

TRAINING AND EMPLOYMENT NOTICE	NO. 18-21
	DATE January 4, 2022

TO: STATE WORKFORCE AGENCIES
STATE WORKFORCE LIAISONS
STATE WORKFORCE DEVELOPMENT BOARDS
LOCAL WORKFORCE DEVELOPMENT BOARDS
ALL AMERICAN JOB CENTER PROGRAMS

FROM: ANGELA HANKS **AH**
Acting Assistant Secretary

SUBJECT: Adult and Youth Workforce Development Programs' Role in Supporting
Community Violence Interventions

1. **Purpose.** To provide local workforce boards, American Job Centers (AJCs), workforce development partners, and grantees with information on supporting community violence intervention (CVI) strategies.
2. **Action Requested.** The Department of Labor (DOL) requests that local workforce boards, AJCs, workforce development partners, and grantees review, share, and support implementation of CVI strategies and services for community stakeholders and community members impacted by violence.
3. **Summary and Background.**
 - a. Summary – Community violence is interpersonal violence—such as shootings, stabbings, and other aggravated assaults—between individuals not involved in familial or intimate relationships. Community violence differs from other forms of violence where weapons may be used (e.g. domestic / intimate partner violence, suicide). It often involves young people and is usually committed outside of the home in a public setting and is most prevalent in cities. Community violence is also sometimes referred to as urban violence or group violence. Implementation of evidence-based community violence intervention strategies, particularly employment supports, has contributed to marked reductions in gun violence.¹ This notice provides information on ways workforce development programs currently implement CVI strategies, and identifies opportunities for expanding use of community violence interventions through the workforce system.

¹ The White House. (2021). See References section.

- b.** Background – “Community violence interventions” encompass a broad array of employment, economic, and social programs, including elements such as community outreach and mentorship, violence interruption and crisis management, group violence intervention, hospital-based violence intervention, school-based programs, and individualized wraparound services – in addition to job training and skills building.² For purposes of this TEN, the term “wraparound services” includes services known as supportive services by the public workforce system, such as housing, medical and mental health care, substance use disorder treatment, food assistance, childcare, and job placement services. Conceptually, CVI is holistic in nature, including a diverse range of programs and services. In practice, strategies are hyper-focused on locally occurring patterns of violence with interventions often taking place at the individual level.

For example, a hospital-based violence intervention program might utilize community members to engage individuals as they recover from firearm injuries in the hospital and provide or connect these individuals with services to address gaps in social determinants of community violence (e.g., social, health, and economic services). By incorporating local community members as credible messengers, community violence intervention programs are able to identify with individuals at risk of perpetrating violence or being a victim and build trust – which increases the likelihood of the individuals continuing to seek needed services.

Even episodic violence can significantly harm a local community, including its economic stability. Evidence shows that community violence interruption decreases violence, and employment supports play a key role in these evidence-based approaches. As evidence accumulates, the workforce system has opportunities to put data to use and strengthen its role in CVI programs in the community. More than 117,000 people are shot in the United States annually, and thousands more are hospitalized or treated for gun injuries and other violent assaults.³ Serious crimes, including homicide and intimate partner violence, remained constant or increased in 2020.⁴

Racial and ethnic minorities bear a disproportionate burden of community violence. A recently released analysis of 2019 gun mortality data makes it clear that communities of color are disproportionately harmed by direct and indirect consequences of gun violence.⁵ According to a 2017 report by the Centers for Disease Control and Prevention (commonly known as CDC), the homicide rate for Black Americans in all 50 states is, on average, eight times higher than the rate for

² Nation, M., Buggs, S., & Gorman-Smith, D. (2021).

³ Giffords Law Center to Prevent Gun Violence & the PICO National Network. (2016).

⁴ Boman & Gallupe. (2020).

⁵ The Educational Fund to Stop Gun Violence and Coalition to Stop Gun Violence. (2021).

white Americans.⁶ For Hispanic/Latino males under 34 years of age, gun violence is the second leading cause of death.⁷

According to the American Psychological Association, gun violence is associated with a confluence of individual, family, school, peer, and sociocultural risk factors that interact over time.⁸ At the core, community violence intervention strategies and programs address risk factors underlying violence for individuals at the greatest risk of such involvement.⁹ Research shows that a relatively small number of individuals are involved in gun violence as either a victim or a perpetrator. This remains true even in communities with high rates of violence.¹⁰ However, exposure to gun violence—whether as a victim or witness—makes it more likely an adolescent will commit a violent act within two years.¹¹ Being in the social network of a homicide victim increases one’s own homicide risk by 900 percent.¹² In this and many other ways, gun violence affects the whole community.

Such violence has economic costs as well, as gun violence is linked to fewer employment opportunities. Engagement in violent crime, including gun violence, significantly limits individuals’ economic stability and opportunities for economic mobility. Notably, though, the reverse is also true—reductions in violence correlate to increases in high-quality employment.¹³ Employment supports are strongly associated with reductions in community violence. When correctly implemented, community violence intervention strategies can save lives and result in cost-savings to individuals, families, communities, and all levels of government.¹⁴

It is clear that the public workforce system is a critically needed partner in efforts to reverse recent trends in community violence. Workforce boards, AJCs, and employment and training grantees play a role in supporting communities’ economic well-being and connecting individuals to good, stable jobs. The Workforce Innovation and Opportunity Act of 2014 (WIOA) provides \$3.5 billion in formula and discretionary grants to support employment and training programs for low-income adults, opportunity youth, and dislocated workers,¹⁵ many of which already utilize community violence intervention strategies.

The workforce system can expand community violence intervention efforts where they are underway, and may consider purposefully incorporating CVI strategies into

⁶ Centers for Disease Control and Prevention. (2017).

⁷ The Educational Fund to Stop Gun Violence. (2021).

⁸ The American Psychological Association. (2013).

⁹ Nation et. al. (2021).

¹⁰ Ibid.

¹¹ The White House. (2021).

¹² Nation et. al. (2021).

¹³ Uggen, C. & Shannon, S.K.S. (2014).

¹⁴ The White House. (2021).

¹⁵ Ibid.

other programming where such alignment exists. This notice highlights programs and supports within the workforce system with existing elements of community violence intervention and identifies opportunities to increase implementation of CVI strategies through workforce readiness, training, and development programs.

4. Workforce Programs Can Support Community Violence Interventions.

Programs authorized under WIOA help job seekers access employment, education, training, and support services necessary to succeed in the labor market and match employers with the skilled workers they need to compete. Employment and training services targeted to adults, dislocated workers, and youth, as well as programs designed for formerly incarcerated individuals and those at-risk of committing or being a victim of violence, support more than the individual participants; over the long term they also support communities in addressing the gun violence epidemic affecting the country. They do this by addressing factors underpinning social determinants of violence, including: inefficient labor markets and/or poor access to jobs, education, housing, and health care; poverty-related scarcity of resources such as healthy food, safe outdoor spaces, and educational experiences; and systemic issues such as racism and discrimination.¹⁶

*Participation in youth employment programs can reduce involvement in violence by up to 45 percent.*¹⁷ WIOA programs provide a comprehensive array of services to assist youth and young adults with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotion opportunities. Critical among these services are career exploration and counseling services, work experiences including summer employment and pre-apprenticeships, mentoring, and the provision of supportive services. Research shows these services to be particularly effective in reducing violent activity involvement when delivered during “out-of-school” time (i.e., non-school hours). Examples of model youth and young adult workforce programs with community violence intervention strategies include the following:

- i. The WIOA Youth program provides funds to states and outlying areas by formula. States, in turn, provide local workforce development areas resources to deliver comprehensive services that focus on helping youth prepare for employment and postsecondary education opportunities, attain educational and/or skills training credentials, and secure employment with career/promotion opportunities. In recent years, the program has been funded at or above \$900 million dollars. The program targets out-of-school and in-school youth with barriers to employment, such as youth involved in the foster care or juvenile justice systems, pregnant or parenting youth, youth who are homeless or at risk of becoming homeless, and youth with disabilities. The WIOA Youth program assists youth by removing barriers to employment and

¹⁶ Solar, O. & Irwin, A. (2010).

¹⁷ Modestino, A.S. (2017); Heller, S., Pollack, H., & Davis, J.M.V. (2017).

- providing the necessary counseling and supportive services to be successful in activities like summer and year-round work experiences that have been shown to reduce crime. Community violence intervention strategies get incorporated into local WIOA Youth programming through partnerships with organizations that employ anti-violence strategies that keep youth and communities safe.
- ii. The *YouthBuild* program provides pre-apprenticeship opportunities for young adults in high-growth, in-demand industries and includes significant wrap-around services provided with a trauma-informed care approach, such as mentoring, personal counseling, and employment—all key community violence intervention strategies. Because YouthBuild programs vary according to local community needs, they are well-positioned to support communities experiencing gun violence to recover into a stronger, safer reality. In June 2021, DOL awarded \$89 million to 68 organizations for YouthBuild programs that will serve over 5,000 youth in dozens of cities.¹⁸ Moving forward, YouthBuild grantees will receive technical assistance including actionable information about ways to incorporate CVI strategies into their work and meaningfully partner with community violence intervention initiatives already underway in local communities.
 - iii. The *Workforce Pathways for Youth* program expands workforce development activities serving youth ages 14-21 during “out-of-school” time (non-school hours). The Department, in June 2021, awarded nearly \$20 million to support four national grantee organizations to serve approximately 7,000 participants in multiple cities across the country. The organizations will provide career exploration services; work readiness training; career counseling; work experience (internships, summer and year-round employment, pre-apprenticeships, and registered apprenticeships); mentoring; and assistance in placing youth in employment, education, or training—once again, in alignment with community violence intervention strategies.¹⁹
 - iv. The *Job Corps* program is the nation’s largest residential job training program serving eligible youth ages 16 to 24. The program provides opportunity youth with the integrated academic, vocational, and social skills training they need to gain independence and secure high-quality, long-term jobs or further their education. Center operators provide students with academic education, vocational training, residential living, health care (including for substance use disorders and rehabilitative programs, when appropriate), and a wide range of other services, including counseling, social skills training, health education, and recreation. Job Corps has a zero tolerance policy for violence. Key findings from a Job Corps research study found that participation in the program led to a reduction in arrests, convictions, and incarceration of students.²⁰

¹⁸ See <https://www.dol.gov/newsroom/releases/eta/eta20210610-0> for list of grantees.

¹⁹ See <https://www.dol.gov/newsroom/releases/eta/eta20210610-1> for list of grantees.

²⁰ Burghardt, J. et. al. (2001).

- v. The *WIOA Adult* program serves individuals ages 18 and older by providing a variety of training and employment services through AJCs. This program includes basic and individualized career services, and follow-up services, all of which prioritize individuals with barriers to employment. Program participants have access to case managers who can provide individualized career planning, direct participants to training programs for in-demand occupations, and connect them with needed support services. Further, participants can enroll in transitional jobs, which may help justice-involved individuals or those without a previous work history gain relevant experience. State and local workforce boards coordinate WIOA Adult programs and are well-positioned to help communities target resources to minimize violence via employment opportunities.

- vi. The *WIOA Governor's Reserve* allows Governors to use up to 15 percent of unobligated WIOA funds for state projects, after fulfilling required statewide activities. These projects have historically funded career pathways, sector partnership initiatives, and other workforce innovations. States are also allowed to use funds for more targeted projects, such as partnerships with the child welfare system to support youth. These funds can also be used for evidence-based programs to support underserved individuals and those with barriers to employment, including youth that may be most at risk of engaging in violence.

Workforce activities serving adults are also an important component of community violence intervention. Connecting targeted individuals with stable jobs and employment services can lower the risk of engaging in violence, and reduce the risk of recidivism for previously justice-involved individuals. Providing supportive services, such as transportation assistance, referrals to housing services, and links to counseling for those in need of mental health supports, can enhance the success of these individuals in employment settings. Community violence intervention strategies can also complement and add great value to workforce programs. Workforce program grantees, whether actively engaged in community violence intervention or not, can partner with CVI organizations as a source of mutual referrals, information sharing, and complementary supports. While not an exhaustive list, examples of workforce programs that may complement CVI efforts include:

- i. The *Indian and Native American (INA)* programs authorized by WIOA Section 166 enable tribes to design and administer employment and training programs in a manner that best fits the needs and values of their communities. Many of the communities served by the INA programs include reservation-based areas that are isolated, lack transportation, and/or lack sufficient resources. INA programs incorporate protective factors into their design and delivery, including the ability to target at-risk Native populations. Like the WIOA Youth and Adult programs, grantees can use INA program funds for activities with a direct tie to community violence intervention, such as career counseling, work experience, employment, and supportive services,

including physical and mental health support. In addition to focusing on employment and job training, INA program grantees can use funds to provide opportunities for participants to learn and restore connectedness to traditional cultural values. Research indicates that cultural preservation activities reduce risky behaviors among Native populations, including adolescent alcohol, tobacco, and substance use; delinquent and violent behavior; depression and suicide attempts, while increasing resilience and academic success—results that align with those of community violence interventions.²¹

- ii. The *Senior Community Service Employment Program (SCSEP)* is a community service and work-based job training program for older Americans (age 55 and up). Through community service activities at schools, hospitals, day-care centers, and senior centers, participants gain work experience while strengthening valuable community organizations and public entities—groups that are often central to efforts to address community and neighborhood needs. By identifying and proactively reaching out to organizations already engaged in community violence intervention activities as host agencies, SCSEP grantees can place participants in community service assignments that enable them to contribute to efforts combating gun violence in their communities. The 2020 reauthorization of the Older Americans Act added as a priority population eligible individuals who have been incarcerated within the last five years or who are under supervision following release from prison or jail within the last five years. While such individuals should be supported in any community service assignment, these participants may be particularly effective as mentors or credible messengers in local community violence intervention activities.
- iii. The *National Farmworker Jobs Program (NFJP)* provides a suite of services to migrant and seasonal farmworkers and their dependents to help them gain greater economic stability. Services provided include career assistance, occupational training, youth-focused supports, and housing services, including supportive services. Agricultural labor is often characterized by chronic unemployment and underemployment, with a quarter of all farmworkers living below the federal poverty line. Farmworkers regularly experience dangerous working conditions and discrimination.²² Through NFJP, however, farmworkers acquire skills necessary either to upgrade their skills to advance in the agricultural industry or to start new careers in other industries. Grantees are encouraged to design comprehensive programs and incorporate trauma-informed approaches to address the challenges that farmworkers face while they are working to shape their careers and improve their lives.

²¹ Substance Abuse and Mental Health Services Administration. (2019).

²² Why Hunger. (2014).

- iv. The *Reentry Employment Opportunities (REO)* programs are an excellent example of the ways in which workforce strategies mutually reinforce strategies that underpin CVI programs. For example, in June 2021, DOL awarded \$85.5 million to organizations in 28 communities to help youth and adults transition out of the criminal justice system and into stable, quality jobs. Through REO programs like the Young Adult Reentry Partnership and Pathway Home, grantees are providing case management services at key junctures in participants' lives, offering mentoring and career exploration activities, and connecting participants with critical supportive and social services like legal aid, transportation and housing assistance, and links to counseling and mental health services.

A multitude of REO programs operate throughout the country. AJCs are a common touchpoint for these programs, providing services directly and through multiple community partners. It is important to acknowledge that violence is not restricted to urban settings. Limited employment prospects, opioid and substance abuse fueled the uptick in violent incidents observed also in rural communities—many of which may not have a physical AJC nearby. Several states and local workforce areas have strengthened employment services in rural areas by improving the infrastructure to deliver virtual services, including investing Federal resources for broadband, dedicating support for digital literacy, and partnering with libraries and other community organizations to expand the reach of traditional workforce services. The Workforce Opportunity in Rural Communities (WORC) grant program, jointly developed by the Department of Labor, Appalachian Regional Commission, and Delta Regional Authority, also dedicates employment and training resources for rural communities.

Supportive services and wraparound supports are especially important for individuals and families affected by violence. Risk factors for gun violence include high levels of neighborhood disorganization and low levels of community cohesion, availability of illegal drugs and firearms, and weak economies.²³ According to a 2021 report, implementation studies of reentry programs “emphasized both the need to connect participants to [supportive] services and the importance of strong preexisting relationships between community organizations to help with such services, because most employment programs cannot provide all these services.”²⁴ The broad nature of allowable supportive services provides extensive opportunities for the workforce system to address multiple risk factors of gun violence, as well as the effects thereof.

Living in a community with high levels of gun violence can and often does negatively impact the mental health of victims and community members. According to the National Alliance on Mental Illness, millions of Americans are directly affected by mental health conditions each year. The prevalence of mental health conditions among people involved in the justice

²³ Massetti, G.M. and David-Ferdon, C. (2016).

²⁴ Laco, J. and Betesh, H. (2021).

system is startlingly high—and very likely underestimated. Among people in state and federal prisons, 37 percent have a diagnosed mental health condition. In the juvenile justice system, the numbers are even higher, with 70 percent of justice-involved youth having at least one mental health condition.²⁵ Stigma, prejudice, and discrimination against people with mental illness can lead to treatment delays or avoidance due to fears of job loss and other impacts on livelihood. More than half of people with mental illness do not seek help for their disorders.²⁶

Against this backdrop, supportive services and wraparound supports can be the gateway to employment success for individuals and communities experiencing violence. In addition to career and training services, AJC programs, and other employment and training, grantees may provide key assistance that allows participants to successfully engage with those career and training services. Supportive services can include, for example, linkages to community and legal aid services, assistance with transportation or housing, and referrals to necessary health care. Individuals with mental illness enrolled in training or starting new employment can also benefit from supportive services allowed under WIOA.

Partnerships with local government services and community organizations can help reach and support marginalized populations. Identifying effective ways to strengthen and maximize the use of workforce services, including supportive services in particular, remains an ongoing challenge. This need is often greatest when working with historically marginalized populations in low-income communities. The American Rescue Plan Act (ARPA) may present opportunities to do just that. While not all state and local workforce development boards and agencies were direct recipients of ARPA funding, many of these resources impacted state and local workforce agencies and boards through partnerships with educational and health and human service systems. The Department of the Treasury has designated community violence intervention strategies as a permissible and encouraged use for ARPA state and local funding. These funds can be used for many employment-related services, including to scale up wraparound services for crime victims, youth, formerly incarcerated persons, and individuals and households facing economic insecurity due to the pandemic. Furthermore, the Department of Education has released guidance clarifying that the \$122 billion in state and local Elementary and Secondary School Emergency Relief funds may be used for CVI strategies, including summer employment, learning and engagement opportunities, and other investments that reduce crime and make our neighborhoods safer.

The public workforce system is engaged in many activities that complement and support community violence intervention models. AJC programs, their partners, and other workforce grantees are poised to be key players in solving the gun violence epidemic. This TEN is intended to contribute new ideas and additional approaches for workforce programs to guide, counsel, and programmatically support those at risk of engaging, or already engaged, in violence. By being intentional about making connections and establishing new partnerships

²⁵ National Alliance on Mental Illness. (2021).

²⁶ American Psychiatric Association. (2020).

with locally operating community violence intervention programs, the public workforce system will strengthen local economies and create safer communities across the country.

5. **Inquiries.** Please direct inquiries to the appropriate Regional Office. Contact information is located on ETA's webpage at <https://www.dol.gov/agencies/eta/regions>.

6. **Resources and References.**

Resources

- Federal Community Violence Intervention Webinar Series
 - For more information on CVI and current efforts to combat the gun violence epidemic, view the four-part CVI webinar series jointly produced by the U.S. Departments of Justice, Health and Human Services, Housing and Urban Development, Labor, and Education, along with the White House Domestic Policy Council. Links to the webinar recordings and slides are below.
 - [Part 1: Evidence-based Theory and Research on CVI](#) (6/23/2021)
 - [Part 2: Place-based Approaches to CVI](#) (7/21/2021)
 - [Slides](#)
 - [Part 3: CVI In Practice](#) (8/18/2021)
 - [Slides](#)
 - [Part 4: Community-Centered Evaluation](#) (9/16/2021)
 - [Slides](#)

- Federally-Funded Technical Assistance Centers Relevant to CVI
 - [Bullying Prevention Training Center](#)
 - [Collaborative Reform Initiative Technical Assistance Center](#)
 - [Community Violence Intervention Collaborative](#)
 - [GAINS Center for Behavioral Health and Justice Transformation](#)
 - [National Center on Safe Supportive Learning Environments](#)
 - [National Centers of Excellence in Youth Violence Prevention](#)
 - [National Gang Center](#)
 - [CVI Webinar Series](#)
 - [National Mentoring Resource Center](#)
 - [National Technical Assistance Center for the Education of Neglected or Delinquent Children and Youth](#)
 - [National Technical Assistance Center on Positive Behavioral Interventions and Supports](#)
 - [OJJDP National Training and Technical Assistance Center](#)
 - [SSI/SSDI Outreach, Access, and Recovery \(SOAR\) Technical Assistance Center](#)
 - [Violence Prevention Technical Assistance](#)

- The Workforce Innovation and Opportunity Act Desk Reference: Supportive Services.
 - <https://ion.workforcegps.org/-/media/Communities/ion/Files/Integrated-Service-Delivery/Supportive-Services-Fact-Sheet-2017.ashx>

- DOL Guidance Letters
 - Training and Employment Guidance Letter (TEGL) [19-16, Guidance on Services provided through the Adult and Dislocated Worker Programs under WIOA and the Wagner-Peyser Employment Service \(ES\), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules](#)
 - TEGL [21-16, Third WIOA Title I Youth Formula Program Guidance](#)
 - [TEGL 21-16, Change 1](#)
- Biden-Harris Administration Comprehensive Strategy to Prevent and Respond to Gun Crime and Ensure Public Safety, <https://www.whitehouse.gov/briefing-room/statements-releases/2021/06/23/fact-sheet-biden-harris-administration-announces-comprehensive-strategy-to-prevent-and-respond-to-gun-crime-and-ensure-public-safety/>

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7. **Attachments.**

- Attachment I – CVI Program Models and Select Examples.
- Attachment II – Workforce Programs Implementing Community Violence Intervention Strategies

Attachment I CVI Program Models and Select Examples.

1. The *Group Violence Intervention (GVI) model* applies a problem-solving orientation to policing to achieve specific goals, such as reducing youth homicide and gun violence. A working group comprised of key local entities works in close partnership to define the problem and coordinate a multi-faceted solution. Working groups often include law enforcement agencies such as local police and District Attorney’s offices, school systems, faith- and community-based organizations, and trusted community members. The model minimizes harm to communities by replacing enforcement with deterrence and fosters stronger relationships between law enforcement and the people they serve.

Pioneered in Boston in the 1990s as “Operation Ceasefire,” GVI focuses on the groups at highest risk for violent victimization and offending, with the intention to keep those in them alive, safe, and out of prison. Results are striking. The original implementation was associated with several statistically significant results, including a 63 percent reduction in youth homicide, a 25 percent decrease in gun assault incidents, and a 32 percent decrease in citywide shots-fired calls for assistance.²⁷ The GVI model has been implemented in dozens of cities across the U.S., including Boston, Massachusetts; Minneapolis, Minnesota; Bronx, New York; Winston-Salem, North Carolina; Oakland, California; Stockton, California; Indianapolis, Indiana; Chicago, Illinois; Detroit, Michigan; Memphis, Tennessee; New Haven, Connecticut; Portland, Oregon; and New Orleans, Louisiana. Additional information about GVI is available at www.nnscommunities.org/strategies/group-violence-intervention/.

Select examples of GVI programs include the following:

- i. *Baton Rouge Area Violence Elimination (BRAVE) (Baton Rouge, Louisiana)*. This program in Baton Rouge, Louisiana, aims to eliminate violent juvenile crime in the area of the city in which the most crime of this kind occurs. Goals include changing community norms, providing alternatives to gang and group violence participants, and increasing awareness among group or gang members that their risk of being arrested, convicted and heavily sanctioned is significant. These goals are accomplished through engagement and educational activities that increase the social cohesion of the community and forge the development of an authentic community-police partnership; coordination of social service and educational partners to help youth; and implementation of a focused deterrence approach to community-based policing. BRAVE is administered by the Victim Assistance Bureau in the East Baton Rouge District Attorney’s office, in collaboration with the Mayor’s office, the law enforcement community, the public school system, local service providers, faith-based organizations, and Louisiana State University. Additional information on BRAVE is available at

²⁷ Braga, et. al. (2001).

<http://www.ebrda.org/victims-assistance/english/index.php> (scroll down to “What We Do” and click on the “BRAVE” box).

- ii. *Community Crisis Intervention Program (CCIP) (Philadelphia, Pennsylvania)*. CCIP combats violence by intervening where the violence is most prevalent. Credible messengers who are products of Philadelphia’s most violent neighborhoods participate as outreach workers to foster meaningful relationships with all residents. CCIP works to provide those involved in criminal activities with positive alternatives. The program responds to neighborhood crises with mediation and resources and a willingness to support anyone looking for a peaceful alternative. CCIP operates with support from several City of Philadelphia agencies and community-based organizations such as the Philadelphia Anti-Drug | Anti-Violence Network. For more information, visit <https://www.paan1989.org/programs>.

2. In the *Cure Violence* model, outreach workers are trained to identify conflicts within their community and help resolve disputes before they spiral into gun violence. These outreach workers are credible members of the community and well-respected by individuals at a high risk of violence. Outreach workers use their credibility to interrupt cycles of retaliatory violence, help connect high-risk individuals to social services, and change norms around using guns to solve conflicts. This model utilizes a public health approach and is aimed at stopping the spread of violence after an incident occurs (much like the spread of disease) through violence interrupters to stop the “bleeding” when volatility is likely to erupt into violence. The model is highly adaptable to local context, and as such can be used in diverse places with relatively good effect if implemented properly.²⁸ Additional information about Cure Violence is available at <https://cvg.org/>.

Select examples of the Cure Violence model at work include:

- i. *St. Louis Area Violence Prevention Commission (St. Louis, Missouri Region)*. The Commission works through its nearly 70 member organizations to reduce violent crime in the region by promoting and advocating for coordinated, well-resourced policies, support systems, and interventions among area governments, institutions and agencies that serve individuals and families most at risk of violent crime. Additional information is available at www.stlareavpc.org/.
- ii. *Safe Streets (Baltimore, Maryland)*. Safe Streets is a community safety initiative to reduce shootings in several Baltimore communities, where homicide is one of the greatest risk factors for teenagers and young adults, ages 14-25. The core strategy of Safe Streets is to engage community stakeholders in planning and carrying out community activities, publicly responding to shootings and

²⁸ Butts, et. al. (2015).

homicides, and mobilizing residents to take the streets back from criminals and gangs. In addition, Safe Streets employs Violence Interrupters to go into the community and mediate disputes before they escalate to violence while simultaneously recruiting troubled or adjudicated youth to be a part of the program. These outreach workers provide appropriate connections and referrals to clients, including but not limited to GED and job-training programs, professional counseling (individual and family), transitional housing, and health and family services. Additional information is available at <https://monse.baltimorecity.gov/safe-streets-0>.

- iii. *Save Our Streets (S.O.S.) (Brooklyn and Bronx, New York)*. S.O.S. outreach workers attempt to defuse conflicts before they erupt into violence. Program staff also work to address the traumatic effects of experiencing violence on young men of color and act as mentors to those at risk of perpetrating or being the victims of violence. The goal is to help service recipients make behavioral changes by providing them with services and linkages to meaningful educational and employment opportunities. Additional information is available at www.courtinnovation.org/programs/save-our-streets-sos.

- 3. Founded in East Los Angeles, California, *Homeboy Industries* helps formerly gang involved and previously incarcerated individuals by offering hope, training, and job skills. The goal is to help former gang members redirect their lives and become contributing members of their families and communities. They accomplish this through a unique 18-month employment and reentry program that provides free wraparound services including case management, substance abuse resources, mental health services, legal aid, workforce development and apprenticeship programs, and tattoo removal. Since 1988, the organization has served over 7,800 community clients and transformed not only their clients' lives, but also those of their families and communities. Homeboy Industries is the largest gang intervention, rehab, and reentry program in the world, serving as a model for other organizations and cities in the United States and around the world. For more information about Homeboy Industries, visit <https://homeboyindustries.org/>.

Attachment II Workforce Programs Implementing Community Violence Intervention Strategies.

WIOA funding may be used to engage current workforce programs in new partnerships or activities supporting CVI programming. Table 1 highlights components of community violence intervention efforts that are allowable for, and in many cases already in use by, workforce programs.

Table 1.

<i>CVI Components</i>	Case Management	Mentoring	Cognitive Behavioral Therapy	Community Involvement / Collaboration	Law Enforcement Partnership	Education and/or School-based Programs	Youth Focus	Aftercare Programming	Skills/Job Training	Work-Based Learning & Apprenticeship	Economic Development & Stability	Wrap-Around Services*
<i>Workforce Programs</i>												
Indian/Native American Programs				✓		✓	✓		✓	✓	✓	✓
Job Corps	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
National Farmworker Jobs Program	✓	✓		✓		✓	✓		✓	✓	✓	✓
Reentry Employment Opportunities	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
Senior Community Service Employment Program	✓	✓		✓					✓	✓		✓
WIOA Adult	✓	✓		✓	✓	✓			✓	✓	✓	✓
WIOA Youth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
YouthBuild	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓

*See Table 2.

Many wraparound services in CVI are considered supportive services under WIOA.

Table 2.

<i>Type of Wrap-Around Service</i>	Counseling, Mental Health Services	Transportation	Housing	Legal Aid	Referrals to Other Community Services
<i>Workforce Programs</i>					
Indian/Native American Programs					
Job Corps	✓	✓	✓		
National Farmworker Jobs Program	✓	✓	✓	✓	✓
Reentry Employment Opportunities	✓	✓	✓	✓	✓
Senior Community Service Employment Program	✓	✓	✓	✓	✓
WIOA Adult Program	✓	✓	✓	✓	✓
WIOA Youth Formula Program	✓	✓	✓	✓	✓
YouthBuild	✓	✓			✓