



The City of Oakland in the United States: An Example of an Integrated Approach to Violence Intervention

peace
IN OUR CITIES

“Violent incidents are not independent but rather are linked through time, place, and social relations, whether in the short term or long term. In the short term, a gang-related homicide might trigger a spiral of killings, harming other community members—and even police—in the process. Furthermore, individuals who carry out one type of violence (e.g., gun violence) are more likely to perpetrate other types (e.g., gender-based violence). Over the long term, violence can also be transmitted intergenerationally. Children who suffer abuse or witness violence in their home and school are more likely to either suffer from or perpetrate violence in the future. Therefore, cities should adopt a comprehensive approach to reduce violence, as addressing one type can have beneficial impacts on tackling other types.”

Research Team

Holly Joshi, Sara Serin-Christ, Katelyn Alam and Flávia Carbonari²

Introduction and Overview of the Intervention

Oakland has experienced persistently high levels of gun violence for decades. Homicide rates were almost twice as high as those of other cities in the country for many years, with annual murder rates ranging from 16.2 per 100,000 people in the mid-2000s to approximately 42 per 100,000 people in 2024.³

Gender-based violence (GBV) has also been a particularly pervasive and often underaddressed driver of harm, with 3,821 domestic violence incidents reported in 2023, representing more than 10 incidents a day in a city of roughly 440,000 people.⁴ These numbers certainly underestimate the true scale of the problem, since GBV tends to be widely underreported because of fear, stigma, and lack of trust in institutions. Longitudinal data from 2021 to 2023 shows persistence of domestic-violence incidents over time.⁵ In addition to domestic violence, Oakland also experiences other forms of GBV and is known as a West Coast hub for sex trafficking.⁶ These entrenched patterns of gender violence reinforce the understanding of GBV as a structural problem, requiring a sustained prevention infrastructure to tackle the key drivers of harm in addition to robust intervention and crisis response capacity.⁷

Several efforts have been put in place throughout the years to reduce and prevent the different forms of violence that affect the city, with significant positive results. Oakland's focused deterrence strategy, known as Ceasefire-Lifeline, first implemented in late 2012,

focused on small networks of individuals at highest risk of being involved in shootings utilizing intelligence-based police enforcement, clear law-enforcement consequences for individuals who commit violence, and intensive social support, mentorship, and services to those seeking a way out.⁸ In parallel to that, in 2017 the city established a Department of Violence Prevention (DVP), recognizing the complexity and intersections between different forms of violence, and consequently of the solutions to address them. The DVP aims to address violence as an interrelated, public health issue rather than a set of isolated incidents. It serves as a centralized hub for leadership, strategy, and funding for community-led approaches to prevent and reduce violence.⁹

A defining feature of Oakland's recent efforts, and the focus of this brief, is the intentional integration of a gender lens across all violence prevention strategies. This approach reflects the evidence provided by research and practice showing that individuals involved in gun violence frequently have histories of intimate partner violence, family violence, or sexual exploitation, either as survivors, perpetrators, or both. These findings provide an opportunity to look at these issues through an integrated lens, which has shaped how services are designed and how violence is analyzed, responded to, and ultimately prevented in Oakland. Rather than treating GBV as a standalone issue, the DVP recognizes gender dynamics and GBV as deeply connected to gun violence, group violence, and community trauma.

Background and Rationale

The creation of the DVP in 2017 was a response to an increasing recognition that violence is transmitted across time and settings: from homes to streets, from one generation to the next, and across social networks. The DVP's public health approach allowed Oakland to start moving beyond crisis response to also focus on identifying and addressing each individual's primary drivers of violence. It focuses on safety, healing, and opening opportunity pathways, and coordinating services at greater scale, while targeting its efforts on communities most impacted by violence.

Focusing on community-led intervention strategies, the DVP aims to reduce group violence,¹⁰ domestic violence, and commercial sexual exploitation, as well as family and community trauma associated with violence. By housing these strategies within a single department, Oakland intentionally focuses on how these different forms of violence intersect and reinforce one another across individuals, families, and communities, providing a comprehensive and integrated response to urban violence. The work of the DVP recognizes that if violence is driven by multiple, intersecting causes, it must also be addressed intersectionally, understanding that healing takes place by addressing the trauma associated with all forms of violence in someone's life and by increased health and safety, which are created when pathways to opportunities are secured.

The Ceasefire-Lifeline strategy puts the DVP in contact with the individuals most likely to draw or drive gun violence within the next 90 days and whom research shows to be at risk of all forms of violence. This integrated approach provides an opportunity to address not only their involvement with gun violence but the roots of the trauma that has driven their risks (i.e., exposure to multiple forms of violence) and their current involvement in multiple forms of violence (i.e., as a person causing harm or a victim).

The DVP's work has the support of Oakland residents. In 2024, they voted to approve Measure NN, also known as the 2024 Violence Prevention and Public Safety Act, which reauthorized Measure Z, the previous mechanism used to fund community violence prevention activities in the city. Measure Z,¹¹ the reauthorization of the original Measure Y legislation,¹² established the city's public-health approach to safety while continuing to finance community-based strategies. Measure NN continues this funding for an additional nine years, with revenues generated through a parcel tax and commercial parking surcharge. Measure NN stipulates that 75 percent of the revenue that goes to the DVP be granted to community-based organizations with the remaining 25 percent to be used for administrative costs and direct services staff within the department.¹³

Strategy—The What

The strategic vision of Oakland's DVP is grounded on the premise that most individuals who are involved in violence want a way out, and that the reasons individuals participate in violence may be varied but are rooted in survival instincts, prior trauma, and systemic oppression. By identifying and addressing the primary drivers of participation in violence for each individual, the DVP aims to change behavior and reduce violence.

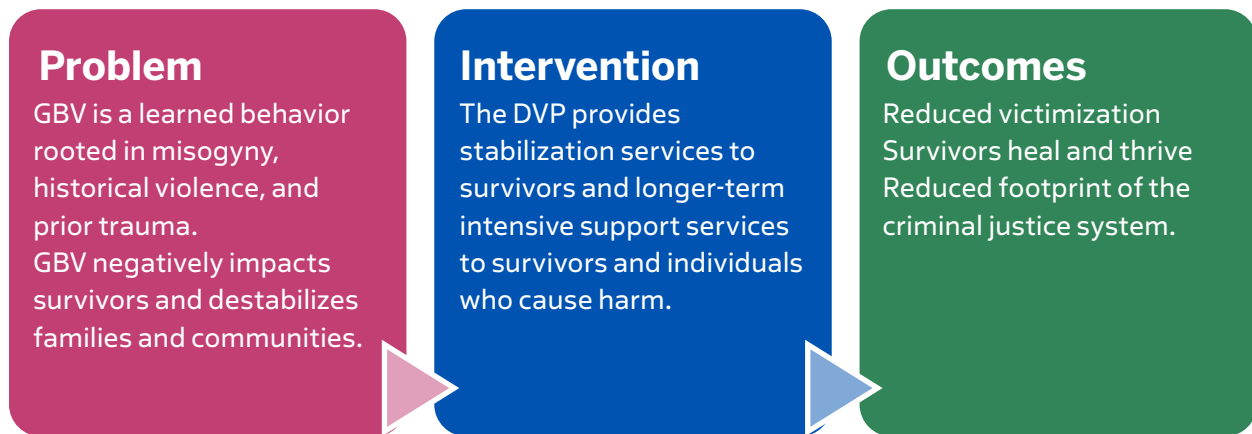
This approach is informed by abundant research that shows violence as a learned, patterned behavior shaped by exposure, trauma, and social conditions that could therefore be prevented and reduced through intentional intervention at the individual, family, community, and institutional levels. The choice for this approach is also strongly supported by Oakland's GBV data, which demonstrates that violence is predictable, patterned, and socially situated. For example, the data shows that across multiple years, domestic violence incidents peak consistently during evening hours, accounting for roughly 35 percent of cases annually,¹⁴ and are most likely to occur on weekends, when stressors related to household conflict, substance use, and social interaction are more pronounced, supporting the understanding that violence is learned and reinforced through repeated exposure, particularly in domestic and relational contexts. The fact that GBV patterns mirror gun-violence temporal patterns (evenings and weekends) further supports the department's decision to integrate GBV analysis into broader violence prevention strategies rather than treating GBV as a siloed issue. Research also shows that individuals who are impacted by one type of violence (e.g., group or network violence) are often highly associated with other types of violence (e.g., domestic violence, gendered violence) and that violence transmits intergenerationally.¹⁵

Moving from theory to practice involves intentionality, incorporating GBV experts into the city's gun violence response strategies and the provision of training in GBV to gun violence intervention staff so that practitioners are aware of the connections between GBV and group/network violence and how to respond to complex, intersectional situations.¹⁶ Traditionally, the majority of service providers are trained in specific areas (e.g., gun violence intervention or GBV intervention). A “whole person care” approach, as intended by the DVP, needs practitioners in both areas with the necessary tools to understand, analyze, and provide the care and referral pathways to survivors—and perpetrators—that address their exposure to and involvement in multiple forms of violence.

A concrete example of recent strategic shifts in practice that take an intersectional approach to violence prevention work can be seen in the Ceasefire-Lifeline focused deterrence/shooting review meetings. Initially, the shooting review focused only on group/network (gang) involved shootings, believing that they are most patterned, predictable, and suitable for retaliation prevention and intervention strategies. The meetings skipped over GBV-related shootings. The DVP insisted that all shootings, including GBV, be included in the city's analysis and intervention planning discussions. Another example of an intentional approach to integration is placing a staffer with GBV expertise in the DVP's Healthy, Wealthy, & Wise groups, a cognitive-behavioral-therapy program provided for Ceasefire-Lifeline participants. The staffer has identified opportunities to incorporate conversations related to GBV and healthy masculinity into this group space that was originally designed without this lens. Recently, the DVP participated in a workshop to develop a tailored version of Healthy, Wealthy, & Wise for Oakland participants that will incorporate the intersections between gun/group/network violence and GBV into the curriculum.

From a gender perspective, the DVP's theory of change recognizes that:

- Gender-based violence contributes to and is exacerbated by gun and group violence.
- Stabilizing survivors of GBV reduces immediate harm and long-term risk of revictimization.
- Interrupting patterns of perpetration, without relying solely on punishment, is essential for reducing overall levels of violence and increasing community health, safety, and stability.

Figure 1. DVP GBV Theory of Change

Source: DVP presentation

Intervention Design (the How)

The DVP operates through a mixed model that brings together the internal capacity of a government agency with a strong network of community-based organizations, forming an ecosystem of violence intervention and support services. The DVP (1) supervises and deploys a team of direct service staff who perform intensive life coaching and violence interruption work with individuals at highest risk of imminent violence, (2) funds community organizations to deliver violence intervention and healing services to community members impacted by violence, and (3) convenes and provides capacity-building supports to community organizations that are part of the ecosystem of violence-intervention services in Oakland. The department is therefore a strong example of an effective centralized office of violence prevention that provides institutional strength and resources in collaboration with community partners to work to prevent violence.¹⁷

In the short term, the DVP ecosystem provides immediate crisis response services and near-term intervention strategies designed to prevent escalation of high-risk situations and retaliation after a violent incident occurs, including the deployment of street outreach/violence interruption teams. In the long term, the DVP invests in intensive support for those caught in cycles of violence by funding intensive interventions—such as intensive, relationship-centered case management/life coaching, healing services, housing, and workforce development support—that aim to address behavioral drivers of violence and strengthen protective factors for those most impacted.

DVP efforts are focused on three main lines of services, as described and exemplified below:

Line of service	Focus/objectives	Core services ¹⁸
Group violence	Focus on individuals and families at the center of gun violence within or between street groups in Oakland. The services are intended to provide resources and opportunities to break patterns of violence perpetration, victimization, incarceration, or aim to mediate conflicts before they start. ¹⁹	Core services include hospital-based intervention for gunshot victims, intensive life coaching for adults and youth, violence interruption and conflict mediation, youth diversion programs, and emergency relocation for individuals facing imminent threats. Complementary supports address the underlying drivers of violence through employment services, paid work experiences, mental health treatment, housing assistance, and support for families of homicide and shooting victims.
Gender-based violence	Focus on those impacted by domestic violence and commercial sexual exploitation. Services intend to assist individuals in crisis by addressing immediate needs and supporting long-term goals related to safety and healing. ²⁰	Survivor-centered services for victims of domestic violence and commercial sexual exploitation. These include rapid crisis response within 60 minutes, 24/7 hotlines, intensive coaching for exploited youth, emergency and transitional housing, trauma counseling, support groups, legal assistance (including restraining orders, family law, and immigration cases), and financial assistance for relocation and safety needs.
School violence intervention and prevention <i>(Implemented for four years by the DVP; the pilot program will now be housed, funded, and held by the school district.)</i>	Delivers violence interruption, life coaching, and gender-based violence support directly to students in Oakland Unified School District schools.	The pilot led by the DVP included life coaching and violence interruption services in nine schools for students at risk of group violence, as well as specialized support for survivors of domestic violence and commercial sexual exploitation. Programs focus on conflict mediation, retaliation prevention, mentoring, and connecting students to broader support services.

Through the Oakland Peace Academy, the DVP is currently creating a community violence-intervention certification model that will include GBV at its core so that all direct service workers will have this foundational knowledge and the capacity to recognize and respond when gender-based violence is involved and intervene with participants causing GBV-related harm just as they intervene in group and gun-related violence. While staff will not all become GBV specialists through the academy, everyone will be trained to understand the connections between violence in the home and violence in public spaces; the role of gender norms, misogyny and white supremacy, power, and trauma in shaping violent behavior; how to respond without reinforcing victim-blaming or gender stereotypes; and the referral pathways to ensure appropriate supports are secured. This approach institutionalizes an intersectional, gendered lens, reducing dependence on individual GBV advocates, and provides a foundation of shared knowledge for all community violence-intervention workers.

The DVP is also working to build a cross-sector risk-assessment team to collaborate on identifying and wrapping around GBV victims who are at highest risk for lethality. Lessons learned through Ceasefire-Lifeline about utilizing law enforcement intelligence and community information to identify and focus on those at highest risk of gun violence can be applied to the development of a gender-based violence lethality assessment strategy.

Finally, an important and still evolving dimension of the DVP's strategy is the recognition that individuals who cause harm often share similar life histories and risk factors as those who experience harm. Therefore, the DVP seeks to provide direct, nonpunitive social- services supports focused on those who caused harm with the goals of preventing recidivism and revictimization and increasing prosocial behavior and coping skills. This insight challenges purely punitive models of GBV response and raises complex implementation questions that the DVP is prepared to engage with. This emerging line of work reflects the continuity and consistency of a gender-conscious violence prevention approach and of a process of continuous learning through implementation and commitment to violence reduction based on data and evidence.

Applying a Gender Lens to Violence Prevention Through Shared Language and Conceptual Tools

Applying an intersectional gender lens requires the explicit naming of the interwoven nature of violence dynamics, not simply acknowledging gender as a category of analysis. It means recognizing that gender-based violence is not a separate problem but a core driver and indicator of unaddressed community trauma and broader violence patterns. In Oakland, that means shifting both analysis and practice, centering a learning mindset, and prioritizing adaptability.

Today, another way the DVP operationalizes the gender lens in its violence prevention work is through shared conceptual tools, such as the Power and Control Wheel,²¹ which focuses on abusive behaviors, and the Equality Wheel,²² which provides a positive example of what safe, nonviolent, and respectful relationships should include. Both tools aim at helping staff and partners identify patterns of coercion, control, emotional harm, and relational abuse that may otherwise remain invisible. These tools are used not only by GBV specialists but as training and reflection instruments across violence-prevention roles, enabling life coaches, violence interrupters, and partners to recognize how gender norms and expectations shape violent behavior, identify warning signs of GBV even when individuals do not disclose abuse, and talk about violence in ways that avoid victim blaming while still addressing harm.²³

By normalizing shared language around GBV across teams, the DVP is working to increase practitioners' confidence to name, respond to, and intervene in gendered violence and its intersections with gun and group violence and connect those impacted by GBV with appropriate resources.

Implementation Experience (the Who)

Community engagement is foundational to the DVP's implementation model. The department has built strong and direct relationships of trust with impacted communities by hiring credible messengers from those communities. Additionally, the department funds and partners with local organizations that have longstanding relationships and credibility within impacted communities. These partners play a central role in outreach, service delivery, and ongoing adaptation of interventions. In 2025, this group was composed of 21 nonprofit organizations working to address group violence, domestic violence, and commercial sexual exploitation, in addition to five organizations working with the city to implement school-based violence-prevention programs. The nonprofits included organizations such as East Bay Asian Youth Center, Youth Alive, Communities United for Restorative Youth Justice, the Young Women's Freedom Center, and the Family Violence Law Center.²⁴ The department is also hiring GBV specialists to join the DVP team to provide support to its life coaching initiatives.

Initial Results

An evaluation of Oakland's GBV strategy published in 2025 concluded that the strategy is well-aligned with survivor needs, valued by participants, and effectively delivered through trusted community partners. It showed that between 2022 and 2024, the GBV services provided by or coordinated by the department reached more than 3,000 people through direct services, made more than 6,000 client referrals to additional services, and hosted more than 1,500 community and group events to promote healing and well-being. Overall, participants were satisfied with the services they received, and many successfully completed personal goals they set in consultation with service providers. The evaluation also indicated positive individual-level outcomes for participants in life coaching and GBV services, with beneficiaries mentioning GBV programming as helping them improve their physical safety, emotional well-being, sense of community, and improving access to legal support. Service providers expressed pride in their work and satisfaction in seeing participants complete their goals and overcome challenges. The evaluation also noted several challenges, such as a context of high need, structural constraints, and data limitations, and suggested strengthening data systems, expanding housing options, and sustaining investments to advance more-equitable and sustainable outcomes for survivors.²⁵

Oakland has documented significant reductions in gun violence over the past decades, which have coincided with periods of intensive investment and coordination and expansion of access to GBV services and community-based support. The DVP's centralized structure as an office of violence prevention has helped to improve alignment across city agencies and community partners, reduce duplication of efforts, and increase the city's ability to respond quickly to changing trends in violence patterns. In 2025, the city registered 67 homicides, half the number reported in 2021, when violent crimes most recently peaked. It is also the lowest number of violent deaths recorded in 25 years in the city.²⁶ Between 2023 and 2025, the city saw reductions of 49 percent in shootings and homicides.

Lessons Learned and Observations for Replication

Oakland's Department of Violence Prevention brings several lessons to other local governments working to reduce and prevent different forms of violence. The DVP's trajectory shows the importance of integrating a gender lens across roles and services focused on violence prevention, rather than isolating GBV expertise and programming. It suggests that integrating gender analysis into community-violence work, instead of running it in parallel, is more effective to prevent different forms of violence, since interrupting violence requires addressing the relational contexts in which it is learned and reinforced. In practice, this approach includes investing in persistent engagement with individuals at the center of violence, rather than focusing on incident-driven responses; focusing on behavior change through interventions such as life coaching and violence interruption; and investing in consistent training on GBV to all staff and partners involved.

The evolution of the department's approach to violence prevention also demonstrates the importance of monitoring, evaluation, and accountability. The DVP's current model of intervention reflects a shift from reactive identification of harm to the interruption of violent patterns, particularly those rooted in power, control, and trauma within intimate and social relationships. This shift has also implied acknowledging the need to work with those who have caused harm, engaging perpetrators without abandoning survivor-centered values.

From an institutional perspective, the Oakland DVP demonstrates that having clear mandates with a central coordination role enhances, rather than replaces, community leadership, and allows for less duplication of efforts, and more ownership and trust in government institutions. Oakland's role as a convener and funder reinforces the value of a local government that supports and enhances community capacity, rather than replicating, replacing, or diminishing such capacity.

The DVP's experience makes stark the value of having a sustainable budget. Oakland receives most of its funding directly via a voter-approved tax measure, suggesting strong ownership from residents who are willing to tax themselves to advance violence prevention and public safety. This voter-approved practice contributes to budget sustainability, as it also makes it harder for any politician to unilaterally unravel it in the short term.

Finally, the DVP deeply considers the people doing the work and how best to support them. This includes a focus not only on having qualified staff and continuing to invest in the professional capacity of the DVP team and partner organizations but also hiring and retaining people with lived experiences similar to those being served and ensuring a workplace that welcomes and values a diverse team. The DVP provides one-on-one mental health support to the direct service workers who encounter trauma on a daily basis while supporting participants and the community. They also have access to massage and other healing services that help process and regulate vicarious trauma.

Conclusion

Oakland's understanding of the need to integrate a gender lens into the overall violence reduction work, as well as its evolving practice to address gender-based violence intervention, commitment to community partnership, and investment in institutional sustainability offer an example for cities aiming to reduce and prevent violence while advancing equity and trust. Oakland's DVP work, and in particular its efforts to apply a gender lens into all of its violence-intervention efforts, now with the innovative work of the Peace Academy GBV life coaching curriculum/certification, shows how cities can address violence as an interrelated phenomenon rooted in trauma, inequality, and social conditions. By integrating a gender lens across prevention, intervention, and healing, and by investing in community leadership and sustainable infrastructure, the DVP shows a path toward durable reductions in violence that other cities could replicate to their own contexts.

Endnotes

- 1 Peace in Our Cities, *Guiding Principles and Inspiring Actions: Operationalizing the Resolution to Reduce Urban Violence*, October 2022. https://peaceinourcities.org/wp-content/uploads/2022/10/Guiding-Principles-and-Inspiring-Actions_Peace-In-Our-Cities.pdf.
- 2 Rachel Locke and Kelsey Paul Shantz contributed with a review of the brief.
- 3 City of Oakland, "Oakland Crime Incident Data Reports," n.d., Oakland Police Department, <https://www.oaklandca.gov/Public-Safety-Streets/Police/OPD-Data/Oakland-Crime-Incident-Data-Reports>; CBS San Francisco, "Oakland Moves from 3rd to 5th in Most Dangerous City Survey," November 22, 2010, CBS News, <https://www.cbsnews.com/sanfrancisco/news/oakland-moves-from-3rd-to-5th-in-most-dangerous-city-survey/>; KGO-TV ABC7 News, "Oakland Attributes 6-Decade Low in Homicides Partly to Life Coaches," ABC7 News, August 1, 2026, <https://abc7news.com/post/oakland-attributes-6-decade-low-homicides-part-life-coaches/18998406/>; Impacts are heavily concentrated in Black and Brown communities. Over the past decade, 76 percent of homicide victims in Oakland were African American, and approximately 90 percent of homicide victims and suspects were African American and Latino men aged 18–35. Clearance rates also show deep inequities, with arrests made in only about 40 percent of homicides involving Black victims, compared to 80 percent for white victims. City of Oakland, Department of Violence Prevention, *Strategic Spending Plan: Fiscal Years 2022–2024* (Attachment A), City of Oakland, 2022, <https://cao-94612.s3.us-west-2.amazonaws.com/documents/Attachment-A-DVP-Strategic-Spending-Plan-FY-22-24-for-Report-1.pdf>; PFM, LLC, *Oakland Police Department Staffing Study*, City of Oakland, 2025, <https://www.oaklandca.gov/files/assets/city/v/1/inspector-general/documents/published-reports/pfm-llc-opd-staffing-study.pdf>; City of Oakland, Department of Violence Prevention, *Incidents of Domestic Violence in Oakland: 2024*, City of Oakland, 2024; City of Oakland, Department of Violence Prevention, *Gender-Based Violence Trends in Oakland: 2021–2023*, City of Oakland, 2024; City of Oakland, Department of Violence Prevention, *Service Descriptions: Gender-Based Violence Strategy*, City of Oakland, n.d.
- 4 PFM, LLC, *Oakland Police Department Staffing Study*, City of Oakland, 2025, <https://www.oaklandca.gov/files/assets/city/v/1/inspector-general/documents/published-reports/pfm-llc-opd-staffing-study.pdf>; City of Oakland, Department of Violence Prevention, *Incidents of Domestic Violence in Oakland: 2024*, City of Oakland, 2024; City of Oakland, Department of Violence Prevention, *Gender-Based Violence Trends in Oakland: 2021–2023*, City of Oakland, 2024; City of Oakland, Department of Violence Prevention, *Service Descriptions: Gender-Based Violence Strategy*, City of Oakland, n.d.
- 5 Domestic violence incidents have remained between 2,998 and 3,219 cases per year, and rape and sex offense rates remaining stable over the same period.
- 6 Data from Alameda County indicate that 63 percent of youth involved in commercial sexual exploitation are African American girls.
- 7 City of Oakland, Department of Violence Prevention, *Gender-Based Violence Trends in Oakland: 2021–2023*.
- 8 An impact evaluation of the strategy concluded that it had been responsible for 50 percent of the reductions in homicides and shootings between 2013 and 2019. A. A. Braga, L. M. Barao, G. Zimmerman, R. K. Brunson, A. V. Papachristos, G. Wood, and C. Farrell, *Oakland Ceasefire Evaluation: Final Report to the City of Oakland*, Northeastern University & Crime and Justice Policy Lab, 2019, https://crimejusticelab.org/wp-content/uploads/2025/07/Ceasefire-Evaluation-Final-Report_Oakland_2019.pdf. The program was dismantled before the COVID-19 pandemic and reinstated and restructured in early 2024.
- 9 City of Oakland, "Violence Prevention," accessed October 19, 2026, <https://www.oaklandca.gov/Public-Safety-Streets/Crime-Prevention/Violence-Prevention>.
- 10 In Oakland, group violence is defined as highly concentrated gun violence—shootings and homicides—perpetrated by small, identifiable street groups.
- 11 Measure Z generated approximately \$10 million annually to support services addressing group violence, GBV, school-based violence, and community healing, with an explicit focus on residents and neighborhoods most impacted by violence. Urban Institute, *A Process Evaluation of Oakland's Measure Z-Funded Gender-Based Violence Services: July 2022 to December 2024*, Urban Institute, 2025, https://www.urban.org/sites/default/files/2025-12/A_Process_Evaluation_of_Oakland%E2%80%99s_Measure_Z_Funded_Gender-Based_Violence_Services_July_2022_to_December_2024.pdf.
- 12 Oakland's Measure Y (Violence Prevention and Public Safety Act of 2004) was a 10-year voter-approved initiative that funded community policing, fire services, and youth-focused violence prevention. John A. Russo, "Use of Measure Y Funds to Recruit Measure Y Officers," legal opinion, Office of the City Attorney, City of Oakland, February 7, 2008.

- 13 City of Oakland, Department of Violence Prevention, *Measure NN Spending Plan, 2026–2029*, City of Oakland, 2025, https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf.
- 14 City of Oakland, Department of Violence Prevention, *Gender-Based Violence Trends in Oakland: 2021–2023*.
- 15 F. Meinck, M. Lu, D. Suresh, M. Cetin, L. Neelakantan, C. Hemady, H. Franchino-Olsen, N. Woollett, G. J. Melendez-Torres, A. Gonzalez, and N. Christofides, “What Are the Mechanisms Underpinning Intergenerational Transmission of Violence Perpetration? A Realist Review,” *Trauma, Violence, & Abuse* 27, no. 4 (Sept. 1, 2025), doi: 10.1177/15248380251361468; World Health Organization, Centers for Disease Control and Prevention, UNICEF, World Bank, and partners, *INSPIRE: Seven Strategies for Ending Violence Against Children*, World Health Organization, 2016.
- 16 H. Flom and A. Malaret Baldo, *Lessons from Effective Offices of Violence Prevention*, Peace in Our Cities, 2024, <https://peaceinourcities.org/wp-content/uploads/2024/01/Report-Lessons-from-Effective-Offices-of-Violence-Prevention.pdf>; Rachel Locke, with Kelsey Paul Shantz, *Bristol/Oakland City Exchange Report*, Peace in Our Cities, May 2026.
- 17 Flom and Baldo, *Lessons from Effective Offices*; Locke, with Shantz, *Bristol/Oakland*.
- 18 Services Funded by the Department of Violence Prevention, October 1, 2025–September 20, 2026.
- 19 Oakland Department of Violence Prevention, *DVP-Funded Services: Group Violence*, brochure, June 22, 2024, https://cao-94612.s3.us-west-2.amazonaws.com/documents/DVP-funded-services-brochure_Group-violence_06.22.24.pdf.
- 20 Oakland Department of Violence Prevention, *DVP-Funded Services: Gender-Based Violence (GBV)*, brochure, June 22, 2024, https://cao-94612.s3.us-west-2.amazonaws.com/documents/DVP-funded-services-brochure_GBv_06.22.24.pdf.
- 21 Social Workers Toolbox, “The Equality Wheel (The Duluth Model),” accessed October 19, 2026, <https://www.socialworkerstoolbox.com/the-equality-wheel-the-duluth-model>.
- 22 Social Workers Toolbox, “The Power and Control Wheel (The Duluth Model),” accessed October 19, 2026, <https://www.socialworkerstoolbox.com/the-power-and-control-wheel-the-duluth-model>.
- 23 Locke, with Shantz, *Bristol/Oakland*.
- 24 “Oakland Violence Prevention Programs Set to Receive \$13M in Extended Grants,” *Oaklandside*, May 14, 2025, <https://oaklandside.org/2025/05/14/oakland-department-of-violence-prevention-grant-extension-budget/>.
- 25 Urban Institute, *Process Evaluation*.
- 26 “Oakland Homicides and Gun Violence,” *Guardian*, March 16, 2026, <https://www.theguardian.com/us-news/2026/mar/16/oakland-homicides-gun-violence>.