent from law enforcement, yet operate within a public safety framework. CVI leaders in cities across the country — including Los Angeles and Chicago — identify their engagement with law enforcement as establishing a "professional understanding" regarding the separate yet parallel roles to reduce violence and save lives. Law enforcement and other criminal legal system interventions typically respond to harm only after it has taken place, whereas CVI efforts focus on preventing violence from erupting in the first place.

   Maintaining a clear distinction between the roles of law enforcement and CVI practitioners is essential to avoid any expectations or perceptions of partnership inherent to CVI work. CVI strategies must remain community-led, and use nonpunitive efforts aimed at building trust and cooperation independent of of policing. Blurring these boundaries not only undermines the trust that CVI professionals work to build within communities but also compromises their safety and that of their clients. CVI professionals are trained to adhere to professional standards of conduct and practice that help maintain their safety and set clear boundaries and expectations regarding their role in community safety.

5. **We must implement a comprehensive community safety framework that builds political support for individuals and groups at the highest risk of conflict at the street level.** This involves creating a robust set of approaches that focus on intervention, fostering trust within the community, and addressing the root causes of violence. But each jurisdiction needs a tailored support system and resources that meet the immediate needs of that place while also helping to envision and prepare for growth and maturation of CVI programs.

"It is crucial to professionalize the field, ensuring that leaders are equipped to make a lasting impact on the communities they serve."

KIM SMITH, DIRECTOR OF PROGRAMS FOR THE UNIVERSITY OF CHICAGO CRIME LAB AND EDUCATION LAB

"Frontline CVI work is not a 9-to-5 job. We never have enough people doing the work of street outreach in Chicago to stop the bleeding. But I know we are doing something extremely important, and we will win!"

MAURICE WILLIAMS, INSTITUTE FOR NONVIOLENCE CHICAGO, FRONTLINE CVI ORGANIZATION

A. CAPACITY BUILDING AND PROFESSIONALIZATION

CONTEXT

CVI work is challenging and demanding, and the field has lacked the level of consistent funding needed to adequately invest in resourcing its workers and its infrastructure. First and foremost, we need to ensure the CVI field is operating with the same tools and resources we see in other social service fields, including data infrastructure, administrative staff support, professional development opportunities, and competitive pay and benefits. Furthermore, given the racial and language diversity of clients, it is also essential that the workforce include bilingual staff to appropriately service them. Professionalizing the field in this way will allow Black and Brown CVI leaders to strengthen existing strategies and consider cultural nuances while also expanding programming to reach more communities and people across the country.

FIELD INSIGHT
Building Resources and Capacity for CVI Personnel

Building the capacity of CVI organizational leaders, frontline workers, and support staff strengthens CVI programming.[6] Across all personnel categories, investments are needed for CVI workers to do their work. Additionally, they need professional development programs, trauma-informed mental health support, and competitive pay. When developing these supports, it is essential to center the unique role and value of frontline workers' lived experiences and daily trauma exposure.

We also need to invest in technical assistance, data infrastructure, policy support, communications capacity, wellness programs and employee supports, as well as and personnel human resources and personnel development.

The Community Based Public Safety Collective's "Redefining Public Safety in America" provides insights into how to build capacity for the field, including CVI worker safety protocols, back office support, and critical mental health support.

Whether it's applying for federal grant funding, implementing new behavioral health curriculum, or collecting outcomes data for the first time, scaling and strengthening CVI programs is hard work that comes in addition to the difficult day-to-day work of saving lives. It takes technical expertise, significant staff time, and seasoned organizational leadership — capacities that must be intentionally built for the CVI field, or any field, to succeed. Equal Justice USA offers technical assistance and resources to grassroots CVI organizations to promote organizational sustainability.

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6. We define "leaders of CVI organizations" as those managing programs (e.g., executive directors, strategy directors, site managers), "frontline workers" as those interfacing with participants (e.g., street outreach workers, life coaches, case managers), and "support staff" as those in administrative support positions (e.g., finance staff, human resources specialists).

PRIORITIES

The field has identified three main priorities to increase building and professionalization:

→ **PRIORITY 1: TRAIN AND SUPPORT CVI PROFESSIONALS —** To implement the protocols and standards discussed in our standardization recommendations (see Standardization domain on page 48), the field needs comprehensive training programs to educate CVI providers, including leaders of CVI organizations, frontline workers, and support staff. Training should focus on programmatic implementation and organizational best practices.

→ **PRIORITY 2: BUILD ORGANIZATIONAL INFRASTRUCTURE FOR CVI ORGANIZATIONS —** To strengthen CVI strategies, we need to build the capacity of CVI organizations themselves. That includes investing in technical assistance so that organizations can implement evidence-based practices, building administrative and operational support capacity to improve data collection and staff safety, and creating tools so that providers can more easily access public and private funding.

→ **PRIORITY 3: ESTABLISH MINIMUM STANDARDS FOR CVI WORKER PAY AND BENEFITS —** Professionalizing the CVI field requires attracting and retaining highly qualified individuals who can enact strategies with fidelity. To do that, we need to ensure CVI workers are paid competitively and receive benefits commensurate with the requirements and dangers of their jobs, no matter where in the country they are working.

FUNDING RECOMMENDATIONS

The field has identified four main recommendations focused on ways in which public and philanthropic funding can advance our capacity building and professionalization-priorities:

PRIORITY 1

TRAIN AND SUPPORT CVI PROFESSIONALS

Support training programs for leaders of CVI organizations, frontline workers, and support staff. Investing in training programs across the continuum of CVI staff will improve the execution of individual CVI programs and ensure consistency and alignment across the field. Many of these programs already exist but need funding to expand, and in some cases, to become more formalized certification programs. In addition, experienced organizations should develop new training programs that focus on developing administrative capacity and are sensitive to the unique safety and privacy challenges CVI organizations face.

The field already has a number of training programs that need further support. At the leadership level, the recently launched University of Chicago CVI Leadership Academy provides emerging CVI leaders with training on effective leadership, management, and operations. For frontline workers, training programs such as the Metropolitan Peace Academy, Urban Peace Academy, developed

by the Urban Peace Institute, and the Professional Community Intervention Training Institute teach street outreach workers, life coaches, and case managers the fundamentals of trauma-informed service delivery and restorative justice practices. The HAVI's 35-hour Violence Prevention Professional Certification program trains and certifies CVI workers operating within hospital-based violence intervention programs.

Develop trainings for local public sector leaders and employees. The CVI ecosystem thrives when public sector entities, including mayors' offices, county executives, offices of violence prevention, law enforcement, and health departments, uplift and work alongside CVI strategies. The California Partnership for Safe Communities partnered with the University of Pennsylvania Crime and Justice Policy Lab to put together a forthcoming report on the key competencies cities need to successfully reduce near-term violence. These competencies range from data-informed problem analysis to effective operational management and political governance. Understanding these core competencies and developing trainings that help build those competencies will provide public sector leaders and employees with the skills to fully execute and sustain violence intervention strategies in partnership with the CVI field.

Furthermore, investing in trainings that offer a shared space for public sector professionals and CVI providers to learn together will help other fields understand the power of CVI, and where appropriate, offer opportunities for collaboration. For local public sector employees in mayoral offices, programs such as Cities United Roadmap Academy provide the type of service that can be expanded upon at different levels of government.

BUILD ORGANIZATIONAL INFRASTRUCTURE FOR CVI ORGANIZATIONS

Expand organizations' capacity to provide CVI technical assistance at the programmatic level, as well as the local and state government levels. Funding organizations that provide technical assistance to help stand up CVI organizations, strengthen infrastructure, support coordination, and implement data-driven improvements is essential to building the field. Initiatives such as the Coalition to Advance Public Safety (CAPS) — which includes The National Institute of Criminal Justice Reform, The Health Alliance for Violence Intervention, Cities United, and the Community-Based Public Safety Collective — seek to coordinate technical assistance support across a range of strategies to reduce violence by 20% in select cities. Organizations such as Advance Peace and the READI National Center for Safe Communities seek to replicate their successful models in cities across the country. These technical assistance providers offer capacity assessments and implementation plans for programming and organizational development, professional trainings for CVI staff, and infrastructure development for local policymakers.

For the public sector, capacity building includes supporting state and local governments, evaluating gaps in local CVI ecosystems, and designing accessible grant programs, as well as convening and educating stakeholders. The National OVP Network is engaged in public sector capacity building through convenings and trainings on violence reduction strategies, supporting data collection within offices of violence prevention, and offering leadership development.

We recommend the development of a national resource that highlights all CVI technical assistance providers, their domain of expertise, and their geographic reach.

Support organizational overhead and administrative funding needs. Overhead funding allows CVI programs to build the infrastructure and capacity we discuss throughout this section. Without it, none of this work is possible. That's why it's critical for philanthropic grants to provide flexibility or dedicated funding to support organizations' administrative and operational functions. Capacity-building resources, such as those provided by the Coalition to Advance Public Safety and Everytown Community Safety Fund, allow CVI organizations to establish the infrastructure necessary to manage sustainable programming on the ground.

Develop a national database that provides regular updates on public and private funding opportunities and guidance on how to complete grant applications. Accessing public and private funding for CVI programs is complicated and skill-specific work. It requires knowing about available funding opportunities — particularly local, state, federal, corporate, and philanthropic opportunities — being able to navigate systems and applications, and managing grants once funding is secured. We need to build the skill-based capacity within organizations to do this work and remove barriers to accessing information. A national database that catalogs upcoming public sector grant opportunities, open solicitations from private philanthropies, and best practices on applying for funds will improve transparency and reduce barriers to entry, especially for small organizations. This database should be paired with training programs for professional development in the CVI field to increase skills and provide collaborative learning opportunities. We expand on this idea in the policy development and advocacy section.

Training and Technical Assistance Collaboration

Foster collaboration between training and technical assistance (TTA) providers to professionalize and standardize operations across the CVI ecosystem. This could include building a TTA best practices website that houses fact sheets and online training resources or hosting a series of TTA conferences or professional development webinars to share learnings.

ESTABLISH MINIMUM STANDARDS FOR CVI WORKER PAY, BENEFITS, AND WELLNESS

Create a working group to develop guidelines for CVI worker pay, benefits, and legal protections. Salaries for CVI workers from street outreach workers to mental health providers to case managers are grossly unreflective of the cost of living requirements and the intensity and dangers of their jobs. Other social service and public safety professionals, such as firefighters, paramedics, and law enforcement officers, receive standardized pay and benefits, which is a critical employee attraction and retention tool in those fields. CVI personnel such as street outreach workers, life coaches, hospital interventionists, and mediators are often paid an hourly wage, and many do not receive health insurance, life insurance, mental health, wellness supports, or retirement support. The CVI field needs guidelines for pay and benefits. The field also needs to protect CVI workers from legal liabilities.[7]

To help develop that framework, we recommend a working group of CVI stakeholders research potential pay scales and benefits models to develop best-practice guidelines for the field that are adaptable to different states and communities. For example, this work may reveal the CVI ecosystem needs an offering such as Stride Health, which helps gig workers access benefits such as health insurance. To advocate for greater equity in pay, the HAVI has administered a pilot national survey of frontline interventionists to understand how they are being compensated.

Create a working group to establish safety protocols and wellness supports for CVI workers. CVI workers play a pivotal role in the public safety ecosystem, de-escalating potentially violent situations, providing support to people who are most likely to be violence-involved, and offering culturally competent services to program participants. While these practitioners work to save the lives of others, they deserve to feel as safe as possible themselves. Just as law enforcement organizations regularly establish best-practice safety protocols for police officers, the CVI field needs to establish protocols of its own that are widely shared and accessible. To do that, a working group should develop a national report that details best practices for CVI safety standards and provides information about how CVI organizations can access safety training resources. The working group should include CVI practitioners, leaders in the field, and advisors from other public safety and first response teams.

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7. Many CVI workers have been impacted by the criminal legal system. One of the long-standing issues with the criminal legal system is the lack of support for CVI workers' rights and knowledge on how to navigate those systems. CVI workers need an ongoing support system that includes pro-bono legal support and knowledge of what and how their work in the field can be impacted by the laws. Community Justice has piloted a Know Your Rights program that will help to support the field in connecting with legal experts and that will include local legal aid clinics to help support the ongoing needs of the community.

Because many CVI workers are people who have lived experience with gun violence, their emotional and mental health should also be carefully considered and supported through robust programming. The working group should conduct assessments to understand the mental and emotional needs of CVI practitioners and develop policies and processes that can inform the implementation of healing-centered infrastructures for CVI organizations. It should also explore best and promising healing-centered practices, including trauma-informed supervision, paid time off (PTO) protocols, and healing modalities led by practitioners who demographically represent CVI practitioners and the communities they serve.

FIELD INSIGHT
The Role of Intermediaries

Intermediaries serve a critical role in the CVI ecosystem by helping to ensure sustainable investments and infrastructure development in frontline CVI organizations. They facilitate funds on the ground and direct access to small grassroots CVI groups that may otherwise not have resources or capacity to identify funding opportunities. For example, intermediaries can partner with public funding sources to administer funds to groups that would be unable to access resources, making sure dollars are going where they are needed most. In addition to managing funds, intermediaries help build networks and foster collaboration among various stakeholders, including community groups, policymakers, and service providers.

Intermediaries provide critical oversight by providing technical assistance, training, and capacity-building resources to smaller organizations, enhancing their ability to implement CVI strategies effectively. By bridging the gap between large-scale funders and local CVI initiatives, intermediaries ensure that investments are strategic, impactful, and sustainable. This collaborative approach enhances the overall impact of CVI efforts, creating a more integrated and comprehensive system for preventing and addressing violence.

"The implementation of this plan will help unify and catapult the incredible work of peacemakers into the permanent fabric of community safety in cities and states around the country."

SHANI BUGGS, ASSISTANT PROFESSOR, UNIVERSITY OF CALIFORNIA, DAVIS

B. FIELDWIDE COLLABORATION

CONTEXT

The CVI field is a diverse ecosystem of strategies, organizations, and people working to address the complex challenge of community gun violence in America. Our diversity as a field allows us to meet the challenge of that complexity by specializing, whether that's by geography, participant demographics, or the suite of services we provide. But that specialization often leads to silos that prevent leaders from capitalizing on the knowledge of other organizations and prevent the field from tapping into the power that comes through collaboration.

In highlighting the need for greater collaboration, the field is referring to the work that needs to happen **within** CVI strategies (e.g., among street outreach programs), **among** CVI strategies (e.g., among street outreach, HVIPs, and gun violence reduction strategies), and **with** CVI-aligned sectors (e.g., among CVI program providers, policy experts, and researchers). We distinguish here between general collaboration and the specific direct-service coordination discussed in the standardization of essential CVI elements section below. While coordination requires sharing intelligence about group/clique dynamics, discussing specific cases, and managing on-the-ground needs, collaboration focuses on broader topics such as alignment on frontline worker benefits and wellness programs, as well as opportunities to incorporate frontline interventionists in research studies.

Our primary goal in discussing fieldwide collaboration is to dismantle the structural barriers that exist among organizations that make alignment within the field difficult. We heard from advocates, frontline workers, technical assistance providers, and researchers, and the field largely agrees in diagnosing the need for greater collaboration and emphasizing our desire to put in the work to make it happen. However, meaningful collaboration does not happen by accident. In a sector where the day-to-day work of saving lives is so emotionally, resourceful, and bandwidth-intensive, dedicated funding and support are essential to turn our desire for increased collaboration into a reality. Intentional investment in building, healing, and maintaining relationships within the movement is vital for sustained collaboration and success.

PRIORITIES

The field has identified three main priorities to increase collaboration:

→ **PRIORITY 1: SUPPORT COLLABORATION WITHIN AND AMONG STRATEGIES** — The field should be coordinating among practitioners and organizations operating similar CVI strategies ("within strategies") and with practitioners and organizations working on different CVI strategies ("among strategies"). Collaboration within strategies ensures alignment on data-driven practices; collaboration among strategies encourages innovation and helps uncover programmatic gaps. An example of "among strategies" collaboration is the Newark Community Street Team Public Safety Roundtable.

→ **PRIORITY 2: CREATE MORE TOOLS FOR COLLABORATION** — Collaboration requires infrastructure and actionable tools to sustain engagement among leaders in the field, share resources, and improve strategic planning. These investments don't need to be complex. Simple tools such as a shared database of CVI conferences, funding opportunities, advocacy initiatives, and events would help organizations better coordinate their efforts.

→ **PRIORITY 3: SUPPORT EQUITABLE COLLABORATION BETWEEN CVI AND OTHER ALIGNED SOCIAL JUSTICE MOVEMENTS** — The field has opportunities to build equitable partnerships with aligned social justice movements from criminal justice reform to victim services to the broader gun safety field. Focusing on equitable collaboration means focusing on synergies that do not replicate or compete with existing CVI leadership, but instead enhance and amplify that leadership. One example of such a convening is the West Creek Ranch GVP Annual Retreat, hosted by the Fund for a Safer Future.

FUNDING RECOMMENDATIONS

The field has identified four main recommendations focused on ways in which public and philanthropic funding can advance our collaboration priorities:

PRIORITY 1

SUPPORT COLLABORATION WITHIN AND AMONG STRATEGIES

Support collaboration within strategies through CVI strategy-specific coalitions and convenings. Strengthening the CVI field through collaboration means breaking down silos and sharing insights, resources, and best practices to hone and strengthen specific interventions. These engagements will serve to engage new partners to fill gaps in service and double down on successful practices. Data sharing is a huge component; we need to develop resources that enhance data gathering, as well as tools such as data dashboards that help practitioners understand how data can inform work in the field.

In practice, this is increased communication and new partnerships among HVIPs and broader street outreach groups, as these programs typically serve similar populations. The annual HAVI Conference provides an example of this type of cross-strategy collaboration; both HVIPs and street outreach groups attend, and roughly 50% of the conference is comprised of frontline interventionists. The annual National OVP Network Convening also focuses on strengthening relationships and accountability across offices of violence prevention nationally.

Support collaboration between strategies through fieldwide coalitions and convenings. Leaders in the CVI field need resources to facilitate "among strategies" collaboration that more effectively and comprehensively serves the population at the highest risk of gun violence involvement. Coalition-level work accomplishes this goal by sharing best practices and building relationships between different CVI strategies. For example, Cities United's Annual Convening brings together CVI leaders across strategies to discuss program innovations, explore potential partnerships, and visit CVI sites to learn about new approaches. The Giffords CVI Conference also convenes CVI leaders to support field wide growth. These convenings, while providing opportunities to learn best practices and cutting-edge strategies, are also excellent opportunities for the field to enhance relationships toward effective collaboration. Intentional focus on other opportunities to develop new relationships, heal fractured relationships, and solidify current relationships is vital for our collective collaboration and success.

PRIORITY 2

CREATE MORE TOOLS FOR COLLABORATION

Develop a database that maps existing CVI funding opportunities, conferences, advocacy initiatives, and events. In order for the CVI field to collaborate, organizations and practitioners need to know what opportunities exist. Currently, there's no easy way to identify what's happening comprehensively across the country on CVI. What conferences are being held? What advocacy initiatives are being launched, and what coalitions are being formed? Where are there funding opportunities? Without this type of information at hand, the field tends to operate by word of mouth, putting smaller organizations at a disadvantage and resulting in leaders of larger organizations rarely engaging outside of their networks.

To address this challenge, the field needs a database that maps existing CVI opportunities. The database, which could be maintained by an existing CVI organization, would track funding opportunities, conferences, advocacy initiatives, and events. Tracking this work would also help to prevent duplicating efforts and identify gaps. Trade associations within the health care sector often play this role. .
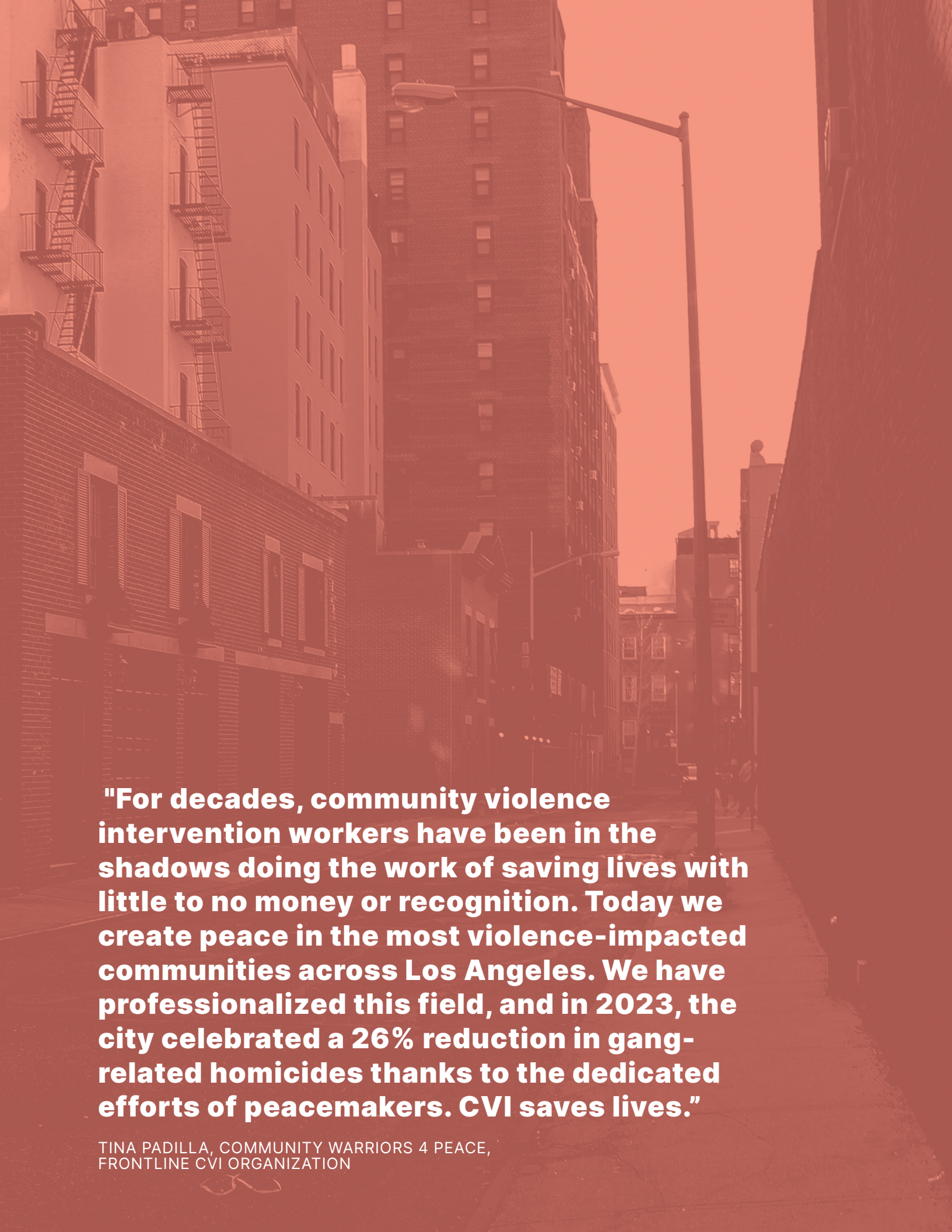
For example, the American Medical Association houses resources on health care advocacy efforts, upcoming events, funding information for graduate medical education programs, and expert insights on delivering care in the field for its more than 200,000-member network

SUPPORT EQUITABLE COLLABORATION BETWEEN CVI AND OTHER ALIGNED SOCIAL JUSTICE MOVEMENTS

Encourage existing gun violence prevention policy grantees to seek counsel and input from CVI providers, and ensure those providers are properly resourced for this work. CVI workers are closest to the communities and people most impacted by gun violence. The nature of their work provides a unique understanding of community members' fears and needs, as well as the complexities at the root of gun violence. Yet these workers are often left out of gun violence prevention policy conversations that are viewed as more "upstream" than on-the-ground direct services work, creating a significant missed opportunity. Gun reform and gun violence prevention (GVP) policies have a direct impact on the populations CVI workers are engaging; they can help improve lives (e.g., through increased accountability for the gun industry), and they can have unintended consequences on community members (e.g., increased sentencing requirements for gun laws). Public and private partners have the opportunity to encourage their GVP grantees to support and uplift the work being led by CVI organizations, spurring increased collaboration and equity. For example, coalitions such as Invest in Us create dedicated space for both movements to align on policy priorities and collectively advocate for funding and reforms. Additionally, the Black Brown Peace Consortium and Live Free USA work directly with local CVI practitioners and organizers in order to build power in Black and Brown communities so that, when needed, street-level CVI activists can operate independently from gun reform advocates.

"For decades, community violence intervention workers have been in the shadows doing the work of saving lives with little to no money or recognition. Today we create peace in the most violence-impacted communities across Los Angeles. We have professionalized this field, and in 2023, the city celebrated a 26% reduction in gang-related homicides thanks to the dedicated efforts of peacemakers. CVI saves lives."

TINA PADILLA, COMMUNITY WARRIORS 4 PEACE,
FRONTLINE CVI ORGANIZATION

C. GRASSROOTS, LOCAL, STATE, AND FEDERAL POLICY DEVELOPMENT AND ADVOCACY

CONTEXT

The CVI field has seen historic success in recent years. Across the board, advocates have worked with lawmakers to introduce and pass legislation at the federal, state, and local levels to support program expansion across the country, securing billions of dollars in funding. Many of these advancements were made possible because of the groundwork that was laid in the 1990s by community organizers, city leaders, and rival gang members who hosted summits to curb youth violence and participated in the first National Conference on Youth Gangs, organized by the National Criminal Justice Association, the National Governors' Association, and the Department of Justice.

More recently, major national coalitions, such as Invest in Us, have catalyzed collaboration among CVI organizations and the broader GVP movement, with an explicit focus on advocating for CVI.[8] The Black Brown Peace Consortium, a national coalition of Black and Brown CVI practitioners, advocates, and researchers, launched the national "Fund Peace" campaign to help ensure funds reached frontline CVI workers. Local efforts such as ATX Peace in Austin, TX, and dozens of Live Free-supported local organizing efforts have helped to ensure ARPA funding was allocated to build and implement local CVI infrastructure and support practitioners. The Los Angeles Violence Intervention Coalition also successfully advocated for over $40 million in public and private funding to be invested in frontline CVI organizations.

There has been considerable action taken at the state level as well, unlocking millions of dollars in federal funding, passing legislation to allow Medicaid to reimburse violence interventionists for violence intervention services, and establishing state offices of violence prevention. These state and local actions — alongside significant federal advocacy — laid the groundwork for the newly launched White House Office of Gun Violence Prevention. This Office focuses on CVI as a core component of reducing gun violence and directly encourages states to invest in CVI strategies.

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8. Invest in Us is a coalition led by Community Justice and includes the following partners: Action Ridge; Advance Peace; Alliance for Gun Responsibility; American Trauma Society; Amnesty International USA; Black Millennial Renaissance; Brady; Center for American Progress; Change the Ref; Child First Authority; Chi-Town GVP Summit; Coalition to Stop Gun Violence; Color of Change; Color of Equity; CT Against Gun Violence; Delaware Coalition Against Gun Violence; Doctors for America; Everytown for Gun Safety and Moms Demand Action; Generation Progress; Giffords; Grandmothers Against Gun Violence; Guns Down America; Gunsense VT; Gun Violence Prevention PAC IL; Health Alliance for Violence Intervention; Honor with Action Coalition; Indivisible Peoria; Indivisible Illinois Social Justice Alliance; Indivisible Illinois; Indivisible IL- Andersonville/Edgewater Indivisible Northwestern; Injury Free Coalition for Kids; Israel's Gifts of Hope; Jewish Women International; March For Our Lives; Marsha P. Johnson Institute; Marylanders to Prevent Gun Violence; Moms Demand Action for Gun Sense in America; NAEFI; National Coalition Against Domestic Violence; National Institute for Criminal Justice Reform; Newtown Action Alliance; North Carolinians Against Gun Violence; Orange Ribbons for Gun Safety; Our Illinois Revolution; People for a Safer Society; PIVOT, The Progressive Vietnamese American Organization; Precious Blood Ministry of Reconciliation; S.H.E.A.R. Inc.; Safe States Alliance; Sandy Hook Promise; Scrubs Addressing the Firearm Epidemic; States United to Prevent Gun Violence; Stop Handgun Violence; Students Demand Action for Gun Sense in America; Survivors Empowered; Temple Sholom of Chicago; The Campaign to Keep Guns Off Campus; Ventura County Medical Center; WAVE Educational Fund; and Texas Gun Sense.

Together, these wins have been transformative in driving opportunities for the field and paving the way for an even more robust policy and advocacy infrastructure.

The surge in activity and energy is just the beginning. By investing in policy and advocacy capacity now, from identifying new tools and levers to drive program improvement to engaging with policymakers on the impact of CVI, we have the opportunity to generate the political will to unlock sustainable, long-term public funding.

First, we need to go **wider** in scale to inject policy tools and advocacy capacity into more communities facing high levels of community violence. As of fall 2023, CVI-specific policy and advocacy initiatives were operating in more than half of all states, but staff and programs are spread very thin. Given the scale of community violence, we need to do more.

STATES WITH CVI ADVOCACY PROGRAMMING
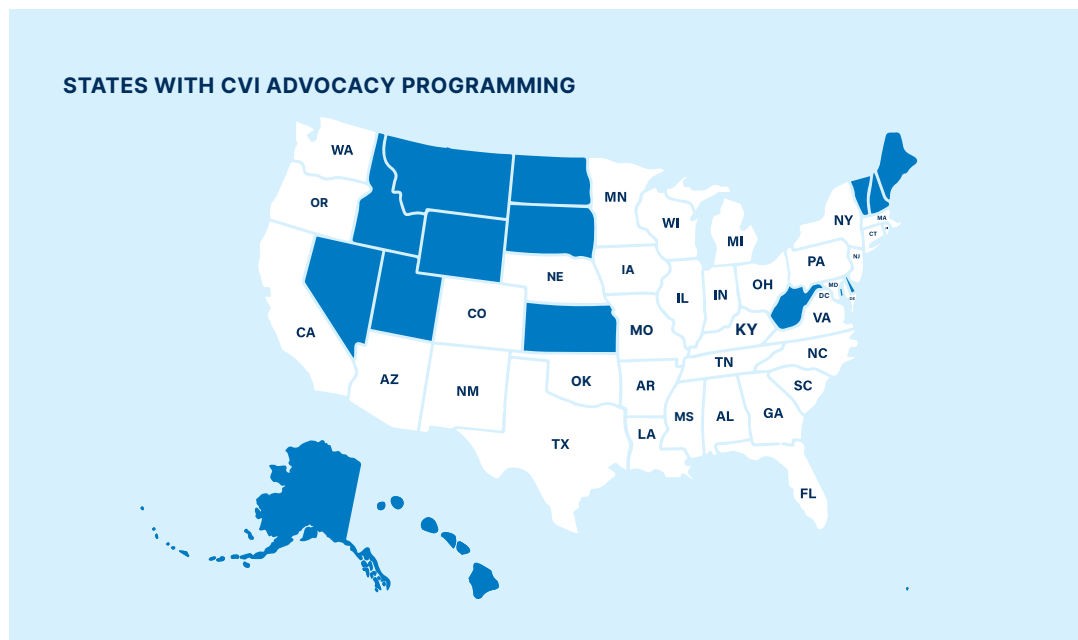
Second, CVI policy and advocacy efforts need to go deeper in substantive scope to address issues such as workforce safety, hazard pay for frontline workers, legal support, and data sharing. To date, largely due to capacity constraints, CVI policy and advocacy efforts have focused almost entirely on securing new funding. That is a critical part of the puzzle, but the field needs to broaden its policy focus to ensure we are not just funding programs, we also are incentivizing data-driven program improvements.

In cities like Oakland, Indianapolis, and Birmingham, local organizers have not only held city officials accountable for investing in CVI but also have pushed back against ineffective practices and helped shape the design and implementation of new programs. And in Detroit and Orlando, local advocacy organizations have gone

so far as to launch their own CVI programs and are achieving dramatic shooting reductions. Grassroots CVI advocates also play an important role in ensuring quality implementation on the ground; their nuanced understanding of community needs allows them to provide strong technical assistance in implementing new CVI policies.

Third, the future of CVI advocacy must be intentional about centering **Black and Brown organizations and leaders** in this work. There also need to be more conversations about how to lift up Black men in the space who feel disconnected or left out of the CVI advocacy work. And for Black women who are currently leading in this space, more work must be done to ensure they are validated and respected across the field and among their peers. For too long, much of the policy and advocacy work on CVI and within the broader GVP field has been led by large national organizations with predominantly White leadership. This dynamic has led to those most impacted by policies being left out of policy debates, missing the opportunity for the public and policymakers to learn from leaders with lived experience.

As we consider work in this space, it is important to distinguish between the roles of policy, advocacy, and grassroots organizing. **Policy** refers to the set of levers available to advance the CVI field and reduce gun violence: legislation, regulation, and administrative actions.[9] **Advocacy** refers to the work we must do to secure those policy priorities: engaging and educating policymakers, building public support, lobbying, and political/electoral activity. **Grassroots organizing** points directly to the range of tactics to engage everyday people to lift their voices and apply pressure to address needs within their communities. Many in the field emphasized that effective organizing is crucial for sustainability. CVI organizations need to do a better job of explaining the power of organizing to staff. Strengthening and scaling CVI programs will require investing in all three.

9. In this context, the field is not referring to "organizational policy," which includes changes at the individual program level, but rather "public policy," which includes changes at the systems, or government, level.

PRIORITIES

Community Justice has identified a framework for the CVI field to focus this work: (1) maintain current support, at a minimum, (2) protect current CVI funding from budget or other cuts, and (3) expand the vision for what policy and advocacy can be for the CVI field. With this framework in mind, the field has identified three main priorities to strengthen CVI policy and advocacy efforts:

→ **PRIORITY 1: SUPPORT YEAR-ROUND ADVOCACY CAPACITY ACROSS ALL LEVELS OF GOVERNMENT —** Properly resourced advocacy capacity is what turns CVI policy ideas from legislative goals into on-the-ground realities for communities. Over the past several years, the field has proven that we can win everywhere; we should build the capacity to advocate at all levels of government, including at the federal, state, and local levels. While we do not necessarily need a 50-state strategy, we do need dedicated advocacy support in more states, counties, and cities grappling with high rates of community gun violence.

We also need a red-state strategy that can speak differently about CVI. Often, the work of gun safety groups is conflated with CVI work, which limits key support from moderate Democrats and Republicans because they believe CVI strategies equate to infringing on their Second Amendment rights. Investments in effective advocacy pay for themselves: Advocacy brings public resources into the field that, over time, allow philanthropic dollars to be supplanted by sustainable government funding. In particular, we need advocacy dollars to reach those doing street-level organizing — these are the groups who are least likely to be funded, most likely to be directly impacted, and best poised to hold local officials accountable for sustained and high-quality CVI implementation.

→ **PRIORITY 2: EXPAND AND PROTECT POLICY CAPACITY —** The CVI field needs to expand and protect CVI policy capacity and expertise to develop new ideas and to scale existing policy tools such as legislation, grant guidance, and regulatory recommendations. That includes protecting public dollars that do not decrease when (1) violence goes down or (2) reductions in violence are not seen immediately. The field must invest in existing policy staff, and support training and infrastructure within organizations. With this infrastructure in place, the field can leverage our existing knowledge base and bring creative new policy opportunities to the CVI field. This work must be done in a coordinated way to avoid duplicating efforts across organizations, as discussed in Priority 3.

→ **PRIORITY 3: COORDINATE POLICY AND ADVOCACY EFFORTS —** In addition to building policy and advocacy capacity, it's essential to coordinate that work at the national, state, and local levels. Intentional coordination will allow organizations to share political intelligence, carve out specializations, and conserve resources by avoiding duplication. Most importantly, coordination among coalitions will help ensure the field leverages its most potent resource for driving policy change: our collective voice.

The field has identified five recommendations for public and philanthropic funding to help advance our policy and advocacy priorities:

PRIORITY 1

SUPPORT YEAR-ROUND ADVOCACY CAPACITY ACROSS ALL LEVELS OF GOVERNMENT

Build federal advocacy capacity at existing CVI organizations.
Building the field's advocacy capacity will help secure more legislative victories. At the federal level, the field has secured significant short-term wins, something that has remained elusive on many other policy issues in an age of political gridlock. The field needs resources to build on that success and develop robust advocacy infrastructure at the federal level, including sustained funding for organizations to hire professional advocacy staff, host regular advocacy trainings for community members and other stakeholders, and develop advocacy tools organizations can use to engage communities and elevate voices to call for policy change.

Black and brown-led organizations are well positioned to make the case for investments in CVI at the federal level. Breaking through will require a combination of 501(c)(3) nonpartisan work and 501(c)(4) direct political engagement. The broader GVP movement, including Everytown for Gun Safety, Giffords, and others, has harnessed both of these strategies effectively to engage candidates and apply pressure to policymakers who have become champions for the field. The CVI field needs funding capacity to match these efforts.

The field identified a core near-term need for this expanded advocacy capacity: a focused campaign to maintain and protect existing federal CVI funding and to increase federal funding to help close the gap when the ARPA sunsets. Additionally, the field will need to build grassroots power among impacted communities to apply pressure on key decision-makers at the local, state, and federal levels. We should also create a roadmap for the candidates who support the CVI field, and collectively work to raise funds to put or keep elected officials in office who can help deliver impact for our communities.

Develop a state advocacy plan that identifies new target jurisdictions and expands advocacy capacity where the field is currently working. While we build out federal advocacy capacity, the field also needs to focus on states, counties and cities across America. State and local advocacy can yield significant wins for CVI, and progress is often made much faster than it would be waiting for action in Washington, D.C. For example, in California, the state's CalVIP grant program and historic legislative win securing funding through an excise tax in AB28 are great models for successful statewide advocacy. Additionally, Black faith groups - from Alabama to Indiana - have proven instrumental in not only securing millions of dollars in public funding, but also holding public officials accountable for effective CVI implementation in states throughout the country.

However, the field's state-level advocacy footprint is not sufficient to drive down gun violence in the counties and cities most impacted. To address this gap, we seek to work alongside funders to shape and implement state advocacy plans for the field. We will identify specific states to target, goals within those states, and local organizations with the credibility to effectively execute advocacy campaigns. If properly resourced, this plan will allow the field to press for state and county-level CVI funding, the creation of new offices of violence prevention, and other identified CVI policy priorities.

Build a national network of local organizers that can shift power in the country's most impacted cities. In most cities, poor Black and brown residents have little control over the public services they receive. Effective long-term CVI implementation requires empowering those most directly impacted by violence so that they can both demand and help shape their own public safety. Not only do local community organizers hold cities and counties accountable for making robust investments in CVI, but they also help ensure appropriate implementation long after policymakers enact new policies and allocate funding. In places like Oakland and Indianapolis, city officials made several false starts initiating CVI strategies before local organizers and leaders pushed to ensure the city used nationally-recognized best practices, hired effective technical assistance providers, reformed abusive law enforcement practices, and closely monitored results over time.

Part of the reason CVI funding has historically been so vulnerable is that the core CVI workforce mirrors the population it serves: Black and brown residents with little political influence. Unlike police and firefighters, CVI workers do not have powerful unions to protect basic funding thresholds or working conditions. Without this capacity, the results can be devastating: mayors and city councils can quietly pull the plug on CVI initiatives with minimal public resistance. While organizations like Live Free USA train, coach, and fund organizers dedicated to CVI, there are not nearly enough to go around. By building a national network of trained organizers and pairing them with CVI practitioners in the country's most violent cities, the field could develop a true mass movement for community-based public safety.

Develop a centralized training and leadership program to strengthen CVI workers' capacity for and knowledge of advocacy. Building advocacy capacity is important not only within individual organizations, but also across the field. Training programs that provide practitioners with a baseline of knowledge for political organizing and lobbying are commonplace for many issue-based advocacy efforts, and their models can be applied to the CVI field. Current models such as the LA Violence Intervention Coalition, UPI's Community Leadership Training, the CVI Leadership Academy and the collaborative efforts of Justice Camp exist; we should build on these models with an advocacy-specific training program that convenes and trains leaders in strengthening community organizing skills, developing advocacy materials, engaging with policymakers and elected officials, understanding the legislative process, and enhancing knowledge of lobbying rules and regulations. Leaders can take learnings from these trainings and apply them to their specific organizations and to local and regional advocacy efforts. This work must also include a strategy to tap into the experience and skills of young people, bringing them into the fold and helping position them as future leaders in the field.

EXPAND AND SUPPORT POLICY CAPACITY

Support CVI-focused policy infrastructure at existing national and state coalitions/organizations to scale existing policy tools and develop new ideas. The field needs resources to hire and train policy staff with expertise in public sector funding, legislative and regulatory development, and grant program design. Very little of this capacity exists within Black and brown-led organizations. Filling this need will allow the field to develop innovative policy ideas and deploy them in states and cities across the country.

Within the policy space, the field needs more capacity to build a fiscal as well as non fiscal policy agenda. In the fiscal policy space, there is room to design more publicly funded CVI grant programs at the federal and state levels and to explore how grant regulations can be more effectively leveraged to support CVI strategies. There is also an opportunity to build an agenda that draws on non discretionary funding streams. One of the most promising examples is the growing number of states, including California, Colorado, and Connecticut, that are using Medicaid funding to reimburse violence intervention services – an initiative developed by The Health Alliance for Violence Intervention. In 2023, local community organizations in Minnesota partnered with statewide organizations and national experts to support the passage of $70 million in new funding for CVI in the state.

A non fiscal policy agenda is also essential. This includes evolving procurement processes to make funding more accessible, data-sharing mandates that help drive CVI performance, and so on.

Finally, we need to build the capacity to disseminate these policy recommendations to legislators and to support the successful implementation of policies once they become law. This requires building comprehensive policy agendas, developing model legislation, educating lawmakers, and working with state and federal agencies to identify implementation needs.

COORDINATE POLICY AND ADVOCACY EFFORTS

Support existing CVI policy and advocacy convenings that bring together local, state, and national leaders to discuss ideas and align their work. For policy work, convenings allow the field to align on legislative priorities and provide a venue for policy experts to share insights and trends. In the advocacy space, using convenings to coordinate work allows CVI leaders to identify organizational leads for particular campaigns, share political intelligence, and cohesively amplify efforts. At the local level, efforts such as the Harris County Public Health Annual Gun Violence Convening and the ATX Peace Annual Summit in Texas are providing these venues. At the national level, Community Justice hosts a National Advocacy Summit and Lobby day, and the Center for American Progress hosts an Annual National Gun Violence Prevention Summit. While the focus of expanding these convenings is to build and strengthen CVI advocacy, it will be important to include traditional GVP organizations to help strengthen relationships and ensure alignment on issues.

"Our ability to share the stories of those most impacted by community violence through a unified message creates opportunities to show our commitment to saving lives across our country."

JUSTIN REID, DIRECTOR OF MARKETING AND STORYTELLING, CITIES UNITED

D. NARRATIVE CHANGE

CONTEXT

The CVI field has emerged in the face of a number of harmful and pervasive narratives about not only those who experience violence but also its causes and potential solutions.

First, violence is perceived as "bad people making bad decisions," and the image of those who engage in violence is flattened to reinforce racialized stereotypes of the "superpredator." Individuals are not understood within the broader social, economic, and historical context in which they live, one in which divestment, structural racism, and lack of access to resources prevail. It is in this broader context that exposure to repeated trauma shifts whole trajectories. If society believed that only irredeemably bad people engaged in violence, then there would be no room for rehabilitation or transformation. In contrast, CVI's work relies on the belief that trauma can be healed and that addressing the core economic and social needs of those at highest risk can and does change their life trajectory.

Second, violence is believed to be the exclusive responsibility of law enforcement agencies instead of a broad public health issue that requires both a community and a whole of government approach. While we recognize that law enforcement certainly has a role, the centrality of law enforcement tools limits what interventions may be available to address the problem itself. Law enforcement officials themselves lament that they cannot "arrest their way" out of broad social and economic challenges. Therefore, the tools of law enforcement should be treated as a last resort when other systems have failed. By leveraging community-driven approaches, bolstered by city agencies such as offices of violence prevention, public health departments, and many others, cities create a more robust suite of tools from which to build an ecosystem of public safety. This holistic approach has the potential for wide-reaching impact, serving not only to reduce violence but also to support job creation, rebuild families, and revitalize communities. When we expand our toolkit, we also expand the outcomes that matter to address the violence problem.

Third, racism plays a significant role in how the media [frames](#) gun violence, largely failing to portray perpetrators and victims of color with the same humanity that is afforded to white perpetrators and victims. Mass shootings that occur in white communities are often covered as a broader societal concern with a more empathetic, solutions-focused narrative. In contrast, when a shooting happens in a Black and or brown community, coverage is more restrictive and incident-focused; language tends to be more disparaging and criminalizes those who were impacted.

Finally, violence — and particularly spikes in violence — has been blamed on broad reforms to our criminal justice system. While it is beyond the scope of this report to synthesize the history and bias inherent in such claims, research indicates that there is no association between criminal justice reforms and spikes in violence.[10]

As a result, policymakers don't have an appreciation for or understanding of the value of CVI and the evidence that undergirds the field.

While it is vital that CVI organizations and professionals have the supports they need to successfully design and implement their programs, that is not enough. If the field of CVI is going to continue to grow and thrive, we need to change the conversation.

The data bears this out: Polling shows that [76%](#) of Americans, including Democrats and Republicans, support using public funding from the ARPA to invest in CVI. [This number has increased](#) in the past two years, indicating that narrative change efforts have helped shift public sentiment. Research from Live Free USA shows that when presented with positive messaging about CVI, [70%](#) of Americans, including Democrats and Republicans, support federal investment.The gun reform movement has spent decades investing significant resources in communications efforts designed to shift public perceptions and drive support for evidence-based policies. If we want to secure sustainable funding and strengthen the field, we need to do the same for CVI.

In practice, that means investing in communications capacities and strategies to showcase CVI's impact. This includes efforts to develop and test CVI messaging, create communications toolkits for local providers, host public affairs trainings for CVI leaders, and build out communications teams at CVI organizations to carry out public affairs work.

It's imperative for Black and Brown leaders and organizations to be central in strategic conversations and decision-making not only as a matter of racial justice but also as a matter of effectiveness. CVI practitioners and program participants are at the heart of what makes this field so powerful, and telling the story of their courage, tenacity, and impact is how we change the narrative.

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10. "National crime data, for example, show that violence increased both in places that have enacted criminal legal reforms and in those that have not — in fact, all but two states experienced an increase in homicide rates in 2020. A study examining how crime changed after reform-minded prosecutors were elected also found no detectable effect on rates of major crimes, including murders." [Criminal Legal Reforms Didn't Lead to Violent Crime. Saying They Did Distracts from Real Solutions. (governing.com)](#)

The field has identified three main narrative change priorities:

→ **PRIORITY 1: LAUNCH A NATIONAL NARRATIVE CHANGE CAMPAIGN —** A coalition of CVI organizations should spearhead a national narrative change campaign to create messaging and assets that can be utilized by CVI organizations across the country. This effort would provide CVI leaders and organizations with a data-driven message framework to amplify the impact of their work directly to policymakers, the press, funders, and the public. It would also allow them to change the perception of what gun violence looks like and what drives it.

→ **PRIORITY 2: LIFT UP CULTURALLY COMPETENT BLACK AND BROWN VOICES AND ORGANIZATIONS —** Getting the CVI story right is not just about what the field's messaging framework entails, it's also about who is delivering that message. Community leaders and program participants must be centered in the field's communications work to highlight the personal impact programs are having on families and communities. This includes the creation of collateral - including videos, websites, and pitching local stories - to ensure that local programs continue to tell the story of their impact.

→ **PRIORITY 3: SUPPORT NATIONAL AND LOCAL CVI ORGANIZATIONS IN IMPLEMENTING EXTERNAL AFFAIRS STRATEGIES —** From pitching reporters to drafting op-eds, the day-to-day execution of a public affairs strategy requires organizational capacity and expertise. At both the national and local levels, CVI organizations need to hire communications staff, receive public affairs training, and develop the basic tools needed for effective communications (e.g., press lists, talking points, Q&A documents). Wherever possible, national organizations should look to support CVI providers on the ground in this work, including by creating toolkits, hosting workshops, and sharing resources.

FUNDING RECOMMENDATIONS

The field has identified five main recommendations for how public and philanthropic funding can help advance these narrative change priorities:

PRIORITY 1

LAUNCH A NATIONAL NARRATIVE CHANGE CAMPAIGN

Develop and implement a national narrative change strategy to achieve core goals of the CVI field. While there is much to celebrate from the past several years, the long-term success of CVI as a field will likely be defined by how well we translate this momentum into near-term impact. The public sector has dipped its toe in the water — now we must show the value of that investment if we hope to secure the level of resources the field truly needs to operate at scale in the future. But showing that value requires more than just having an impact on the ground, it also requires that leaders hear about and understand that

impact. To contradict the old adage "Don't tell me, show me," showing actually does require telling when it comes to advocacy. We need to tell the story of CVI, including how it works, why it works, and whom it's keeping safe.

To do this work, we need a national narrative change strategy with the goal of having an impact that trickles down to the state and local levels. As part of this strategy, we can develop a data-driven messaging framework, a clear and compelling brand, and a content and events calendar that allows for a steady drumbeat of information sharing and tentpole moments to anchor stories. The strategy will also seek to support narrative change efforts at the state and local levels by designing a communications toolkit for local providers and advocates that includes draft press releases, reporter lists, and messaging guidance.

Expand the body of research on messaging and audience penetration to identify compelling language and reach key stakeholders. Instead of developing messaging based on intuition, the field should develop messaging based on data. Data-driven messaging can be used for narrative change campaigns to educate the public about the power of CVI. However, there is currently only limited polling on how the field should talk about our work, which hampers our progress at the local and national levels. By investing in messaging research and making the findings widely available through messaging toolkits and fieldwide workshops, we can help organizations across the CVI ecosystem better tell their stories.

FIELD INSIGHT
Using Data to Drive Narrative Change

The HAVI, in partnership with Data for Progress, released new research that found that messaging that resonates most across all audiences (including diverse racial groups and political affiliations) includes messages that highlight the effectiveness of CVI strategies in reducing gun violence as well as the economic benefits of CVI. On the other hand, messages focused on CVI's role addressing racial equity and root causes of violence may resonate better in African American communities than other racial groups. These insights are preliminary, but they are critical for advancing narrative change work: With these tools, we can share the most relevant stories to audiences who are primed to support our efforts. By further testing messages and refining our target audiences, we can be poised to have the greatest impact.

LIFT UP CULTURALLY COMPETENT BLACK AND BROWN VOICES AND ORGANIZATIONS

Support organizations that provide a platform for diverse voices in their storytelling. CVI communications work must prioritize organizations that can tap into the field's diversity. The stories of program participants, street outreach workers, and community residents help to personalize and humanize the impact of a field that many policymakers and reporters still struggle to understand. Organizations such as Community Justice, Community Based Public Safety Collective, Cities United, and Live Free USA provide a platform for these voices through story collection and dissemination, press engagements, and media training.

SUPPORT NATIONAL AND LOCAL CVI ORGANIZATIONS IN IMPLEMENTING EXTERNAL AFFAIRS STRATEGIES

Develop a communications database that's accessible to CVI organizations across the country. Developing a body of CVI-specific communications resources will allow local CVI organizations, many of whom do not have dedicated communications staff, to more effectively engage in public affairs. This database could be developed as part of the national narrative change strategy outlined above and maintained by an existing CVI organization. Resources within this shared system would include data-informed talking points, communications templates (e.g., templates for press releases and media advisories), reporter and legislator contact lists, social media toolkits, and a story bank of CVI successes.

Build infrastructure and capacity for public affairs strategies and tactics. Public affairs work goes beyond traditional public relations and communications work; it focuses external efforts on targeted audiences (policymakers, key media, and other relevant stakeholders), with tactics that aim to build public sector support. But without organizational leadership who understand the inherent value of utilizing public affairs to advance CVI programs and staff whose job it is to execute public affairs strategies, it's easy for the work to be overlooked. Building that understanding requires ensuring CVI organizations have full-time staff with the responsibility of managing public affairs work and training existing CVI practitioners — both dedicated communications staff and CVI leaders — on the goals and impact of public affairs, and on the specific tactics needed for successful communications.

Scaling this work in the field will also require hiring public affairs experts to lead fieldwide trainings. These trainings could teach the basics of developing a communications plan and how to authentically lift up community voices for key stakeholders (including how leaders can share their own lived experiences), cover best practices on engaging with reporters and provide media training for public-facing staff, share guidance on using social media and web presence, and ultimately, build capacity to bring the work in-house at all CVI organizations. The CVI Leadership Academy includes modules that focus on community organizing and broader public affairs. In addition, Live Free USA offers boot camps and other trainings that support organizations in engaging with elected officials.

"It is imperative that we use the most rigorous tools at our disposal to develop high-quality, scalable, sustainable interventions to systematically reduce violence — and understand whether and why they work."

MONICA BHATT, SENIOR RESEARCH DIRECTOR, UNIVERSITY OF CHICAGO CRIME LAB AND EDUCATION LAB

"The CVI Action plan will help our framework on the ground that violence in black and brown communities requires a holistic approach that includes education, economic opportunities, and community support systems. This plan will help us continue to build a foundation of safety trust and hope. Preventing violence in black and brown communities means investing in their future, honoring their past, and creating pathways to opportunity and justice."

BENNIE PRICE, BIG MAMA'S SAFE HOUSE IN SAN ANTONIO, TEXAS

E. RESEARCH, EVALUATION, QUALITY IMPROVEMENT, AND IMPACT ANALYSIS

CONTEXT

If we are going to use this moment of opportunity to strengthen and scale the CVI field, Black and brown-led and culturally competent research will be key. That's true for two reasons. First, to secure long-term, sustainable funding from the public sector, we must build on timely and rigorous research that demonstrates CVI strategies work to keep participants and communities safe. Second, high-quality research provides insights focused on how we can strengthen CVI program design and delivery to make strategies work even better.

Yet, the current CVI research landscape has not received priority attention for funding and therefore is not nearly robust enough to build a strong evidence base. According to the RAND Corporation, 96% of CDC gun violence research funding evaporated in the years following the Dickey Amendment. In a 2017 analysis, RAND compared research expenditures on the prevention of a range of causes of death in the US, from heart disease to HIV. They uncovered an astounding gap: violence, particularly firearm injury and homicide, is the least researched among the top killers in the US. According to the report, for every death by homicide, the US spends $63 to prevent the next death. Contrast this with HIV, where the US spends roughly $180,000 to prevent the next death. The Joyce Foundation estimates that research funding, to the tune of $120 million/year, would help address the significant gaps in gun violence prevention.

This gap in research funding should be a justification to double down — to increase the amount of research being conducted, build a pipeline of researchers with lived experience, further diversify the methods of analysis the field utilizes, and invest in even deeper and more rigorous evaluations.

Achieving these goals requires sustained investment, a willingness for researchers and providers to collaborate, and a commitment to share what we learn across the field. That includes identifying and expanding the role that researchers can play in this work — from ideation to conducting studies to communicating and disseminating their findings to CVI practitioners. It also requires that we consider who is doing the research. Researchers with lived experience have different approaches and valuable perspectives and must be leaders in the CVI research field. A leading group of researchers has formed a coalition called the Black and Brown Collective that is helping coordinate across the research field, and this model can help serve as a hub for much of this work.

Finally, as we do this work, we must grapple with questions about how to balance "gold-standard" causal inference analysis, particularly the deployment of randomized controlled trials (RCTs) to evaluate the effectiveness of CVI strategies, with quasi-experimental, mixed methods, and/or qualitative research methods. While RCTs are highly regarded and offer significant credibility to an emerging field, qualitative analysis provides deeper contextual insights into the drivers of violence and effective solutions, telling us not just what is effective but also why and how.

Before analyzing CVI strategies, it is important to consider the quality of program implementation from the outset. As aforementioned, CVI strategies lack uniform standardization, and this challenge makes the task of evaluating programs all the more difficult. Implementation science is a relatively new field that may hold the key to support scaling effective implementation of CVI by asking the question, "How do we get what works to the people who need it, with greater speed, fidelity, efficiency, quality, and relevant coverage?"

Across the field and especially within the CVI provider community, there is a desire for more research to follow a Community-Based Participatory Research Program (CBPR) model. This type of research engages community members as equal partners to carry out research projects from design to dissemination. Institutions such as Northwestern's CORNERS and researchers like UCLA's Dr. Jorja Leap place those values at the forefront of their research priorities.

By prioritizing CBPR, the field will be able to assess questions that are most relevant to communities and providers. It will also help ensure research is culturally tailored to participant populations and sustainable for CVI workers. In the context of CVI research, these are not luxuries, they are necessities. If communities feel that research is extractive or culturally insensitive, they will pull back from participating in CVI strategies. If research unduly interferes with service delivery, they will simply not participate in research evaluations.

PRIORITIES

As we consider how to expand the role of research to strengthen the CVI field, we have identified three main priorities:

→ **PRIORITY 1: INCREASE THE SCOPE AND SCALE OF CVI RESEARCH —** The field needs support for sustainable and thorough research approaches that are designed to help strengthen CVI strategies. This includes quantitative, qualitative, mixed methods, implementation science, and exploratory methods that will engage community participants. It also requires defining the problem, developing solutions, and testing strategies so that they can be implemented and scaled to effect. Additionally, the research community should explore the potential for CVI strategies to impact broader socioeconomic mobility trends in communities, and any causality between the two. Research should put particular emphasis on understanding effective components of existing CVI strategies, innovative strategies to prevent and interrupt cycles of violence in communities, and the pathways or mechanisms by which different violence intervention models impact violence and promote well-being as part of an interconnected ecosystem.

→ **PRIORITY 2: SUPPORT COLLABORATION AMONG CVI RESEARCHERS, THE ACADEMIC FIELD, AND COMMUNITIES —** Collaboration can both strengthen research methods and prevent research from causing harm. For example, by working together, researchers and CVI organizations can design multisite evaluations that allow for greater statistical power and more accurate results. Greater collaboration between researchers, program providers, and communities can also help ensure research methods are not extractive or disruptive to communities and frontline CVI workers who already face high rates of community violence and trauma.

→ **PRIORITY 3: EXPAND THE FIELD'S KNOWLEDGE-SHARING CAPACITY —** For research to have an impact, the right people need to know about it. That's why the field needs dedicated resources to translate and disseminate research findings within the field and with key external constituencies, including policymakers, philanthropic funders, and the media.

FUNDING RECOMMENDATIONS

The field has identified six recommendations for how public and philanthropic funding can advance these priorities:

PRIORITY 1

INCREASE THE SCOPE AND SCALE OF CVI RESEARCH

Expand funding for multiyear, flexible research grants with rigorous research methods to evaluate CVI strategies. Across the CVI ecosystem, the field needs to conduct more research to study the two distinct but very much related lines of inquiry outlined above: (1) How effective are CVI strategies in reducing gun violence among participant populations? and (2) How can current strategies better meet the needs of participants?

For the former, we're looking to answer a basic question: Are CVI strategies reducing gun violence involvement among the participant population? Our current research base tells us that many strategies are; we need to build on this base of evidence. We recognize the roles that both quantitative and qualitative research design have in answering this question, and we must scale both.

High-quality qualitative research also provides us with critical insights about how and why our strategies work. Thoughtful research can help us understand which components of CVI strategies are showing results, allowing flexibility to adapt models and retest results over time. This is critical because it demonstrates that research is not just about doing evaluations, research also informs practice.

Studies that investigate the longitudinal impacts of programs can also be immensely useful but have been rare in our field. One example is Baltimore's Safe Streets, which was analyzed over 15 years. The analysis found that implementation of the program was associated with a 32% reduction in homicide, a compelling finding that helps shift narratives about the power of sustaining CVI long term.

Invest in research to better understand the root causes of gun violence. We need to better understand the drivers of gun violence so that we can continue to strengthen and refine program models. This includes multidisciplinary research to study the deep health, education, and economic inequities in communities of color. Multiyear research grants are critical here, as relationships are developed on the ground in communities to allow researchers to look across programs and systems (e.g., schools, health care providers, social service providers) and develop appropriately designed projects. The University of Maryland's recently launched Prevent Gun Violence: Research, Empowerment, Strategies and Solutions (PROGRESS) provides a model in this space; its work addresses the gap in root causes research and uses a multidisciplinary, community-centered approach.

Differentiating Between Research Topics

Just as with programmatic work, leaders in the field highlighted the importance of specifying the type of violence strategy a research project aims to evaluate: an intervention, prevention, or transformation strategy.

Since these strategies have various time horizons, and impact individual, group, and systems-level outcomes, it is essential for funders to ensure the research questions match the intervention's scope.

Prioritize funding for researchers who come from marginalized communities, have lived experience, and are racially diverse. Gun violence disproportionately impacts Black and brown communities in America, but the majority of researchers working in this space do not hail from communities disproportionately impacted by violence. As we grow and scale community-based interventions, it is critical that we provide funding and capacity to researchers who have firsthand experience and knowledge of the challenges and dynamics communities face.

The Black and Brown Collective for Community Solutions to Gun Violence exists to help solve this challenge but has only recently begun to build its infrastructure and network to lead research collaboration at the scale needed. The Collective has great capacity-building and resource needs to achieve this scale and match demand. As its leaders have noted, there is a need for communities impacted by gun violence to be seen as equal partners in this work. That requires committing funding to support current researchers of color and to broaden the pipeline for students of color hoping to come into the field. Mentorship programs for researchers of color, including programs such as the Research in Color Foundation and the National Center for Faculty Development and Diversity, are notable models to replicate.

PRIORITY 2

SUPPORT COLLABORATION AMONG CVI RESEARCHERS, THE ACADEMIC FIELD, AND COMMUNITIES

Resource fieldwide research networks. Similar to collaboration among CVI providers, collaboration among CVI researchers often occurs on an ad-hoc basis. That needs to change. We need to build networks of researchers who can collaborate to address opportunities and challenges in the field. For example, the Research Society for the Prevention of Firearm-Related Harms hosts an Annual National Conference that convenes a significant proportion of the violence prevention research community. Working to elevate CVI-specific research during these convenings can help develop opportunities for collaboration and new research partnerships.

CVI researchers also noted that it can be difficult to generate sufficient statistical power in program evaluations to measure certain key outcomes. Research networks can account for this challenge by including multisite data collection and sufficient research staff to engage and retain participants to help more accurately detect and measure program impacts. The Pediatric Emergency Care Applied Research Network (PECARN) serves such a purpose. PECARN was designed to enable researchers to conduct multi-institutional research focused on the prevention and management of acute illnesses

and injuries in children and youth. PECARN provides the infrastructure needed to promote multicenter studies, support collaboration among researchers, and encourage informational exchanges between researchers and providers. Building such a network for CVI would be immensely impactful and provide researchers with a dedicated space to share data sets, assess research priorities and gaps, and share best practices on topics such as community engagement.

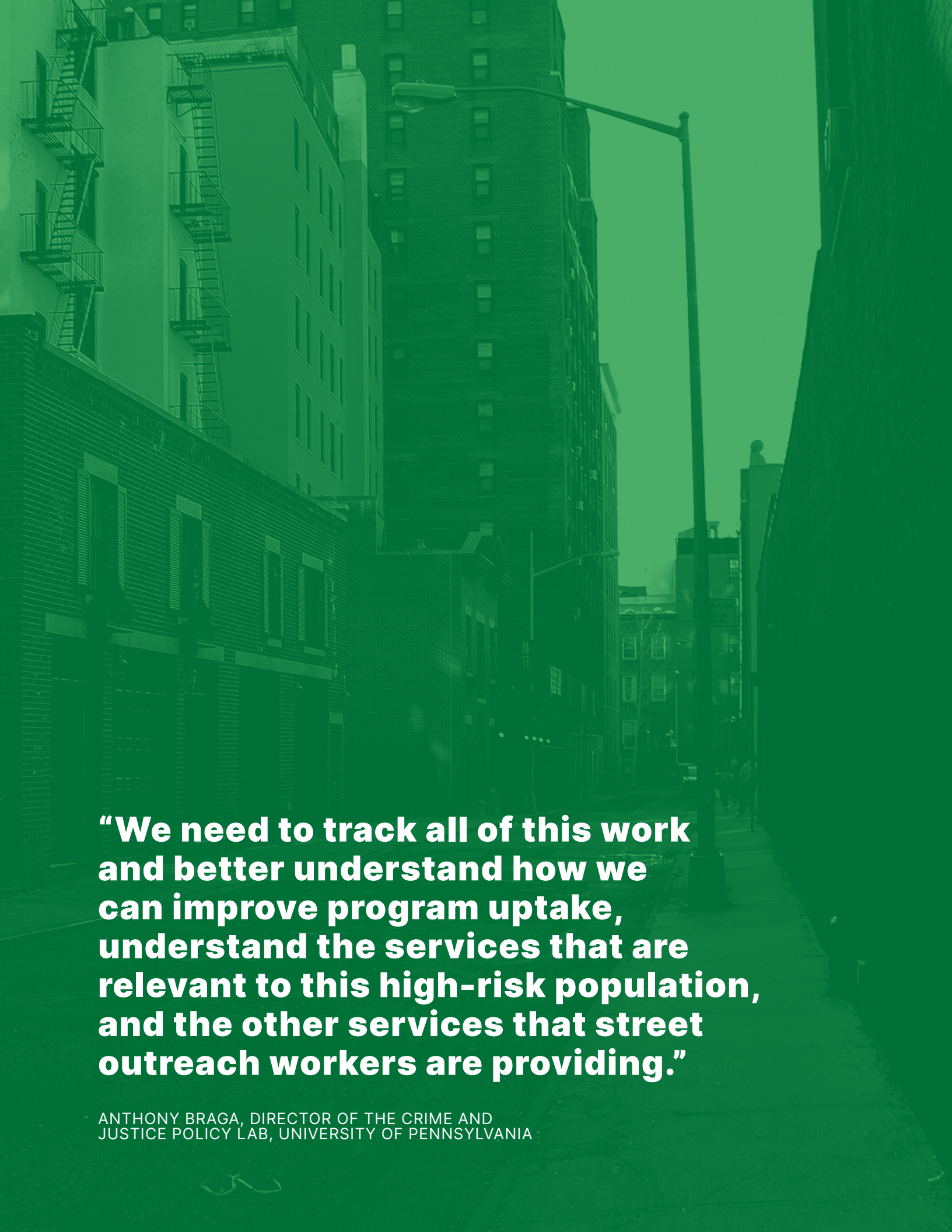**Develop collaborative partnerships among research institutions, CVI organizations, and community residents that prioritize collaboration from design to dissemination**. At a national level, initiatives such as the Council on Criminal Justice Violent Crime Working Group and the NORC Expert Panel on Firearms Data Infrastructure offer models for cross-sector collaboration that include researchers, advocates, city/state leadership, and CVI practitioners to develop resources to support the field. These efforts are important and must be expanded to the local level. One notable example is Milwaukee's Violence Response Public Health and Safety Team (VR-PHAST), in which researchers, data scientists, CVI practitioners, and more are synthesizing data from various sectors, including law enforcement and hospital data, to help drive data-driven responses to violence. By attending to the changing dynamic of violence in the city, the team can arm CVI practitioners with the data they need to focus their efforts and be successful.

PRIORITY 3

EXPAND THE FIELD'S KNOWLEDGE-SHARING CAPACITY

Improve research dissemination. For CVI research to inspire public sector investment and improve programs on the ground, its insights need to actually be shared with stakeholders, including elected officials, philanthropic funders, community organizers, and CVI professionals. Yet, the communications and public affairs capacity needed to effectively share those insights is often an afterthought. Most research institutions do not have the deep political relationships, sufficient communications staff, or budgets to leverage experienced external support. At best, this means research that could drive public sector support and inform program design is left on bookshelves; at worst, it means findings could be misconstrued by the press or policymakers. Building sufficient funding for dissemination of CVI research, including engaging community-based organizations and CVI practitioners in developing communication strategies, will help ensure the findings are reaching decision-makers.

"We need to track all of this work and better understand how we can improve program uptake, understand the services that are relevant to this high-risk population, and the other services that street outreach workers are providing."

ANTHONY BRAGA, DIRECTOR OF THE CRIME AND
JUSTICE POLICY LAB, UNIVERSITY OF PENNSYLVANIA

F. STANDARDIZATION OF ESSENTIAL CVI ELEMENTS: DEFINITIONS, DATA-DRIVEN PERFORMANCE MANAGEMENT, AND DIRECT SERVICE COORDINATION

CONTEXT

An important step toward strengthening the impact of the CVI field is standardizing essential elements of CVI strategies, including defining **what CVI work encompasses**; clarifying **what CVI is and isn't**; specifying the **violence problem** CVI is trying to solve; and creating **CVI standards** for how programs operate, are measured, and are coordinated on the ground. It is critical for this work to be led by Black and Brown CVI leaders who have a deep understanding of the nature of community violence and effective solutions to this problem.

WHAT IS CVI?

There is currently no singular definition of CVI, creating the potential for misalignment and misrepresentation. Given the rich history and depth of experience within the CVI field, several prominent organizations have offered their perspectives on definitions. However, defining CVI requires ongoing engagement with frontline workers in local communities. The CVI Action Coordinators offer the following working definition developed through the engagement of individuals invited to contribute to the Action Plan, expanding upon the definition offered by the Department of Justice's Bureau of Justice Assistance:

> *"Community violence intervention (CVI) is an approach that uses **evidence-informed strategies to reduce near-term violence through tailored community-centered initiatives.** These multidisciplinary strategies **engage very high-risk individuals and groups** to disrupt cycles of violence and retaliation. **CVI workers establish relationships between individuals and community** assets to deliver services that save lives, address trauma, and provide opportunity. When executed alongside targeted wraparound services, **CVI helps improve the physical, social, and economic conditions** that drive violence. These strategies include street outreach, violence interruption, hospital-based violence intervention, life coaching, peacemaker fellowships, violence-focused cognitive behavioral therapy, and others."*

The following elements offer an initial reference which could be incorporated into a future definition shared by the field:

→ The physical location of the intervention is in community or in a setting in which the participant is receiving care. This is in contrast to interventions in institutions in which participants are being held against their will (i.e., prisons);

→ Proactive neighborhood-based outreach, case management, and/or support for those at the highest risk of violence is the primary modality of practice (vs. passive referrals or court-mandated service);

→ Frontline CVI practitioners are from the communities being served. These indigenous peacemakers and community-rooted practitioners are the leaders of CVI practice;

→ Interventions target individuals at greatest risk of violent victimization or perpetration; and

→ The theory of change undergirding the intervention is professional work bound by ethics and rooted in hope and healing, as well as unconditional positive regard and love for all individuals and communities impacted by violence.

TIMELINE OF EXPECTED OUTCOMES

Given this important context about community violence, we must distinguish among the range of strategies to reduce violence, informed by the public health approach. NICJR defines these three strategies as:

→ **Intervention/CVI (1 to 3 years):** Stopping violence in the near-term using harm reduction strategies and gun violence reduction strategies to provide interpersonal support structures and wraparound services to individuals at the highest risk of gun violence involvement, including retaliatory violence.

→ **Prevention (5 to 10 years):** Long-term violence reduction through strategies such as youth-focused mentoring and after-school programming.

→ **Transformation (15-20 years):** Generational cycles of poverty through education, economic development, and neighborhood revitalization.

While there are shared attributes among the three strategies, CVI work primarily focuses on near-term violence as summarized in "Intervention." As the Metropolitan Peace Initiatives (MPI) describes, CVI seeks to disrupt immediate cycles of violence through a range of approaches including targeted community outreach, mediation, intensive case management, hospital response, and more.

What distinguishes intervention from prevention and transformation is a specific focus on those who are at immediate risk of community violence involvement. Maintaining this level of focus can be incredibly difficult for cities to do — and leveraging high-performing CVI organizations as well as other data-driven methodologies is critical. Credible messengers have demonstrated tremendous skill in leveraging their networks to identify and find hard-to-reach high-risk clients, and combined with innovative new data algorithms (including the use of artificial intelligence), may transform the way that cities can reach and support this population.

Even within intervention, there are distinct strategies, many of which are not CVI. For example, law enforcement-driven strategies such as focused deterrence and group violence intervention (GVI) should not be considered a core CVI strategy, but an ancillary strategy on the outer circles of the ecosystem. Some cities with little history of violence intervention efforts may begin with law enforcement-driven strategies given their lack of political infrastructure. It must be acknowledged that this is an ongoing conversation in the CVI field, as groups of leaders have not arrived at a full consensus on the role of law enforcement-driven strategies more broadly in addressing gun violence in communities.

Of course, all strategies are important to community safety, and cities can and should support a range of violence intervention and prevention work. However, for CVI to be successful, we must also rigorously establish interventions that maintain consistency and fidelity. Conflating intervention, prevention, and transformation should be avoided because it often leads to poorly defined program inputs and outcomes.

DEFINING THE VIOLENCE PROBLEM

In addition to defining what CVI is, we need to define **the violence problem** CVI is trying to solve. This type of violence has specific attributes and patterns that offer important context for the use of CVI.:

Community Violence is:

→ Concentrated. Roughly 1% of a city's population accounts for over 50% of the violence. One source estimates roughly half of homicides occur in only 127 cities throughout the country.

→ Networked. Collective behavior, perceived threats, and low social capital are among several factors that increase the likelihood of violence between individuals. One study showed that 85% of all gunshot injuries within a community originated from one social network.

→ Cyclical. Victims often suffer from repeat victimization. Victimization and exposure to violence as an adolescent increase chances of an individual becoming a perpetrator of gun violence by 2.5X.

→ Community violence overwhelmingly leads to the death and nonfatal injuries of Black and Brown men. While this violence impacts entire communities, it's important to note that care and attention for this particular population is hard to come by: Men with criminal records are routinely excluded from wraparound services such as housing supports, victim services, job assistance, substance abuse treatment, and mental health resources.

→ There are structural factors such as redlining, economic divestment, overpolicing, and other forms of structural racism that contribute to the conditions that allow for violence to take shape in communities.
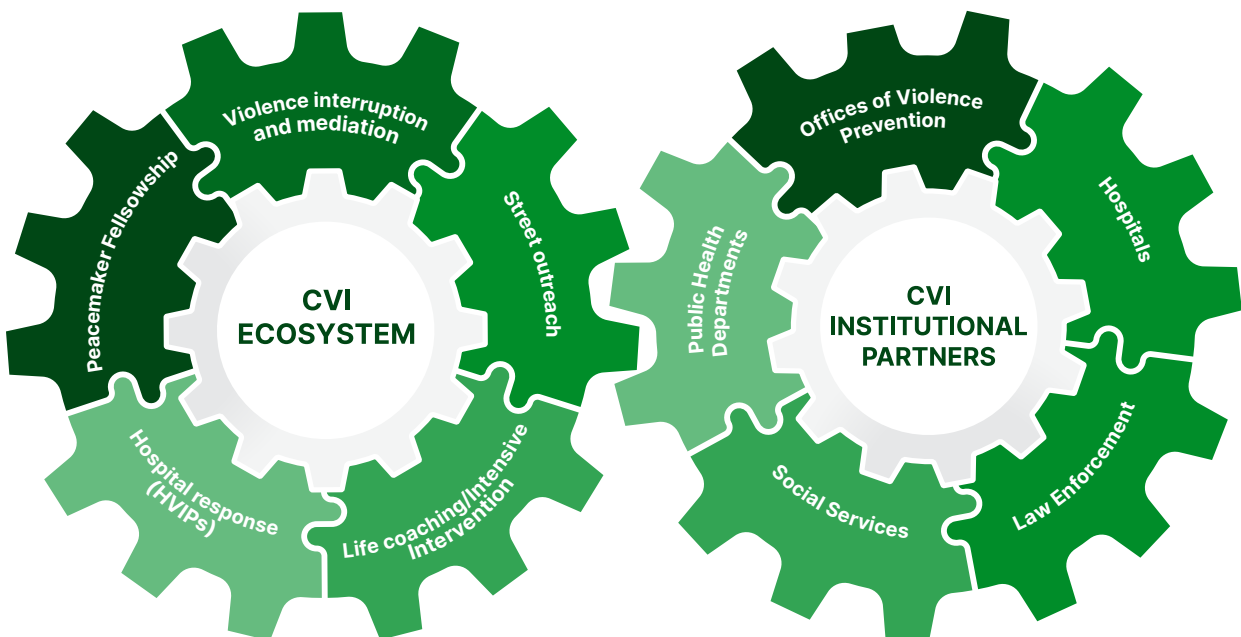
PRIORITIES

The field has identified three main priorities for standardizing essential elements of CVI programs:

→ **PRIORITY 1: DEVELOP SHARED TERMINOLOGY —** The field needs a shared definition of CVI and consensus on the most effective CVI strategies.

→ **PRIORITY 2: DEVELOP EVIDENCE-BASED STANDARDS FOR DESIGN, IMPLEMENTATION, AND EVALUATION OF CVI STRATEGIES —** Once we define how CVI fits in the broader violence reduction field and how adjacent strategies play into the overarching practices of CVI, we can standardize a theory of change with common elements across all CVI strategies. This includes establishing data-driven practices for the programmatic management of CVI, offering standard guidance for the public sector on how to work productively with community members and providers, and developing best practices for researchers who are evaluating CVI programs.

→ **PRIORITY 3: INCREASE DIRECT-SERVICE COORDINATION ON THE GROUND —** CVI organizations often lack the resources or infrastructure to coordinate service delivery and data collection on the ground, leading to redundant and less efficient service delivery. In addition, lack of coordination with social service and public sector agencies reduces the ability of providers to offer high-risk individuals resources that address the factors that contribute to violence. The field needs greater coordination between CVI strategies and other sectors to improve data sharing, referrals, and targeting plans to saturate services.

FUNDING RECOMMENDATIONS

The field has identified eight recommendations that illustrate how public and philanthropic funding can help advance standardization priorities:

PRIORITY 1

DEVELOP SHARED TERMINOLOGY

Incorporate feedback from the field and release a set of standard definitions for key CVI concepts. While CVI is not a monolithic field, shared language will help the CVI field become more cohesive and increase coordination when interacting with other sectors that are less familiar with CVI. As this work has already begun with the development of this report, to further build consensus among practitioners and other experts, the CVI Action Plan Coordination Team and leaders on the ground will use facilitated workshops to survey the field and clarify areas of misalignment in terminology. This will allow us to develop updated language and refine key CVI concepts. Such work may include:

→ Clarifying how to define and identify individuals at high risk of being involved in community gun violence as well as methodologies and technologies to facilitate identification.

→ Clarifying CVI's core focus, which at present is reducing near-term violence and reaching those at the highest risk of gun violence;

→ Defining CVI strategies, including alignment and dissention of partnerships between group violence intervention (GVI) and broader gun safety strategies; and

→ Defining the role of associated prevention and transformation strategies such as youth engagement, poverty-reduction work, and expanded education initiatives.

The CVI Action Plan Coordination Team will then work with local practitioners and national leaders to disseminate this work among key constituencies (e.g., CVI staff, policymakers, and funders), which is critical for widespread adoption.

DEVELOP EVIDENCE-BASED STANDARDS FOR DESIGN, IMPLEMENTATION, AND EVALUATION OF CVI STRATEGIES

Convene CVI experts to develop a report that highlights the theory of change utilized by CVI programs and outlines the data-driven standards and protocols that should be used in CVI strategies. It's easier for practitioners to strengthen CVI strategies when the theory behind CVI is clearly outlined. Articulating a "theory of change" is also critical to explain to those outside the field how and why CVI strategies work, particularly given the pervasive societal misconceptions about the drivers of gun violence. Funding a "Data-Driven CVI Standards and Protocols" convening of leaders will allow the field to reach a consensus on such a theory of change. With that theory as a foundation, the convening will then allow field leaders to outline the data-driven standards and protocols that should be utilized in CVI strategies, including essential programmatic elements, best-practice protocols on issues such as worker safety, language access (which is critical for participant engagement), and metrics for evaluating impact. Findings from the convening will be turned into a report and shared with the wider field as a data-driven roadmap for standardizing elements of CVI programs across the country, while still allowing adaptability for local needs.

Convene CVI experts and government officials to develop a report on data-driven standards and protocols that public sector agencies should use when coordinating and funding CVI programs in their jurisdictions. CVI Action Plan participants asserted that lack of access to public funding poses a significant barrier to growth within the field. The public sector plays a significant role in the field's ability to strengthen programming and scale successful CVI strategies. However, there remains little clarity on how public agencies can direct funding for CVI initiatives, and CVI organizations often lack the internal capacity to access public

dollars. Bringing together CVI experts and government practitioners for a "CVI Strategies and the Public Sector" convening can open a dialogue on the ways in which public sector agencies can best design and communicate about funding opportunities. The convening's goal will be to develop a playbook that public sector agencies and offices of violence prevention can use to ensure public resources are fully maximized.

Convene CVI practitioners, community engagement experts, and researchers to develop a report on the standards and protocols that researchers should use when evaluating CVI programs, including guidance on how to work collaboratively with community members and CVI providers. CVI strategies are built on trust between providers, participants, and the wider community. Research, when done well, can strengthen those bonds of trust by providing transparency, accountability, and critical insights for improving service delivery. But when research is undertaken without care — when it is extractive, opaque, or unduly impedes service delivery — it can cause real harm to communities and disincentivize programs from participating in research in the future. Funding a "CVI Research Best Practices" convening will help researchers navigate these sensitivities. The convening will allow CVI experts and researchers to align on best practices for ensuring effective community engagement, cultural competency, and collaborative relationships with programs and providers. Findings from the convening will be turned into a report and shared with the wider field, with recommendations for translating the report into actions.

INCREASE DIRECT-SERVICE COORDINATION ON THE GROUND

Incentivize service coordination across CVI strategies to create a cohesive CVI ecosystem of providers on the ground. CVI organizations are focused on the difficult day-to-day work of reducing community violence. A wide range of CVI interventions exist in cities across the country, such as street outreach programs, peacemaker fellowships, and hospital-based violence intervention programs (HVIPs). To most effectively serve people at the highest risk of violence involvement, increased coordination among these organizations is critical. Philanthropic grant funding can be designed to incentivize this type of collaboration and

institutionalize information sharing. For example, multiyear grants could require two or three different types of CVI organizations (e.g., street outreach, HVIPs) to apply as a team and present a plan for coordination of engagement with high-risk individuals as well as ongoing service provision in a local area.

Incentivize program participation. CVI programs that serve individuals who are at very highest risk of being involved in gun violence should use financial stipends as an incentive to engage in the program. These are often individuals who have been connected to service providers off and on for many years and are both burned out from "services" and not interested in traditional service providers. In fact, they are often service resistant. Public dollars seldom can be utilized in this way, and this may require philanthropic investment.

Support coordination between CVI programs and other social service and public sector agencies. Violence intervention requires coordination not just among CVI providers but also between the field and other local and state services. Intentional coordination with social service and public sector agencies, including housing authorities, departments of family services, and health systems, can strengthen CVI strategies. For example, partnerships can allow program providers to engage high-risk residents and direct current participants to mental health and substance use disorder treatment, housing, food assistance programs, and/or legal services. Private funding should incentivize and test these types of partnerships, using HVIPs as a model for what's possible when CVI strategies are aligned with the wider public health and social sector ecosystem.

Another example of coordination is a homicide review commission. These convenings bring together key stakeholders involved in public safety, including departments of public health, community advocates and service providers, law enforcement, education, and city leadership, to identify upstream causal factors for firearm homicides. Homicide reviews allow for a unique opportunity to review where individuals who lost their lives to gun violence were in contact with various sectors and where those contacts may have provided an opportunity for intervention and prevention. Because of the contribution of insight and data from these different

entities, this coordination provides a more comprehensive picture of a person's life course than can be provided by one sector alone and may outline novel opportunities that would otherwise be missed. This effort is most effective when senior leadership from participating agencies is engaged to support the implementation of the commission's priorities. This work may also require administrative rule changes to the eligibility criteria to ensure the individuals at the highest risk receive support quickly.

Ensure grants for direct service providers include funding for the staffing and internal infrastructure necessary to do coordination work. Coordination takes time and capacity to do well. Funding for CVI organizations should include flexibility and incentives for this workstream outside of and beyond funding to stand up and operate programs. Funding for coordination work may fall to the bottom of an organization's priority list as it grapples with core service delivery. Therefore, grants should include specific allocations to support staff engaged in CVI coordination. This work is imperative for the field to grow but often goes unnoticed and underappreciated.

Incident Review and Coordination: The Emerging Role of CVI

Many cities across the country are expanding the utilization of incident reviews, or shooting reviews, to facilitate one-way communication between law enforcement and CVI organizations. Shooting reviews are weekly meetings conducted by law enforcement to discuss every shooting that has occurred in the past seven days and identify the shootings that have a likelihood of retaliation. The information collected Immediately following an incident is provided to intervention organizations from police, but never from CVI organizations to law enforcement.

In the city of Indianapolis, the Indianapolis Metropolitan Police Department (IMPD) holds a weekly shooting review to discuss every homicide that occurred over the previous seven days, as well as nonfatal shootings and other shots fired incidents that have a likelihood of retaliation. Attendees at the meeting include IMPD personnel, probation and parole officers, representatives from the Office of Public Health and Safety (OPHS), and occasionally, members of federal agencies. OPHS then holds a coordination meeting with CVI program managers and HVIP staff from two area hospitals that serve the most gunshot wound victims to provide some information from the shooting review. The next day, the CVI program managers review the same information with frontline outreach workers and violence interrupters and give assignments for staff to pursue each individual discussed for enrollment in the Indy Peacemaker Fellowship. The CVI staff also discusses additional information known about each incident, brewing conflicts, and potential retaliation.

We are ready to transform society as we know it, together.

CONCLUSION AND WHAT'S NEXT

Community violence is not inevitable; it is not only the result of structural racism but also critical individual risk factors and exposures. Every day, we lose family members, friends, and neighbors to cycles of concentrated violence in Black and Brown communities. This violence leaves devastation in its wake, including higher rates of depression and PTSD, poor economic outcomes, and other harms that impact individuals and communities. The stakes are too high to leave communities without the support they need to create safe and thriving neighborhoods.

But there is hope. For decades, Black and Brown community leaders have been developing a set of strategies to address community violence. They have demonstrated that it is within our reach to drastically reduce violence in the United States. To do so requires establishing CVI as a core component of the public safety ecosystem. This work requires significantly increasing investment in local implementation and developing the field through:

→ **Capacity building, wellness, and professionalization** to strengthen the field through the provision of the data infrastructure, staffing, professional development, and pay and benefits required for programs to meet the data-driven standards we collectively set. All the while, we must care for the mental health and wellness needs of our workforce.

→ **Fieldwide collaboration** within and across CVI strategies and with CVI-aligned sectors to drive alignment, foster innovation, identify and fill gaps in the CVI ecosystem, and increase synergy and impact.

→ **Grassroots, local, state, and federal policy and advocacy** to generate the will to unlock sustainable, long-term public funding for CVI, to incentivize data-driven program improvements, and to center organizations that have led this work and been systematically excluded from decision-making as well as leaders in policy development.

→ **Narrative change** to replace harmful narratives about the causes of and solutions for community violence with accurate narratives that emphasize the humanity of impacted individuals and illustrate the efficacy of CVI in changing life trajectories.

→ **Research, evaluation, quality improvement, and impact analysis** to demonstrate CVI efficacy and yield insights on how to make CVI strategies work even better, achieved by employing rigorous and diverse methodologies, engaging impacted community members in research, and supporting researchers with lived experience.

→ **Standardization of the essential elements of CVI** to increase efficiency, coordination, and impact and to support the data integration required to identify the most effective CVI practices and strategies.

The field is committed to making the CVI Action Plan a reality. By partnering with private philanthropic and public sector leaders, we can boldly create a foundation to fulfill our commitment. We are ready to transform society as we know it, together. The CVI Action Plan puts us on that path forward.

APPENDIX A: REPORT PROCESS AND PARTICIPANTS

2023 and 2024 Chicago Convenings

The CVI Action Plan Coordination Team held a convening in Chicago, IL, in May 2023, bringing together 55 CVI leaders from 31 partner and peer organizations to begin identifying opportunities for philanthropy to support the growth of the CVI field. These leaders work across CVI advocacy (24% of participants), research (26% of participants), and training and technical assistance (34% of participants) and local implementation (22% of participants). The convening had three key objectives: (1) convene CVI leaders to share learnings and challenges in the field, (2) develop priorities to bring the CVI field to the next level, and (3) work toward alignment on a shared narrative for the broader CVI ecosystem.

Among its sessions, the convening included a funder panel that focused on how philanthropic work currently supports the CVI movement. Additionally, CVI leaders took time to map programs in their communities and had conversations about programmatic overlap and gaps in the field. To facilitate deeper discussions within sectors of the field, participants were split into three cohorts: (1) advocacy, (2) research, and (3) training and technical assistance and local implementation, to discuss specific gaps, challenges, opportunities, and priorities for the short term (one year) and long term (three-plus years). Participants also discussed shared messaging, communications plans, and narrative change. Within these cohorts and across larger full-group discussions, leaders were encouraged to share recommendations for specific funding needs and opportunities.

The CVI Action Plan Coordination Team also held a convening in Chicago, IL, in April 2024 with 110 individuals from the field to discuss the recommendations and garner more feedback. Participants engaged in robust breakout sessions and panel discussions. Both of these convenings informed the conclusions drawn in this report.

Roundtables and Interviews

In the months following the convening, the CVI Action Plan Coordination Team dove into deeper conversations with leaders, conducting five virtual roundtables on four topic areas: (1) advocacy, (2) research, (3) training and technical assistance and local implementation, and (4) narrative change. The primary objectives of these roundtables were to: (1) strengthen the priorities drafted during the convening to bring the CVI movement to the next level in their area of work, (2) engage CVI leaders in refining CVI recommendations shared in the convening, and (3) create further alignment on shared language and narrative for a thriving CVI ecosystem.

Prior to each roundtable, participants were invited to review the highlights from the Chicago convening. The roundtable format included community agreements to set expectations for all attendees, descriptions of the types of workers who fall into each category (e.g., those working in advocacy, research, and training and technical assistance), use of polling to align on definitions and language, and small breakout discussions to answer core questions. The conversations and learnings from the roundtables have been distilled into the six domains in this report:

→ **Capacity Building, Wellness, and Professionalization**

→ **Fieldwide Collaboration**

→ **Grassroots, Local, State, and Federal Policy Development and Advocacy**

→ **Narrative Change**

→ **Research, Evaluation, Quality Improvement, and Impact Analysis**

→ **Standardization of Essential CVI Elements: Definitions, Data-Driven Performance Management, and Direct Service Coordination**

The CVI Action Plan Coordination Team continued to glean learnings through one-on-one interviews with leaders in the field to continue to refine priorities and recommendations, and clarify areas of dissension stemming from previous engagements.

Field Feedback on Draft Report

The CVI Action Plan Coordination Team held a webinar on December 15, 2023, to provide the field with an update on the report's progress and to seek feedback on our draft priorities and recommendations. More than 50 participants joined the webinar, which included an open question-and-answer portion with the CVI Action Plan Coordination Team. After the webinar, the team shared a survey with the field, asking for additional feedback and ideas. The survey results provided helpful guidance and suggestions to strengthen the final outcomes represented in this document.

APPENDIX B: PROMISING PRACTICES

The field cited several CVI organizations as examples of impactful work taking place across the country. We recognized these organizations in the CVI Action Plan report to help illustrate ways we can scale current CVI strategies and advance the field overall. While not an exhaustive list of all CVI organizations, it showcases some promising practices that will help the field implement innovative approaches to reduce violence. The following examples are grouped by domains, and bolded organizations appear in more than one domain.

Capacity Building, Wellness, and Professionalization:
Cities United Roadmap Academy; Coalition to Advance Public Safety (CAPS); Everytown Community Safety Fund; Metropolitan Peace Academy; National OVP Network; Newark Community Street Team; Professional Community Intervention Training Institute; READI National Center for Safe Communities; University of Chicago Community Safety Leadership Academies; Urban Peace Institute; Community Based Public Safety Collective; National Institute for Criminal Justice Reform; Health Alliance for Violence Intervention; Black and Brown Peace Consortium; Chicago CRED; Cure Violence; National Network for Safe Communities; ROCA; California Partnership for Safe Communities; Advance Peace; Urban Peace Institute

Fieldwide Collaboration:
Black Brown Peace Consortium; Cities United's Annual Convening; Community Violence Intervention Collaborative (CVIC); CVI Action Plan convenings; **Giffords Center for Violence Intervention CVI Conference; Invest in Us; Joyce Foundation "Toward a Fair and Just Response to Gun Violence" Summit; NOVPN Network Convening; Omaha 360 Violence Intervention and Prevention Collaborative; National OVP Network**

Grassroots, Local, State, and Federal Policy Development and Advocacy:
ATX Peace; Community Justice; Fund Peace; Giffords Community Violence Intervention Policy Analysis and Tracking Hub; Invest In Us Coalition; Live Free USA; The Time is Now; Youth ALIVE!; Youth Justice Coalition; LA Violence Intervention Coalition; Urban Peace Institute

Narrative Change:
Cities United Reimagining Public Safety Report; Coalition to Advance Public Safety (CAPS); Community Based Public Safety Collective; Community Justice Action Fund; Fund Peace; HAVI and Data for Progress Research; Live Free USA; Urban Peace Institute; LA Violence Intervention Coalition

Research, Evaluation, Quality Improvement, and Impact Analysis:
The Black and Brown Collective: Centering Community Solutions to Gun Violence; CORNERS; Pediatric Emergency Care Applied Research Network; University of Maryland's Prevent Gun Violence: Research, Empowerment, Strategies, and Solutions (PROGRESS); NICJR Cost of Gun Violence Studies; University of Maryland Violence Reduction Center; New Jersey Gun Violence Research Center; University of Washington Firearm Injury and Policy Research Program; University of California, Davis Violence Prevention Research Program; Johns Hopkins Center for Gun Violence Solutions; Kaiser Permanente Center for Gun Violence Research and Education

Standardization of Essential CVI Elements: Definitions, Data-Driven Performance Management, and Direct Service Coordination:
414LIFE Milwaukee; Advance Peace; Aim4Peace; Blueprint for Peace; Bureau of Justice Assistance CVI Implementation Checklist; California Partnership for Safe Communities; City of Indianapolis and NICJR partnership; Coalition to Advance Public Safety (CAPS); COMPASS Youth Collaborative; Community Based Public Safety Collective (CBPS); Kings Against Violence Initiative, Inc. (KAVI); Milwaukee Violence Response Public Health and Safety Team (VR-PHAST); North Lawndale Collaborative; Oakland Ceasefire Strategy; Advance Peace; The HAVI Standards and Indicators for HVIPs; Metropolitan Peace Academy, Urban Peace Academy

APPENDIX C: MAPPING THE FIELD

WHERE WE ARE
Northeast

- ● Hospital-Based Violence Intervention Programs
- ● Peacemaker Fellowship
- ● Violence Interrupters
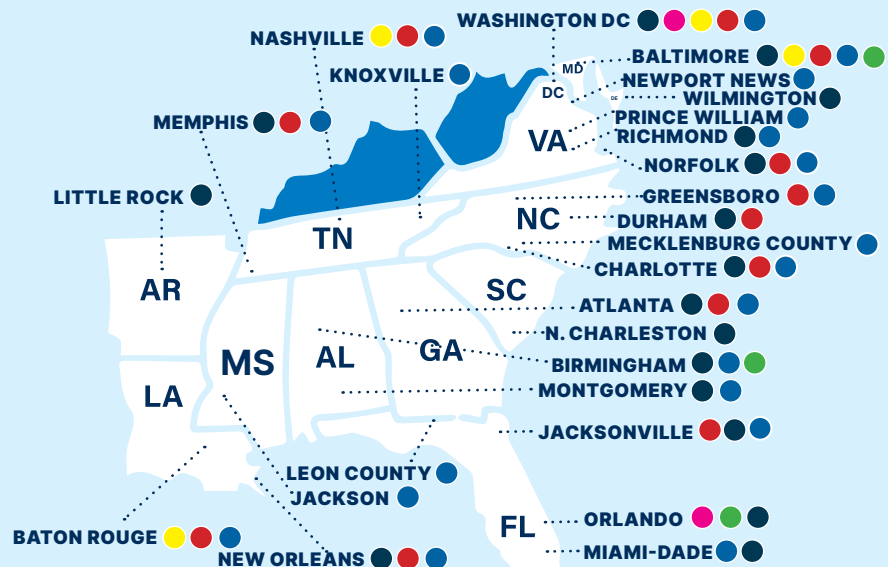- ● Street Outreach
- ● Gun Violence Reduction Strategy
- ● Offices of Violence Prevention

ROCHESTER ●●

BUFFALO ●●

NY

MA

CT

NJ

PA

BOSTON ●●●
PROVIDENCE ●
HARTFORD ●●●●
NEW HAVEN ●●●●
NEW YORK CITY ●●●
PATERSON ●
NEWARK ●●●
CAMDEN ●●●

PITTSBURGH ●●

PHILADELPHIA ●●●●
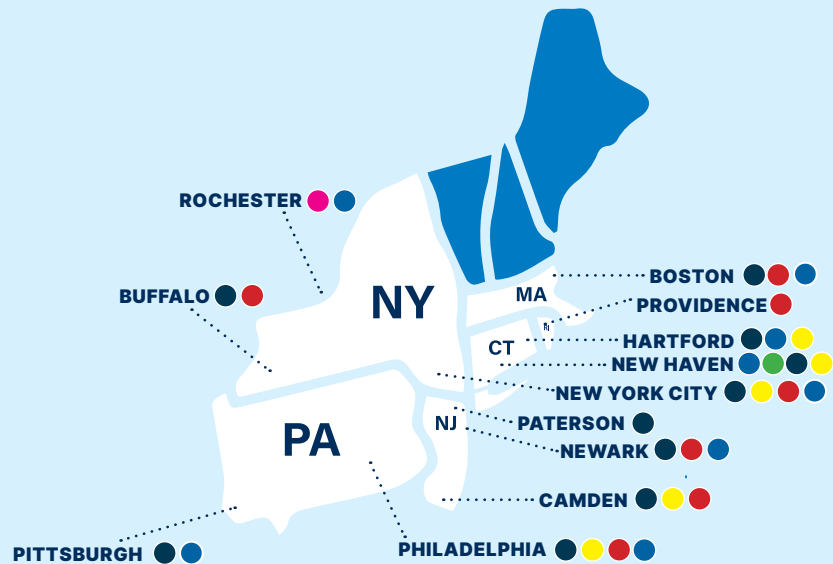
WHERE WE ARE
Southeast

- ● Hospital-Based Violence Intervention Programs
- ● Peacemaker Fellowship
- ● Violence Interrupters
- ● Street Outreach
- ● Gun Violence Reduction Strategy
- ● Offices of Violence Prevention

NASHVILLE ●●●
KNOXVILLE
MEMPHIS ●●●
LITTLE ROCK ●

WASHINGTON DC ●●●●●
BALTIMORE ●●●●
NEWPORT NEWS ●
WILMINGTON ●
PRINCE WILLIAM
RICHMOND ●
NORFOLK ●●●
GREENSBORO ●●
DURHAM ●●
MECKLENBURG COUNTY ●
CHARLOTTE ●●

MD
DC
VA

TN

AR

NC

SC

MS

AL

GA

ATLANTA ●●●
N. CHARLESTON ●
BIRMINGHAM ●●●
MONTGOMERY ●●
JACKSONVILLE ●●●

LA

LEON COUNTY ●
JACKSON ●

BATON ROUGE ●●●

NEW ORLEANS ●●●

FL

ORLANDO ●●●
MIAMI-DADE ●●

WHERE WE ARE
Midwest

- ● Hospital-Based Violence Intervention Programs
- ● Peacemaker Fellowship
- ● Violence Interrupters
- ● Street Outreach
- ● Gun Violence Reduction Strategy
- ● Offices of Violence Prevention

MINNEAPOLIS ● ● ● ●
ST PAUL ●
GREEN BAY ● ●
JOLIET ●
LAKE COUNTY ●
MADISON ●
CHICAGO ● ●
KANKAKEE COUNTY ●
ROCKFORD ●
MILWAUKEE ● ● ●
RACINE ●
LANSING ●
EAST LANSING ●
DETROIT ● ● ● ●
SOUTH BEND ●
TOLEDO
CLEVELAND ● ●
COLUMBUS ●
FORT WAYNE ●
OMAHA ●
DAYTON ● ●
CINCINNATI ●
INDIANAPOLIS ● ● ● ● ● ●
ST. PAUL ●
LOUISVILLE ● ●
ST. LOUIS ● ● ●
COLUMBIA ●
DES MOINES ●
KANSAS CITY ● ● ●

MN
WI
NE
IA
MI
IL
IN
OH
MO
KY

WHERE WE ARE
Southwest

- ● Hospital-Based Violence Intervention Programs
- ● Peacemaker Fellowship
- ● Violence Interrupters
- ● Street Outreach
- ● Gun Violence Reduction Strategy
- ● Offices of Violence Prevention

ALBUQUERQUE ●
TULSA ● ● ●
AZ
NM
OK
DALLAS ●
PHOENIX ● ● ●
FT. WORTH ● ●
TUCSON ● ●
TX
HARRIS COUNTY ●
HOUSTON ● ●
AUSTIN ●
SAN ANTONIO ● ●

WHERE WE ARE
West

- Hospital-Based Violence Intervention Programs
- Peacemaker Fellowship
- Violence Interrupters
- Street Outreach
- Gun Violence Reduction Strategy
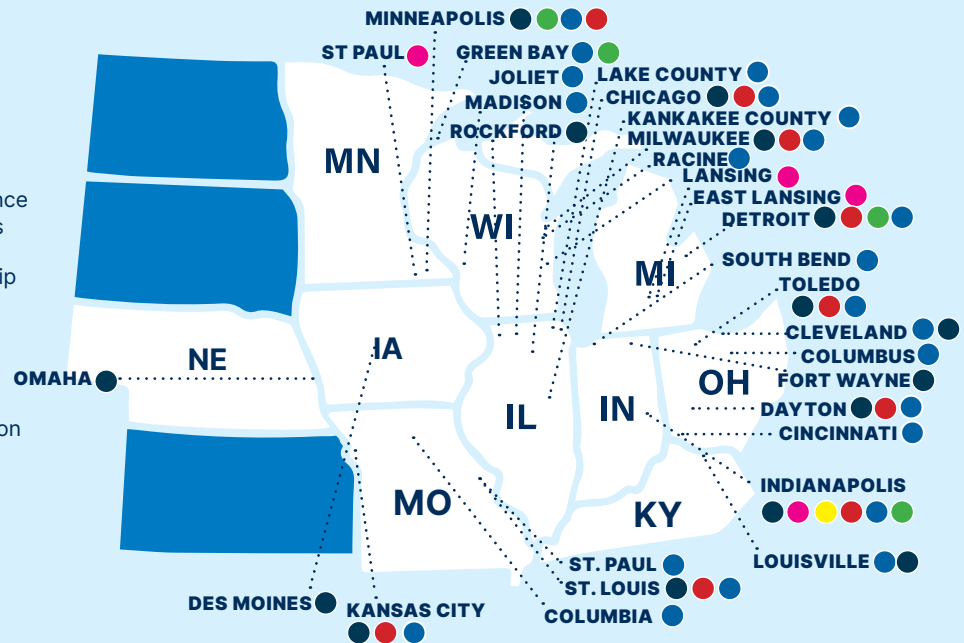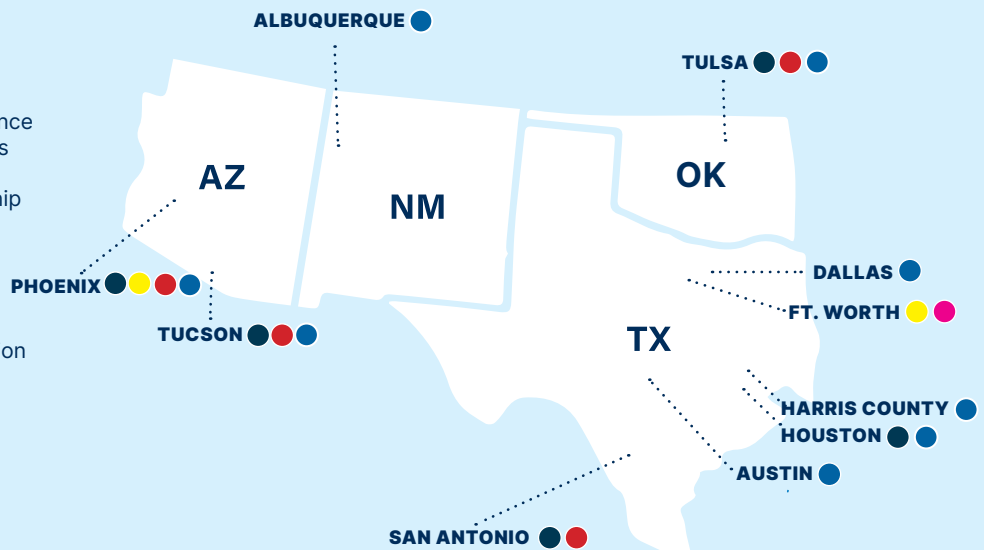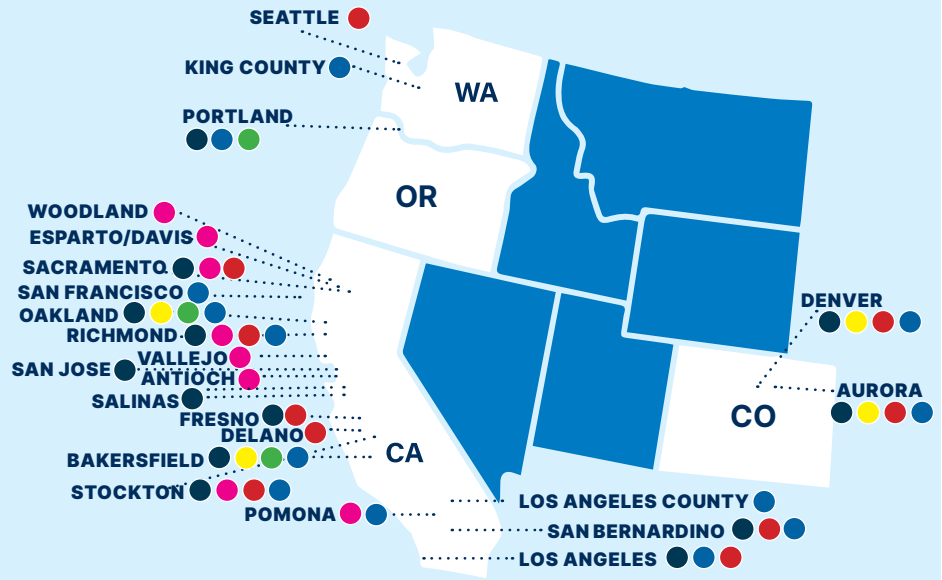- Offices of Violence Prevention

SEATTLE
KING COUNTY
PORTLAND
WA
OR
WOODLAND
ESPARTO/DAVIS
SACRAMENTO
SAN FRANCISCO
OAKLAND
RICHMOND
VALLEJO
SAN JOSE
ANTIOCH
SALINAS
FRESNO
DELANO
BAKERSFIELD
STOCKTON
POMONA
CA
DENVER
AURORA
CO
LOS ANGELES COUNTY
SAN BERNARDINO
LOS ANGELES

STATE OFFICES OF VIOLENCE PREVENTION

California Department of Justice	CA
Office of Gun Violence Prevention	CO
Office of Firearm Violence Prevention	IL
Office of Gun Violence Prevention	MA
Center for Firearm Violence Prevention and Intervention	MD
The Office of Child and Family Services	ME
Office of CVI Services	MI
Injury and Violence Prevention Section	MN
Office of Violence Prevention	NC
Division of Violence Intervention and Victim Assistance	NJ
Division of Violence Intervention and Victim Assistance	NJ
Office of Gun Violence Prevention	NY
Injury and Violence Prevention Public Health Division	OR
Pennsylvania Commission on Crime and Delinquency	PA
Violence and Injury Prevention Program	RI
Office of Firearm Safety and Violence Prevention	WA
Wisconsin Violence and Injury Prevention Partnership	WI