

Department of Violence Prevention

Violence Prevention & Intervention Programs

GRANTEE MANUAL

Grant Cycle:
July 2022 through June 2023

This manual was developed and is maintained by the City of Oakland, Department of Violence Prevention for Grantees funded by Department of Violence Prevention. It is updated at the beginning of the grant cycle and updates or changes may be sent to the Grantee during the contract period if necessary. Visit <https://www.oaklandca.gov/departments/violence-prevention> for a downloadable copy of this manual and updates.



<https://www.oaklandca.gov/departments/violence-prevention>
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INTRODUCTION AND BACKGROUND

Department of Violence Prevention welcomes grantees for the July 2022-June 2023 funding cycle. This manual was developed and is maintained by the City of Oakland for Grantees funded by the Department of Violence Prevention. It is updated at the beginning of the grant cycle and updates or changes may be sent to the Grantee during the contract period if necessary.

Visit <https://www.oaklandca.gov/departments/violence-prevention> for a downloadable copy of this manual and updates.

About The 2014 Public Safety and Services Violence Prevention Act

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City.

The Safety and Services Act raises over \$27 million annually – \$2 million is set aside to improve fire response services, approximately \$14.8 million goes to the police department for specific violence reduction efforts, and approximately \$9.8 million funds community-based violence intervention programs. The Act establishes a Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation. Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City.

The full text of the legislation can be found at:
<https://www.oaklandca.gov/departments/violence-prevention>

About Department of Violence Prevention

The Department of Violence Prevention is charged with implementing violence intervention programs through direct services and funding to community-based organizations to serve people and families at the center of violence. The DVP focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation to address five public health mandates.

DVP MANDATES

Reduce levels of:

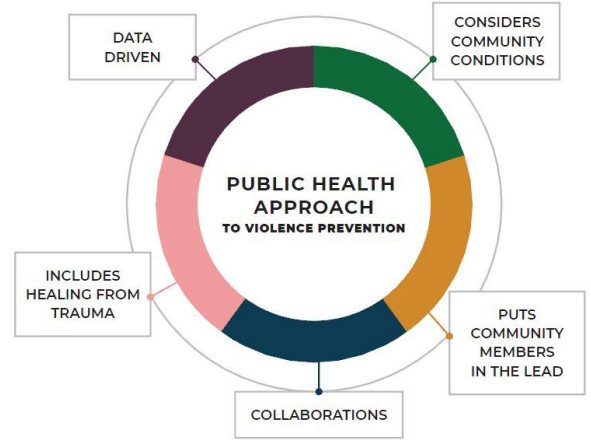
- gun violence
- intimate partner violence
- commercial sexual exploitation
- family trauma associated with unsolved homicides
- community trauma associated with violence

Every two or three years, a spending plan is prepared to outline the strategies and services recommended for the next funding cycle. The Department of Violence

Prevention worked with community members and public partners to develop the framework and allocations in the 2022-2024 Spending Plan, available at: <https://www.oaklandca.gov/departments/violence-prevention>

PUBLIC HEALTH APPROACH TO VIOLENCE INTERVENTION AND PREVENTION

A public health approach focuses on both, the root causes of violence and specific individual, peer, family, and community levels of violence. Public health uses data to understand how frequently violence occurs, when and where it occurs most, and who is most vulnerable of being impacted (both those harmed and those causing harm) and then engages community leaders in the collaborative development of community solutions to prevent violence, promote healing, and restore communities.



HOW THE DEPARTMENT OF VIOLENCE PREVENTION WILL APPLY THE PUBLIC HEALTH APPROACH

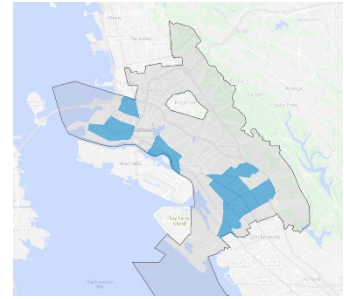
Based on available data, the DVP will apply the public health approach to:

- Focus on the **specific places** in Oakland **with underlying conditions** that generate the highest rates of violence;
- Support the **specific people** determined to be: at the center of violence, in-risk or at-risk for violence, and exposed/adjacent to violence;
- Direct interventions to the **individual, peer, family, and community levels;**
- Provide services at the **times and days of the week when violence occurs most;** and
- Reductions in the conditions described in DVP mandates will result.



The priority neighborhoods designated by the DVP, are the places that experienced the highest rates of gun and gender-based violence over the past three years. The

neighborhoods include portion of West Oakland, Central East Oakland and much of East Oakland, particularly south of High Street. Services should be directed to the residents of these neighborhoods and in most cases should be available during weekends and evenings when violence occurs most.



DVP STRATEGIES AND PRINCIPLES OF DVP ACTIVITIES

Department of Violence Prevention Strategies Overview

Department of Violence Prevention funding is directed towards eleven sub-strategies across three strategic investment areas which are summarized in the table below. To see a list of currently funded programs and agencies, please see **Attachment A**.

Strategy Area	Sub-Strategy	Activity
Gun/Group/Gang Violence Response	Violent Incident Crisis Response	Violence Interrupters
		Hospital-based Intervention
		Family Support
		Emergency, Temporary Relocation
	Youth Diversion and Youth and Adult Life Coaching	Youth Diversion
		Youth Life Coaching
		Adult Life Coaching
	Employment and Education Support Services	Youth Career Exploration and Education Support
Adult Employment and Education Support		
School-Site Violence Intervention and Prevention Teams	See specified activities for additional qualifications	
Gender-Based Violence Response	Crisis Response	24-Hour Hotlines
		24- Hour Bedside Advocacy and Accompaniment
	Housing	Emergency Shelter
		Transitional Housing
	Wrap Around Services	Life Coaching
		Legal Advocacy
		Therapeutic Support
		GBV Employment Support
	Safe Space Alternatives	
Community Healing and Restoration	Neighborhood and Community Teams with Town Nights	No Activities in this Section
	Healing/ Restorative Activities	
	Therapeutic Supports	
	Community Capacity Building and Mini-Grants	

Principles of DVP Activities

Lived Experience: Engaging the people closely connected to the neighborhoods in which violence takes place and those with lived experience is central to the development and implementation of DVP violence reduction strategies. The people the closest to the problem are the source of effective solutions. By cultivating and strengthening positive relationships between individuals, families, peers and community, the DVP and its implementing partners will create and maintain safe, supportive, and respectful environments.

Gender Competence: By relying on honest conversations, empathy, and consistency our implementing partners will be able to recognize gender perspectives in their work and policy with a goal of gender equality. To that end, they will implement trauma-informed approaches that demonstrate cultural, linguistic, and gender competencies that will strengthen their capacity to build trust with program participants and community.

Ancestrally-informed: Lifting-up the traditional multi-generational strengths that have helped Black Indigenous, People of Color (BIPOC) families to thrive despite historical racial and cultural oppression, is central to building and sustaining resilient communities. Ancestral connections support development of self-knowledge and family embeddedness that offers a counterpoint to group involvement. Applicants should understand participants' family and community of support contexts, work with them to identify supportive people in their lives, and offer exposure to people, places, and experiences that support sustainable change.

Focus on Assets: DVP models emphasize community strengths- positive elements of cultural resistance, wisdom of elders, and youth voices- and elevates family and community as assets that build upon successes and create cohesion, unity, and well-being. DVP activities seek to affirm all forms of family and chosen support networks as they exist and prioritize family and community cohesion in practice, policy, and advocacy while acknowledging the impact of past policies that have fragmented our community.

Coordination: Enhancing effective coordination of the DVP Network providers leads to program activities that generate improved outcomes and reductions in violence. Funded agencies will be required to work in partnership with City staff, other funded agencies, and key partners (such as the Oakland Unified School District, the Alameda County Probation Department, etc.) to achieve strategy area outcomes. The strategy areas in this RFQ are intended to form the foundation for a well-integrated violence intervention network fueled by a community-centered vision of healing and restoration.

Safety and Wellness: Safety and wellness involves an asset-based, holistic view of the people exposed to, at-risk, and at the center of violence. Providing services in safe places, as well as providing support managing emergencies and developing skills needed to deescalate conflict, are key to participant, peer, and community safety. Practices should emphasize developing a tribe of people to belong to that include positive peer groups and family ties, safe and affirming community and school spaces, and resources available at all levels to foster health, wellness, and belonging.

Equity: Leading with equity means to examine and understand disparities for Black, Indigenous, People of Color (BIPOC) and other ethnic groups and to consider the historical context for each neighborhood and any past engagement efforts that have attempted to address the root causes of violence. Collecting data on race, language and ethnicity supports and strengthens decision-making that informs equitable resource allocations, policy development, and service provision. Use of data highlights strengths and assets in addition to community deficits. The DVP seeks to invest deeply in the people and neighborhoods experiencing the highest rates of violence.

Trauma-informed: Honoring the power of peer professionals and supporting them through skills development and offering livable salaries is a DVP priority. Staff should be supported to set and manage healthy boundaries with participants and community and have access to resources to deal with vicarious trauma. Applicants are encouraged to offer professional development opportunities, and staff will be expected to participate in skills training offered by the DVP. Applicants that provide competitive salaries (e.g., a minimum of \$50,000 for a full-time position) as well as health benefits will be prioritized.

Culturally Congruent Data: The practice experience of those on the front line of the work is a critical source that informs all other forms of data collection. DVP supports multiple forms of data that help to understand the impact of DVP-funded efforts. The evidence that guides efforts to reduce violence comes in many forms including numbers served and dosage of services, process and practices that capture the stories of participants and direct practitioners. Oakland's diverse cultural traditions, trends and community practices are sources that also inform the development of public policy. Successful applicants are required to actively participate in data collection and evaluation efforts of DVP research and evaluation partners.

FUNDING CYCLE & PROCESS

Funding Process

During the last contract period of each funding cycle, the Department of Violence Prevention develops a priority spending plan for Safety and Services Act funds in coordination with the Safety and Services Oversight Commission (SSOC – see “Roles and Responsibilities” for additional information), community members, the Mayor's office, City Council, and other key stakeholders.

The spending plan is presented to the SSOC for approval. Following SSOC approval, the Department of Violence Prevention staff recommend the priority spending plan to the Public Safety Committee of City Council and then, after they approve, to the full City Council.

All funds are released through a competitive process with a release of a Request for Qualifications (RFQ) unless Council approves funds to an organization or public agency in special or unique circumstances, typically outlined in the priority spending plan.

An independent review panel for each activity reads and scores each complete application.. Staff forward funding recommendations to the SSOC and City Council for review and approval.

City Council makes all final funding decisions and a resolution allocating the funding to the recommended organizations or public agencies must be passed to enter a grant agreement with those organizations. The Department of Violence Prevention provides updates to SSOC and City Council on the progress of Grantees.

Helpful Tip: Sign up for the Department of Violence Prevention newsletter to receive funding notifications and other updates from Department of Violence Prevention. To sign up for the newsletter, please visit:
<https://www.oaklandca.gov/departments/violence-prevention>

Funding Cycle

Most programs that receive Department of Violence Prevention funding are currently on a one year renewal grant cycle. The contract period is: July 2022 through June 2023. Recommendations for year two renewals will be brought to the SSOC and City Council in spring 2023, with the input of the Chief of Violence Prevention.

KEY DATES FOR THE JULY 2022 – JUNE 2023 CONTRACT PERIOD

Fiscal Year 2022-2023 Quarterly Reports and Invoices

Quarterly reports and invoices submitted via the DVP Data Management System are due on the dates below. The Quarter 4 progress report must also include a project-end summary.

Quarter	Service Period	Progress Report and Invoice Due Date
Quarter 1	July 1 through September 30, 2022	Friday, October 14, 2022
Quarter 2	October 1 through December 31, 2022	Friday, January 13, 2023
Quarter 3	January 1 through March 31, 2023	Friday, April 14, 2023
Quarter 4	April 1 through June 30, 2023	Friday, July 14, 2023

Other Important Dates

- ▶ **Match funds** documentation is due with the Quarter 3 report on **April 14, 2023**. See “Matching Fund Requirements” for more information on required documentation.
- ▶ **Budget/scope modification requests** will be accepted no later than the end of the third quarter. See the “Grant Agreement Modifications” section in this manual for information on requesting a modification.
- ▶ **Site visits, program observation, and file reviews** will take place in **January-March 2023**. See “Site Visits and File Review” for additional details.

Coordination and Learning Opportunities

The Department of Violence Prevention will convene the network to help build community among Grantees, share initiative-wide information and updates, and increase competency in the Department of Violence Prevention Standards of Practice. Appropriate Grantee staff members will be asked to attend relevant meetings and trainings. Convenings will include:

- ▶ **Grantee Webinars:** Webinars will orient Grantees to grant requirements and deadlines, provide evaluation updates, and provide assistance on the use of the DVP Data Management System service database.
- ▶ **Strategy-Specific Coordination Meetings:** These meetings are held throughout the year, and may include training/learning opportunities. Grantees should refer to their individual Scopes of Work for more details about strategy-specific meetings.

- ▶ **Learning Opportunities:** Department of Violence Prevention-hosted learning opportunities will be offered throughout the year to build staff capacity to implement the Department of Violence Prevention Standards of Practice and deepen skills among peer professionals.

Stay tuned for more information about upcoming learning opportunities, or visit the Department of Violence Prevention training website:
<https://www.oaklandca.gov/departments/violence-prevention>

ROLES AND RESPONSIBILITIES

Department of Violence Prevention, City of Oakland

Department of Violence Prevention administers violence intervention services funded under the Safety and Services Act, as well as other funding dedicated to similar goals. Each Grantee has a Program Officer assigned to their organization who will work with them to complete a grant agreement and who will monitor the Grantee's progress during the contract period. Program Officers and Planners report to the Chief of Department of Violence Prevention, and the Chief of the Department of Violence Prevention reports to the City Administrator. Department of Violence Prevention staff members include several other individuals that Grantees will likely interact with, including staff who manage the administration of grant agreements, quarterly reports and the DVP Data Management System database. The Department of Violence Prevention also includes several staff responsible for community organizing and other direct services. For a list with contact information for the current Department of Violence Prevention, please see **Attachment A**.

Department of Violence Prevention Grantees

The City of Oakland enters grant agreements with non-profit organizations and public agencies to implement programs supported by the Department of Violence Prevention funds. Grantees provide specific services to the target populations outlined in their Scope of Work. Grantees participate in mandatory meetings and coordination efforts, complete quarterly reports, participate in the independent evaluation of their Department of Violence Prevention program, and take part in site visits and/or file reviews. Grantees should communicate issues and challenges related to the Department of Violence Prevention program to their Program Officers outside quarterly reports to resolve issues before they become more complicated and risk the withholding of quarterly payments. The Department of Violence Prevention Network plays a critical role in the citywide effort to reduce violence.

Helpful Tip: Do you need more information on what is required of your organization as a Grantee? Contact your Program Officer to set up an appointment to go over the grant agreement. See **Attachment A** for a list of Program Officers.

And help us stay in touch with you! Make sure we have your team's up-to-date contact information (see **Attachment B**) so you won't miss important information.

Safety and Services Oversight Commission (SSOC)

The Safety and Services Act also establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC) whose members are charged with ensuring the proper revenue collection, spending, and implementation of the programs mandated by the Ordinance. The Commission consists of nine (9) members recommended by the Mayor and each Councilmember. Among the SSOC's duties is to review priority spending plans for proposed funding through the ordinance and to make recommendations to

the Mayor and City Council prior to Council approval. The SSOC also reviews the annual financial audit, supervises and guides the evaluation and makes policy recommendations and regular reports to the Mayor and City Council. The committee meets regularly at Oakland City Hall.

Helpful Tip: To more about Safety and Services Act implementation, attend one of the SSOC meetings on the fourth Monday of every month. To find SSOC meeting announcements, agendas, and meeting minutes, visit:
<https://www.oaklandca.gov/boards-commissions/public-safety-and-services-violence-prevention-oversight-commission>

City Councilmembers and their Staff

City Councilmembers are responsible for approving the final funding decisions and providing direction to the Department of Violence Prevention regarding violence prevention and intervention funding. Each Councilmember also appoints one member to the SSOC. City Councilmembers are consulted with prior to the RFP process via City Council reports from the Department of Violence Prevention to ensure the spending plan meets their expectations.

The City Administrator's Office

The City Administrator is responsible for coordinating the implementation and evaluation of all three aspects of the Safety and Services Act (Fire, Police and Violence Prevention). A member of the City Administrator's Office staffs the SSOC and coordinates with HSD, the Oakland Police Department, and the Fire Department around Safety and Services Act implementation, reporting to SSOC, and evaluation.

The Mayor's Office and Staff

The Mayor's office is consulted with prior to the RFP process to ensure that the overall spending plan for Safety and Services Act violence prevention and intervention services is in alignment with broader citywide efforts to reduce violence. The Mayor's input is sought and included in the recommendations to City Council.

Department of Violence Prevention

City Council created a new Department of Violence Prevention (DVP) in June 2017. The mission of the DVP is to dramatically reduce violent crime and serve communities impacted by violence to end the cycle of trauma. To inform the development of the DVP, Urban Strategies Council led participatory planning process, in which Department of Violence Prevention took part. The new Chief of Violence Prevention began in September 2019.

The Safety and Services Act Independent Evaluator

The Safety and Services Act requires a professional evaluation of policing and violence intervention services. From the legislation: "Evaluations will consider whether programs and strategies are achieving reductions in community violence and serving those at the

highest risk. Short-term successes achieved by these strategies and long-term desired outcomes will be considered in the program evaluations." Three percent (3%) of the total Act funds are budgeted for evaluation. The City Administrator's Office oversees the evaluation. The current services evaluator is Urban Institute and Urban Strategies Council.

DVP Data Management System

The DVP will be using the data management system Cityspan for the beginning of the fiscal year and will transition to the data management system Apricot 360 later in the year. All grantees will be supported with training and technical assistance during the transition between systems.

Both databases store Department of Violence Prevention participant information in a secure, password-protected database designed to protect individual participant information. Grantees use the database to track service delivery, report on progress, and submit invoices to the Department of Violence Prevention. The database also supports program evaluation.

FISCAL/LEAD AGENCY RESPONSIBILITIES

The fiscal or lead agency is the entity signing the grant agreement. This is the agency the City holds legally liable for all aspects of the grant agreement including project implementation, fiscal management, and communication with the Department of Violence Prevention staff regarding the grant. The following responsibilities apply to fiscal/lead agencies in which 20% or more of the Department of Violence Prevention budget is allocated to a subgrantee(s) and/or if a significant amount of the program deliverables are allocated to a subgrantee(s):

- ▶ **Enter a Memorandum of Understanding (MOU)** or Letter of Agreement with each subgrantee that reflects the requirements in the Department of Violence Prevention grant agreement signed by the fiscal/lead agency. If a letter or MOU is developed prior to funding as part of the Request for Proposals process, be sure to update it after funding is awarded. This MOU should include the Department of Violence Prevention deliverables allocated to each subgrantee and a payment schedule. Modify or terminate MOUs or Letters of Agreements with subgrantees if needed, with the prior approval of Department of Violence Prevention staff.

- ▶ **Communicate** with Department of Violence Prevention staff regarding the grant and also with subgrantees about required Department of Violence Prevention meetings and activities.

- ▶ **Prepare required quarterly reports and invoices**, and any Scope of Work or Budget modifications with input and information from subgrantees and submit them in a timely manner to the Department of Violence Prevention staff. Require sub-Grantees to invoice the fiscal/lead agency on quarterly basis.

- ▶ **Distribute Department of Violence Prevention funds** in an appropriate and timely manner (within 2 weeks of receiving funds) to subgrantees after an invoice is received.

- ▶ **Conduct site and program visits** of the subgrantee programs once during each contract period. The site visit should include review of the following fiscal and management controls:
 - Accounting system (at minimum, charts of accounts and general ledger)
 - Accounting procedures (bank statements, program budget reports, invoices)
 - Staffing of program to ensure it is adequate to provide services
 - Staff supervision structures and address any staff retention issues
 - Organization of Board (number of members, composition, board minutes)
 - Participant files (storage, required documentation, notes, etc.)
 - Program observation of Department of Violence Prevention activities

- ▶ **Arrange for subgrantee participation** in site visits, file reviews, and program observations conducted by the Department of Violence Prevention staff. See "Site Visits" section of this manual for more information.

PROCESS FOR DEVELOPING A GRANT AGREEMENT

The following outlines the process for developing and finalizing a grant agreement after the RFQ process is complete and the Department of Violence Prevention has made funding recommendations to City Council.

Grant Agreement Negotiations

A Grantee is assigned a Program Officer who begins grant agreement negotiations. It may take 6-8 weeks for grant agreements to be finalized within the City government process. When grants are on a calendar year, negotiations will likely begin in November. When grants are on a fiscal year cycle, negotiations will likely begin in May.

To ensure that Grantees have a grant agreement as early in the new fiscal or calendar year as possible, negotiations may take place prior to City Council approval. Funding is not finalized until the City Council process is complete.

The Program Officer is responsible for negotiating the scope of work and budget with the Grantee. The Department of Violence Prevention Program Analyst is responsible for receiving the signed grant agreement, City business forms, insurance documents, match documentation and Grantee contact information sheet.

Grant Agreement Negotiations Meeting and Processing

The Program Officer will set up a meeting with the funded organization to discuss the scope of work and budget for funded programs. The Grantee agency will receive the following documents prior to this grant agreement negotiation meeting via email:

- Instructions on Grant Agreement Process
- Grantee Contact Information Sheet
- Draft Scope of Work
- Budget and Budget Narrative Forms and Guidelines
- Proposed Match Fund Form
- City of Oakland Business Forms/Schedules Required
- Insurance Forms and Requirements
- Other Required City Attachments

Helpful Tip: Do you need new versions of the City of Oakland Business Forms or Schedules? Check out the City's Contract Compliance website:

<https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>

The Program Officer will work with the Grantee on setting program deliverables for the Department of Violence Prevention funded program that correspond to the standardized deliverables used for the DVP Data Management System. In addition, if there were concerns about level of service, the budget, or any other issue that the RFQ review panel or the Program Officer believes need to be addressed, they will be discussed during the grant agreement negotiations meeting.

The Program Analyst will also be available to go over the Business Forms and other City requirements and contract attachments. After the meeting, the Program Officer and Grantee will make agreed-upon changes to the scope of work and/or budget.

Once the Grantee scope of work and budget forms are completed, the Chief of Violence Prevention will approve them, and the grant agreement will be routed to the following for approval and signatures:

- Grantee Agency/Executive Director
- City of Oakland Risk Management and Department of Workplace and Employment Standards
- City Attorney
- Chief of Violence Prevention
- City Clerk

The final grant agreement will be kept on file with the City Clerk and at DVP, and a copy will be sent to the Grantee organization.

Advance Payment and Scheduled Payments

Grantees should check the Scope of Work document to confirm advance and scheduled payment amounts. Inquiries about scheduled payments should be directed to Program Analyst at: (510) 387-6070.

Advances: Once the grant agreement is signed and finalized, an advance payment will be issued to the Grantee if desired. Advance payments are typically 10-20% of the total grant agreement funding amount, depending on the contract length. Grantees must report out on the spend-down of the advance over the contract period. Any unspent advance funds will be deducted from the fourth quarter payment.

Quarterly Scheduled Payments: Most quarterly scheduled payments will be 20-25% of the total funding amount per quarter over the four quarters.

Database Training for Grantees and Staff

When the grant agreement is complete, the Program Officer will enter the scope of work and the budget into the DVP Data Management System.

The DVP will provide a training webinar for all Grantees on how to use the Department of Violence Prevention data management system. The webinar will be available on the Department of Violence Prevention website. Grantees that need additional support to ensure that deliverables are being captured correctly should reach out to the data management system's technical support and their Program Officer, as needed.

GRANTEE CONTACT INFORMATION

Grantees must provide an updated Contact Information Form (see **Attachment B**) each contract year, and provide any updates to the Department of Violence Prevention during the year as needed. If the Grantee is acting as a Fiscal Sponsor or Lead Agency on a collaborative contract, then both Lead and Subgrantee contact information must be provided.

Grantees must list the persons authorized to pick-up grant payment(s) on the Contact Information Form. Any person who is authorized to pick up payments must present a valid California identification or driver’s license to take possession of the grant payment.

Helpful Tip: If there are changes about who is authorized to pick up grant payment(s), contact the Department of Violence Prevention Program Analyst at (510) 387-6070 with the name and title of the person who will be coming to pick up the grant payment.

GRANTEE REPORTS AND INVOICING

Monitoring Progress

The Department of Violence Prevention monitors Grantee progress and expenditures in several ways. One major part of monitoring is review of quarterly reports and invoices submitted by the Grantee.

The purpose of monitoring Department of Violence Prevention Grantees is to:

- Assess programmatic and basic fiscal compliance with grant requirements;
- Identify areas of strength and success;
- Identify areas of noncompliance and needed improvement;
- Provide individual technical assistance as needed; and
- Identify trainings that would benefit Grantees across all program strategies.

Quarterly Reports Schedule

Department of Violence Prevention Grantees are required to complete quarterly reports and one final report as part of their grant agreement with the City of Oakland. The due dates for the July 2022 – June 2023 contract period are listed below.

Quarter	Service Period	Progress Report and Invoice Due Date
Quarter 1	July 1 through September 30, 2022	Friday, October 14, 2022
Quarter 2	October 1 through December 31, 2022	Friday, January 13, 2023
Quarter 3	January 1 through March 31, 2023	Friday, April 14, 2023

Quarter 4	April 1 through June 30, 2023	Friday, July 14, 2023
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Preparation of Quarterly Reports

Quarterly reports are prepared and submitted via the DVP Data Management System set up specifically for use by the Department of Violence Prevention Grantees. All appropriate staff should be trained in the use of the database and how to complete the quarterly reports on the database.

- ▶ **Narrative Section.** Grantees should describe successes and obstacles for the period with some detail (more than a few sentences – usually 1-2 paragraphs). The narrative should include any updates or changes regarding staff, partnerships, etc. Grantees should also list the community meeting attended in the quarter. A case study of one participant is required for the success section at the end of the third quarter. Please see **Attachment C** for a template to facilitate writing the participant success story. Please be sure to remove all identifying information regarding this participant while describing their story, as this case study may be used in the Department of Violence Prevention newsletter or in reports to City Council.

The narrative of the quarterly report should align with and explain the deliverables section of the report and the invoice. For example, if the Grantee is not meeting the number of service hours or reaching the number of participants set out in the deliverables for that quarter, the Grantee must provide an explanation why this is occurring and a plan outlining what actions are being taken to rectify it.

- ▶ **Deliverables Section.** The Scope of Work for each Grantee is uploaded into the database in the Contract Documents Section. In the Progress Report, “Benchmarked Deliverables” are the deliverables on which payment is based. The “Year-to date Benchmark” will appear for each deliverable each quarter as agreed in the Scope of Work. The “Year-to-date Actual” represent Grantee progress towards that benchmark. All totals are cumulative throughout the contract period.

BENCHMARKED DELIVERABLES		
MILESTONES AND ACCESS TO SERVICES (All totals cumulative)	Year-to-date Benchmark	Year-to-date Actual
# of clients re/enrolled in school or other education	48	
# of clients with one supportive adult identified	48	<input type="text"/>
# of Life Maps created	48	<input type="text"/>
# of Life Maps completed	24	<input type="text"/>
# of clients referred to Employment - Training	20	
CONTACTS (All totals cumulative)	Year-to-date Benchmark	Year-to-date Actual
# of case managed clients	48	
# of case management hours	1920	
EVENT (All totals cumulative)	Year-to-date Benchmark	Year-to-date Actual
# of community presentations	4	<input type="text"/>
GROUP (All totals cumulative)	Year-to-date Benchmark	Year-to-date Actual
# of peer support/counseling group participants	20	
# of peer support/counseling group sessions	60	

In most cases, the “Year-to-date Actual” numbers for each deliverable will automatically populate based on data entered in the database. In some cases, the Grantee must type in the reporting numbers if the deliverable is not standard (for example, “# of community presentations” as shown above). In either case, staff preparing the report should review the reporting numbers for accuracy before submitting. Comparing the deliverables section to the stats report is one way to check that your data is being correctly reported.

- ▶ **Stats Report.** Grantees should also review the “Stats Report” to ensure that data is being entered accurately and that the program is serving the target population as stipulated in the grant agreement. The “Stats Report” is automatically generated, and contains additional details about services provided during the quarter and a summary of participant demographic data.

Grantees should review the demographic data, including risk factors and referral source, to look for missing or incorrect data prior to submission (for example, multiple participants whose age is listed as “0”). If there is missing demographic data, data revealing participants from outside Oakland, or other issues related to the program participants not matching the target population, an explanation in the quarterly report should be given. An explanation or correction is required if more than 5 participants are missing key demographic data from the Stats Report.

Grantees should also review the number of participant consent to release information forms on file and provide an explanation if the consent ratio is low. A consent rate of 80% or higher is expected. The Department of Violence Prevention reserves the right to withhold up to 5% of the scheduled payment if the Grantee does not demonstrate

a sufficient effort to collect consent forms from each participant for whom individual-level services are provided.

- **Expenditures.** The invoice page includes the approved line-item budget, current expenses, and a year-to-date total column. Grantees should report actual expenditures for the quarter in the invoice. The scheduled payment is listed at the top of the page, and the requested amount should be entered. The bottom of the invoice page indicates how much money has been paid to-date, not including the current quarter.

Grantees must enter an explanation if actual expenditures differ from the requested amount, and/or the scheduled payment. For example, a grantee might write: "Actual expenditures are higher than the requested and scheduled amount due to spend-down of the advance;" or "The requested amount is lower than the scheduled payment due to slow expenditures in the quarter."

The invoice should reflect the same line items as in the budget negotiated in the grant agreement or subsequent modification. If it does not, the Grantee must explain why this is the case and request a modification if a budget category (i.e. Personnel, Operating/Direct Costs, Wages/Stipends, and Indirect Costs) is 10% above or below the amount originally approved. Budget modifications cannot be made after the end of the third quarter. Please see "Grant Agreement Modifications" for how to complete a modification request.

Advance payment reporting: Please note that Grantees must report-out on the spend-down of the advance payment. The advance can be spent in any quarter, but expenditures must be reported by the end of the contract period. This means that actual expenses in some or all quarters will be higher than the requested and scheduled amount, to account for the advance.

Reminder: Grantees should note on the Expenditures page if the requested amount differs than what was expended and/or from the scheduled payment.

Supporting documentation for expenditures: Please note that Grantees must maintain a full set of accounting records in accordance with generally accepted accounting principles and procedures for all funds received from the Department of Violence Prevention. Grantee may be asked to provide additional supporting documentation of reporting expenditures with quarterly invoices or at other times (such as during site visits). For state and federally funded programs, the City will require supporting documentation of all reported expenditures. Documentation may consist of copies of the following as relevant:

- Personnel expenditures: payroll reports
- Purchase of goods or services: itemized vendor invoices, payment statement
- Stipends to participants: recipient list, contact information, stipend amount, signed copies of checks, etc.

- ▶ **Corrective Actions.** If a Grantee has received one or more corrective actions then the Grantee must provide an update of what has been done to address the issue in the appropriate section of the quarterly report. Failure to meet the due dates of corrective actions may result in a withholding of payment for that quarter.
- ▶ **Sign Off.** The appropriate person designated as the signatory (usually the Executive Director) for the Grantee organization must sign off on the report for it to register as submitted in the database.

Helpful Tip: Are you missing electronic versions of forms such as the Consent for Release of Information form or a Budget Modification form? Commonly used forms are available at: [City of Oakland | Grantee Corner \(oaklandca.gov\)](http://CityofOakland.org/GranteeCorner)

Report and Invoice Approval Process

- ▶ **Program Officer Review.** The Program Officer will review the report once submitted. If there are issues, the Program Officer will contact the Grantee and provide:
 - Specific issues or problems with the report
 - Advice on how to rectify them
 - Due date for when the issues should be resolved
- ▶ **Payment Schedule.** The “Contract Documents” section of the database lists the payment schedule agreed-on in the Grantee Scope of Work.
- ▶ **Withholding Payment.** The Department of Violence Prevention reserves the right to not provide the full payment amount to the Grantee if deliverables or other grant conditions are not met, if funds are not expended, and/or if corrective actions are not addressed. Grantees should notify their Program Officer **as soon as possible** (before the quarterly report is due) if these issues may apply.

The Department of Violence Prevention will review expenditures and completion of agreed upon deliverables to determine eligible payments amounts. Percentages of deliverables achieved will be based on the extent to which benchmarks have been met across all deliverables combined. Grantees who expend grant funds in the approved categories will be eligible to receive funds based on the following criteria:

% of Deliverables Met	Eligible Funds
Grantee achieved less than 65% of benchmark deliverables	85% of grant funds
Grantee achieved 65-79% of benchmark deliverables	90% of grant funds
Grantees achieved 80-94% of benchmark deliverables	95% of grant funds

Grantees achieved 95-100% of benchmark deliverables	100% of grant funds
-----------------------------------------------------	---------------------

The Department of Violence Prevention may consider additional factors when determining payment, such as Grantee's overall record of meeting deliverables in the past and changes in circumstances regarding program delivery that are beyond the Grantee's control (e.g., a school where a case manager was working closed). Other permissible reasons for withholding funds include:

Reason for Withholding Payment	Amount Withheld
A Stats report showing missing data, including consent data	Up to 5%
Grantee has not been responsive to independent evaluator	Up to 5%
Not attending required Department of Violence Prevention meetings	Up to 5%
Not presenting at required community-based meetings	\$500 per presentation
Other required services specified in the grant agreement that are not completed or met	Based on type of services not met
Corrective actions not addressed by due date	Based on type of corrective action
Funds not fully expended, or expended in categories not approved (>10% difference in approved budget category)	Based on amount on funds not expended

Reminder: Grantees should explain unmet deliverables, unexpended funds, or other issues in the "Challenges" section of the progress report, along with a plan to address the issues going forward.

Once an amount is determined, Grantee will be contacted in a written format (letter or email) if they will receive less than requested and the reason (e.g., not meeting deliverables as agreed upon in grant agreement).

Grantees may be able to receive withheld payments in subsequent quarters if unmet deliverables are made up, issues are fully addressed, and/or unspent funds are expended. Deliverables are cumulative and therefore past deficiencies will be reflected in subsequent quarters if not made up but will not result in an additional reduction – previously withheld funds will simply not be released.

Withheld funds will only be released in the same contract period (i.e., July 2022 – June 2023) that the withholding occurred. The Department of Violence Prevention will not typically allow no cost extensions to make up deliverables or spend down unexpended funds.

- ▶ **Payment Authorization.** Once the Program Officer has completed processing the report, they will fill out the Grant Payment Authorization form indicating any amounts withheld, as well as comments about the quarterly report. A Grant Payment Authorization PDF form will be generated. This form will indicate the amount approved this quarter, along with the scheduled payments to-date, amount withheld to-date, and the total paid to-date.
- ▶ **Late Reports.** If a Grantee is unable to submit a report on time, it is imperative that the Grantee contact their Program Officer prior to the due date to request an extension. If 5 business days pass after a quarterly report due date without submission by a Grantee and there is no extension agreed upon, the Agency Director/Executive Director will be emailed informing them of the late report with the Chief of Violence Prevention cc'd.

If the report is not submitted within 5 business days from the email sent to the Agency Director/Executive Director or by a new due date agreed upon with the Program Officer, an email will be sent to the governing board of the Grantee.

- ▶ **Payment Disbursement.** Grantee will be informed by the Contract Manager when check is available for pick-up or to be mailed. Grantees must present a valid ID and sign and date both bottom of payment memo and photo copied check when picking up a check. The person representing the Grantee must be listed on the Grantee's Contact Information Sheet as authorized to pick up checks.

Preparation of Final Report

- ▶ **The final report is due on Friday, July 14, 2023.** The review and payment process is the same as the quarterly review process (see above). If funding was withheld in previous quarters because deliverables were not met or a corrective action was not closed, and the deliverables were still unmet or corrective action still not addressed by the end of the grant agreement, then the funds will not be released. A note will be included in the Grant Authorization form. The withheld funds are moved to a reserve fund unless otherwise authorized by City Council. The grant agreement is then formally closed.

ALLOWABLE USES OF FUNDS

The Request for Proposals outlines the allowable and unallowable uses of Department of Violence Prevention funds; further elaboration is provided below. Each Grantee has an approved Budget and Budget Narrative that should align with the categories and explanations below.

Direct Costs

- ▶ **Personnel.** All personnel costs should be directly related to program delivery. The budget will specify the full-time yearly salary, the full time equivalent (FTE) spent on the project and the amount of funds covered by the Department of Violence Prevention and the amount of funds covered by other sources. Grantees are required to comply with the City of Oakland's minimum wage and living wage laws. For more information, see: <https://www.oaklandca.gov/resources/minimum-wage-employer-information>
- ▶ **Fringe and Benefits.** Fringe benefits include health insurance, dental and vision coverage as well as mandatory employment costs such as FICA, Social Security, SDI, and unemployment taxes. The budget and budget narrative should indicate the specific benefits provided and how the amount was calculated.
- ▶ **Equipment.** The Department of Violence Prevention permits purchase of equipment and capital items for use by program participants. The budget narrative will itemize the equipment requested and include a statement outlining the ways in which the equipment will be used by Department of Violence Prevention participants to fulfill project goals. The Grantee should explore the option of purchasing vs. leasing/rental, and explain the Grantee choice. Generally, the Department of Violence Prevention will support only a portion of high-cost equipment line items. The Grantee should explore whether other sources of funds can be obtained for equipment.

The City retains title to capital expenditures purchased with Department of Violence Prevention funds and reserves the right to exercise its ownership. Capital expenditures are individual items costing \$500 or more unless the Grantee's policy stipulates a lower amount in determining its capital expenditures. Such items will be approved as part of the Grantee agreement negotiations process. Program Officers may request a list and description of any and all items costing \$500 or more that are purchased by Department of Violence Prevention funds by the end of the quarter during which they are purchased.

- ▶ **Office/Facility/Classroom Rental.** These are the pro-rated costs of space rental, utilities, building maintenance and other occupancy costs that are directly used to provide the services for this project.

- ▶ **General Office Supplies/Software.** These are the costs of office supplies, copying and software associated with the proposed project.
- ▶ **Program Materials & Supplies.** This category includes all items the program requires to operate, such as curriculum costs, training materials, or food for participants.
- ▶ **Telephone/Internet/Communications.** Allowable uses of funds include the cost of office telephone, mobile phone, and internet services associated with the Grantee project. Expenses related to home telephone, personal mobile phone and internet services are not allowable.
- ▶ **Travel/Transportation/Meeting Costs.** Local travel for personnel working on the Department of Violence Prevention funded project is allowed. This should not include costs that employees incur parking at the primary office or worksite or traveling between home and the primary office or worksite. The basis for the calculation should be provided in the budget narrative. Local travel estimates should be based on the Grantee organization's current policies, for example, a fuel allowance of 57.5 cents per mile. Any non - local travel must be carefully itemized, justified and approved by the Grantee's Program Officer during the Grantee agreement negotiation process. Non-local travel may not occur on a regular basis (non-local is beyond the San Francisco Bay Area¹) with exceptions given for specific programs that may work with incarcerated individuals. Travel to these institutions on a regular basis must be approved by the Program Officer.
- ▶ **Staff Training/Professional Development.** This category includes costs related to providing professional development opportunities for staff working on the Department of Violence Prevention funded program, such as conference registration fees, workshop or seminar fees, or training materials.
- ▶ **Consultants/Contractors.** Fees for individuals who provide special services in order to help you operate your program, but who are not your employees are allowable with approval from a Program Officer as part of the Grantee agreement negotiations process. Consultant fees paid by the Department of Violence Prevention are not to exceed \$650/day for a full day of work.

Participant Wages, Incentives, and Flexible Funds

- ▶ **Participant Wages:** Wages for participants are permitted as part of the Department of Violence Prevention program, as negotiated in approved budget. Grantees are required to comply with the City of Oakland's minimum wage law. For more information, see:
<https://www.oaklandca.gov/resources/minimum-wage-employer-information>

¹ San Francisco Bay Area includes the following counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma

- **Flexible Funds/Incentives.** Incentives offered to participants for attendance or for completing milestones are permitted. The type of incentive (stipends, gift certificate, etc.) and the number of participants the Grantee anticipate will receive incentives should be outlined in the budget and budget narrative.

PLEASE NOTE: Grant funds allocated to participant wages, flexible funds, and incentives are typically not allowed to be moved to other line items during the program year.

Subgrantees

For every subcontractor, Grantees must include a line-item budget using the same guidelines as the lead agency budget. The lead agency budget narrative should include what role each subgrantee listed will be playing in the program.

Indirect Costs

Indirect costs are intended to cover costs necessary to conduct the grant, but which are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, evaluation costs, other administrative costs, etc.) They may not exceed 15% of the total direct costs in the grant award. If the Grantee's grant is audited by the City of Oakland the Grantee must be able to document and justify indirect costs charged to this grant.

General List of Unallowable Costs

The following is a general list of unallowable costs.

- Alcoholic beverages
- Illegal substances
- Legal or illegal gaming and/or gambling
- Purchase of items or services for personal use
- Travel and accommodation expenses related to trainings and/or conferences outside of the San Francisco Bay Area and/or unrelated to the funded project
- Costs (including fundraising) of organizing fund-raising, including financial campaigns, solicitation of gifts and bequests, and similar expenses incurred to raise capital or to obtain contributions
- Cost of certain influencing activities associated with obtaining grants, grant agreements, cooperative agreements or loans
- Cost of membership in organizations substantially engaged in lobbying

Advertising costs are allowable only when incurred for the recruitment of personnel for the funded project or to recruit participants for the funded program. Public relations costs are allowable on a limited basis when incurred to communicate with the public and press pertaining to the specific activities of the funded project.

If the Grantee is receiving state or federal funds through the Department of Violence Prevention (in addition to or instead of local Safety and Services Act funds), the Grantee should review the grant agreement and discuss additional requirements around allowable and unallowable expenses with the assigned Program Officer.

SITE VISITS, PROGRAM OBSERVATION AND FILE REVIEW

Department of Violence Prevention site visits consist of four components:

- Program observation;
- Participant file review;
- Submission of desk audit items; and
- Interviews with agency leadership and fiscal staff.

Every Grantee will have a formal Site Visit including some or all of these four components (typically conducted by two Department of Violence Prevention Staff) in the initial contract period. Site visits are currently planned for January-March 2023.

Helpful Tip: See **Attachment D** for an example of a past Site Visit Questionnaire tool that the Department of Violence Prevention used for the different monitoring components. This tool is subject to change.

Responsibility for Subgrantee Monitoring

When there is a subgrantee in the contract, it is the legal obligation of the lead agency to monitor subgrantee progress and to ensure accountability. However, the Department of Violence Prevention staff has the right to conduct file reviews of subgrantee agencies and program observations of the subgrantee. Please see “Fiscal/Lead Agency Responsibilities” for more information about required monitoring of sub-Grantees.

Setting up a Site Visit, Program Observation, and/or File Review

The Department of Violence Prevention staff will email the Grantee Executive Director/Agency Director, and will include the following information:

- The proposed date and time of the programs observation, file review, or site visit.
- The identified staff members and representatives for the agency (e.g., outside bookkeeper and accountant) who need to be present and the amount of time they will be required to meet with the Department of Violence Prevention staff.
- A copy of the monitoring tool and guidance to help the agency know what to expect. See **Attachment D** for an example of the Department of Violence Prevention monitoring tool.

Agencies should also review the “Grantee Operations Standards” in this manual for more details on what is expected of a Department of Violence Prevention Grantee and may be subject to review during observations, file reviews, and site visits.

File Review

Program Officers will also conduct a file review of participants served through the Department of Violence Prevention-funded program for each Grantee providing clinical and non-clinical case management, mental health, intensive outreach and group

activities. This file review may coincide with the Grantee program observation and/or site visit. The purpose of the file review is to confirm that the programs are serving the specified population, ensure quality control of files (documentation and completeness), and confirm that data are being properly entered into the DVP Data Management System.

Selecting Files: To determine the files for review, the Grantee Program Director and Case Manager will generate a list of participants from the DVP Data Management System and the Program Officer will randomly select up to ten participants from the list during the visit. If there are issues with the ten selected, an additional sample may be requested by the Program Officer. The Grantee Program Director and Case Manager will locate the files and, if they choose, remove or block out the names of participants before allowing the Program Officer to view the files.

Required Documentation: Files are expected to have the documentation listed in the Grantee's Scope of Work attachment to the grant agreement and listed in the "Grantee Operations Standards" section of this manual. See also **Attachment D**.

Program Officers will also review files for SIGNED "Consent to Evaluation" forms (completed either by the participant or their parent/guardian as applicable) for those participants who are listed as consenting in the database. If a participant declines to participate in the evaluation, Grantees should indicate so on the consent form and keep a copy in the participant file. See **Attachment E** for more on consent forms.

For participants receiving individual-level services, the Program Officer will compare the times and dates of participant's activity in the paper file with those entered in the DVP Data Management System. The Case Manager or Program Director may, if they choose, print out the entries from the database and block out the names.

Program Observation and File Review Summaries: For program observations and file reviews that are conducted separately from the Site Visit, the Program Officer will write a File Review and Program Observation Summary which will be reviewed and approved by the Department of Violence Prevention Manager. Once approved, the Program Officer will email the document to the Executive Director. If there are corrective actions, dates for completion will be given. An additional observation and/or file review will be scheduled to ensure the corrective actions were addressed.

GRANT AGREEMENT MODIFICATIONS AND NON-COMPLIANCE**Budget or Deliverables Changes**

The Grantee should do their best to implement the program as originally agreed in the grant agreement. However, there are times when the deliverables and/or the budget need to be adjusted to reflect the actualities of implementing a program with a highrisk target population. This is particularly true for Grantees who are implementing an entirely new program. It is preferable to make deliverable or budget changes during negotiations prior to the beginning of a new grant agreement year.

Budget Modifications

Budget modifications are only necessary if there is a **10% difference** in a budget category from what was approved. Budget categories include: Personnel; Operating/Direct Costs; Wages/Stipends/Flexible Funds; and Indirect Costs.

- Grantees must submit a budget modification request form to their Program Officer. See **Attachment G** for an example of a modification request.
- Please note that funds allocated to wages, flexible funds, and incentives are not typically allowed to be moved to other line items during the program year.
- The requested modification will be reviewed by the Program Officer and any questions sent to the Grantee for clarification.
- If approved by the Program Officer and the Chief of Violence Prevention, the Program Officer will inform the Grantee via email.
- The approved budget modification form will be put in the grant agreement file kept at the Department of Violence Prevention.
- The Program Officer will then update the DVP Data Management System to reflect the approved changes.

Deliverable Modifications

In rare cases, the Program Officer may agree to alter deliverables during the contract period. The Department of Violence Prevention may agree to alter deliverables in the following circumstances:

- For Grantees in their first year of implementation of an entirely new program, deliverable modifications may be approved if the program design has changed to better meet the needs of participants.
- For Grantees beyond their first year of implementation, deliverable modifications are made only when there are extenuating circumstances beyond the control of the Grantee that will affect their ability to meet the original deliverables.

The Grantee must discuss the requested change or extenuating circumstance with the Program Officer. Grantees should contact Program Officers as soon as possible if they anticipate the need to request a change in deliverables.

- The requested modification will be reviewed by the Program Officer and any questions sent to the Grantee for clarification.

- If approved by the Program Officer and the Chief of Violence Prevention, the Program Officer will inform the Grantee via email.
- The approved scope modification will be documented in the Department of Violence Prevention file.
- The Program Officer will then update the DVP Data Management System to reflect the approved deliverable changes.

PLEASE NOTE: Requests for changes in deliverables or budget must be approved by the end of the third quarter. Budget and scope modification forms are available at: <http://oaklandunite.org/grantee-corner/tools-for-current-grantees/modification-forms/>

Process for Addressing Grant Non-Compliance

If a Grantee is routinely not meeting deliverables/fulfilling their scope of work, the Department of Violence Prevention staff will use the following guidelines in an effort to improve outcomes:

- Notify Grantee when the issue is noted and request that the Grantee explain the cause, define solutions, and state any steps have been taken thus far to correct.
- Issue corrective actions for serious or ongoing issues. Work with the Grantee to develop an action plan to resolve issues and share progress, which may include a monthly report to the Department of Violence Prevention.
- Check-in with Grantee on implementation of the action plan and whether corrective actions have been addressed. Provide reasonable/appropriate support and/or connection to resources that could assist the Grantee.
- If problems persist, arrange a face-to-face meeting of the Grantee and any strategy partners (e.g., the Probation Department) in order to clarify roles and responsibilities, improve communication, devise solutions, and to develop a plan.
- Perform site visits, program observations, and/or file reviews as necessary.

If problems persist, the Department of Violence Prevention may propose a reduction in funding or grant agreement termination. If grant agreement termination is recommended, a letter to the Grantee's governing board (Board of Directors, City Council, or Board of Supervisors) may be written detailing the issues and the date of termination. It will include an option for the governing board to negotiate a plan of action if they so desire. The grant agreement includes a clause where the City can terminate the grant agreement if the Grantee does not correct a material default and breach after 30 days following notification.

MATCHING FUND REQUIREMENTS

Department of Violence Prevention-funded organizations are accountable for raising and documenting a 20% match of the total funding amount.² This minimum 20% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An organization receives \$100,000 from the Department of Violence Prevention to run a program. The organization is responsible for raising at minimum \$20,000 (20%) in matching funds.

- ▶ The match must be secured and the Match Documentation form (see **Attachment H**) submitted with the **Quarter 3 report on April 14, 2023**.
- ▶ Grantees may NOT use one Department of Violence Prevention grant as a match for another. For example, if a Grantee has a \$100,000 grant from the Department of Violence Prevention directly and subcontracts on another Department of Violence Prevention grant for \$20,000, subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative may not use an Department of Violence Prevention grant received by one of its partners or subgrant agreements as a match for the collaborative program.

Allowable match documentation is detailed below:

Philanthropic Grants	<input type="checkbox"/> Copies of award letters from foundations or private donors on donor's organizational letterhead <input type="checkbox"/> Copies of checks, bank statements or payment schedules with grant identified
Grant agreements/Service Agreement	<input type="checkbox"/> Copies of Grant agreements or Services agreements <input type="checkbox"/> Copies of checks, bank statements or payment schedules with the grant agreement/service agreement identified
Corporate Donations	<input type="checkbox"/> Copy of letter documenting the donation on donor's organizational letterhead <input type="checkbox"/> Copies of accompanying checks, bank statements or payment schedules
Individual/Private Donations	<input type="checkbox"/> Submit a separate list of individual donations <input type="checkbox"/> Proof of deposit per each donation. This could include a copy of check, bank deposit slip or bank statement.

² This requirement may not apply to a small number of state or federal grants; Grantees should refer to their grant agreement or Program Officer if needed for clarification.

In-Kind Donations	<ul style="list-style-type: none"> ☐ Definition: donations of space, services or supplies provided by another organization at no cost to the Grantee project. The in-kind donor cannot be the same as the Grantee organization. ☐ A copy of letter on donor’s organizational letterhead documenting the monetary value of the in-kind donation must be submitted.
Volunteer In-Kind Support	<ul style="list-style-type: none"> ☐ Standard rate of match for volunteers is: \$12.55 per hour. If the volunteer services provided are professional in nature, (such as mental health counseling, legal assistance or health care) a higher cost per hour can be used with approval from the Grantee Program Officer. ☐ Volunteers cannot be a consultant or employed by the Grantee organization. ☐ Documentation – a copy of the volunteer sign-in sheets with the volunteer’s name and the hours served.

GRANTEE OPERATIONS STANDARDS

The Department of Violence Prevention expects its Grantees to provide services while meeting fiscal and other operating standards. Grantees should refer to the “Site Visit Checklist” in **Attachment D** for a summary of items that are considered part of Grantee operating standards. During site visits, program observation, and/or file review, the Department of Violence Prevention staff will look to ensure that these standards and controls are in place at funded organizations. Additional information is provided below about specific operating standards.

Fiscal Operating Standards

- A current accounting procedure manual is in place.
- An electronic funding source- based accounting system is in place.
- A chart of accounts is kept and regularly updated.
- General Ledger is kept and updated.
- Accounts Payable (A/P) and Accounts Receivable (A/R) Subsidiary are accurate and kept up to date.
- Internal balance sheet is updated and correct.
- Bank statements & reconciliation report are up-to-date, and a filing system is in place to keep them on record.
- Department of Violence Prevention funds are kept in separate accounts.
- Department of Violence Prevention Program Budget Report summarizing allocated costs to-date and balance remaining is kept updated.
- Vendor invoices and allocation forms are kept on file, complete and up to date.
- Payroll taxes are regularly filed and copies of submitted payroll taxes are on file at the organization, including Quarterly Federal Form 941—Federal Tax Return.

- Proof that employee payroll is on time.
- Two authorized signatories for checks and payments to ensure financial security.

Board of Directors Operating Standards

- Current Board of Directors roster is updated, and vacancies are noted.
- The Board of Directors has at least five or more members and, except for the Executive Director or Chief Executive Officer, none of the members are paid staff or relatives of paid staff.
- Minutes of board meetings are kept up-to-date and are on file.
- Board development should occur on a regular basis.

Program Operating Standards – General

- Grantee maintains regular business hours and is easily reachable via phone and email by participants, the community and by funders.
- Staff providing direct services are given proper supervision and oversight.
- All services provided by the Department of Violence Prevention funded staff needs to be accounted for in the DVP Data Management System and accurately reflect sign-in sheets and any other hard-copy participant file logs.
- Grantee direct service staff are knowledgeable about and adhere to the program design specified in the Scope of Work.
- If the program is operating a group or training for its participants, a proven curriculum should be used and available for the Department of Violence Prevention staff to review.
- Participants are referred to needed services such as health (including Medi-Cal enrollment), mental health, employment, housing, and other services.
- To help residents know the type of work that their tax dollars are funding, a Department of Violence Prevention poster should be displayed prominently at Grantee's site.
- Please refer to the "Site Visit Checklist" in **Attachment D** for a summary of additional items Program Officers will review during site visits.

Program Operating Standards – Definitions of Service Types

The following definitions will be used across Department of Violence Prevention Grantees regarding different types of services provided to participants.

General Outreach/Events: Efforts to contact and engage a participant about whom nothing is known. This may include providing spaces for the broader community to engage in community healing activities, outreach events, street engagement, presentations at schools, et cetera.

Intensive Outreach: Efforts to contact and engage specific participants or community members (i.e. at least their name and perhaps some other information about them is known). This can be thought of as the "engagement" work to bring a youth or young adult into a program and/or to provide appropriate referrals. Time spent trying to

locate, as well as meeting with, the participant, or his/her family and teachers, counts as intensive outreach.

Life Coaching/Case Management: Activities once an enrolled youth/young adult has been assessed and assigned to a Life Coach (or Case Manager) who then develops and follows up on a service/case plan with the participant. Regular in-person contact with the participant is maintained by the case manager over an extended period and efforts are made to move the participant toward the goals set out in the service/case plan. Note that travel time spent to meet the participant does not count as life coaching time. Time spent meeting with the participant's family and teachers (as well as time with the participant) does count as life coaching time.

Program Operating Standards – Service Documentation

Grantees are required to keep on file all documentation related to the enrollment of and services provided to each participant, and of all events held as part of the grant. Referrals to services such as health, mental health, employment, housing, and other services should be tracked in the DVP Data Management System. All required documentation should be kept on file for at least three years after the end date of the contract. The Department of Violence Prevention staff will examine the following documentation during site and file review visits:

- ▶ General Outreach/Events: A log that includes the time, date, location, number of staff and number of people served at each outreach event. If volunteers are an integral part of the program design, a separate sign-in sheet should be kept to track volunteer participation.
- ▶ Trainings: A sign-in sheet that includes the time and date of the event and signatures of each training participant.

Please Note: Participants receiving individual-level services (clinical and non-clinical case management, mental health, intensive outreach, and groups) MUST have a file that is kept for at least five years after the end date of the grant agreement.

▶ **ALL Individual-Level Participant Files must contain:**

- The Participant Consent to Evaluation Form documenting whether a participant agreed or declined to participate in the evaluation.
- Appropriate risk-factor eligibility documentation verifying the criteria specified in the Grantee Scope of Work.
- A completed intake form appropriate to the program and services.

- ▶ Intensive Outreach Participant Files: A record for each participant that includes a brief intake form, the date and time of each contact, any relevant proof of eligibility, and a Department of Violence Prevention consent form when possible.

- ▶ Group Services: A sign-in sheet for each group session held that includes the time, date, location and the names with signatures for each participant. Eligibility and consent forms for each group participant must also be maintained.

- ▶ Employment Service: Program files must include proof of eligibility and work readiness (e.g., work permit for youth, checklist confirming social security card, valid Identification etc. for adult), incentive/stipend logs, job placement/retention verification, and Department of Violence Prevention consent forms for each participant.

- ▶ Life Coaching/Case Management Services: A file for each participant that includes: proof of eligibility screener; an intake form and/or an assessment form; a separate life map/case plan; record of any incentives/stipends received, and a Department of Violence Prevention consent form.
 - Contacts and Case Notes: Each contact that is entered in the DVP Data Management System have an associated case note in the DVP Data Management System and/or in another format accessible to Program Officers for review. Case notes should be concise, but should contain sufficient information to justify the length and purpose of the contact, and the relation to participant's needs and goals. Case notes should be legible, use acceptable grammar and abbreviations should be used carefully.

- ▶ Mental Health Services: A file for each participant that includes proof of eligibility; an intake form; any assessments completed; and a Department of Violence Prevention consent form. If mental health contacts are documented in the DVP Data Management System, case notes associated with that contact must be made available for Program Officers review on a de-identified basis.

MEDI-CAL ADMINISTRATIVE ACTIVITIES AND TARGETED CASE MANAGEMENT

Medi-Cal Enrollment: Grantees who provide individual-level services should assist in the proper and efficient administration of the Medi-Cal Program by improving the availability and accessibility of Medi-Cal Services to Medi-Cal eligible and potentially eligible individuals and their families. This includes but is not limited to:

- Informing potentially eligible individuals, and their families where appropriate, of the Medi-Cal Program, how to access it, and assisting individuals in accessing the Medi-Cal Program, if needed;
- Assisting Medi-Cal eligible individuals, and their families where appropriate, in their receipt of services and activities in the Medi-Cal Program;

To learn more about Medi-Cal enrollment visit: www.coveredca.com/medi-cal/

Medi-Cal Administrative Activities (MAA): Grantees performing Medi-Cal Administrative Activities (MAA) should ensure they follow all applicable County and State policies and procedures pertaining to MAA, as contained in memos, training materials, updates, and other written communications with MAA Contractors are met. Medi-Cal Administrative

Activities (MAA) include: Medi-Cal Outreach, Facilitating Medi-Cal Application, Medi-Cal Non-Emergency Transportation, Contracting for Medi-Cal Services, Program Planning and Policy Development, Medi-Cal Administrative Activities Coordination and Claims Administration and Training.

To learn more about MAA: <https://www.dhcs.ca.gov/provgovpart/Pages/CMAA.aspx>

Grantees may be required, if requested, to have all staff funded by the Department of Violence Prevention grant conduct a MediCal perpetual time survey. The perpetual time survey includes documenting tasks during the grant agreement year for the purposes of leveraging Medi-Cal-related funding. If requested, the perpetual time survey would require all grant agreement-funded staff to attend a one-hour training and to track and categorize their hours by type of work done as it relates to the Medi-Cal population and to submit that documentation to the City of Oakland, Department of Violence Prevention. DVP has not, to-date, requested that Grantees conduct a perpetual time survey but reserves the right to do so in the future.

Targeted Case Management: Grantees who perform case management services that assist Medi-Cal-eligible individuals within specified targeted groups to access needed medical, social, educational, and other services may choose to use Department of Violence Prevention funds as a match for Targeted Case Management (TCM) funds. These grantees should perform TCM service components, which include: needs assessment; developing individualized service plans; referral and related activities; follow up activities; and monitoring of client progress. Case management services will ensure that the changing needs of Medi-Cal-eligible persons are addressed on an ongoing basis and that appropriate choices are provided from the widest array of options for meeting those needs.

To learn more about TCM visit: www.dhcs.ca.gov/provgovpart/Pages/TCM.aspx

POLICIES FOR DEPARTMENT OF VIOLENCE PREVENTION-FUNDED PROGRAMS

As specified in the grant agreement, Grantees may not discriminate or permit discrimination against any person or group of persons in any manner prohibited by federal, state or local laws. The Department of Violence Prevention values programs that employ staff that can best connect with the youth and young adults served, and that reflect the cultural demographics of the Department of Violence Prevention participants. In an effort to ensure the integrity of Department of Violence Prevention-funded programs, the following policies must be followed:

Drug and Alcohol Policy

Alcohol and/or drug use likely to adversely affect an employee's job performance or jeopardize the safety of the employee, other employees, program participants or the general public is prohibited. Use, possession, sale, manufacture, or transfer (including

distribution and dispensation) of illegal drugs or alcohol by staff or program participants during program hours is prohibited.

Agencies must comply with Federal law, specifically, the Drug Free Workplace Act of 1988. Agencies must have internal policies regarding alcohol and drug use; the Department of Violence Prevention policy will apply, in addition to any internal policies, to all Department of Violence Prevention funded staff. Agencies are responsible for clearly communicating these policies to staff.

Upon discovery that Department of Violence Prevention funded personnel are in violation of the above, the City of Oakland will request that the funded agency develop a plan to address the issue and the individual's drug or alcohol treatment needs. This may include terms for a leave of absence, random drug tests administered by the Grantee agency, a modified work schedule upon return from treatment, and/or termination of employee.

Agency failure to abide by the drug and alcohol policy may result in corrective action and sanctions for the agency such as withholding of funds, and up-to and including termination of the grant agreement.

Background Checks for Youth-Serving Programs

Grantees must conduct a background check on all Department of Violence Prevention-funded staff and volunteers working directly with youth under the age of 18 prior to placement or employment. Grantees should have an organizational protocol concerning how background checks are conducted, how the results will be used, and how applicants can challenge inaccuracies and present information to benefit their application.³

Job applicants for the Intensive Youth Case Management sub-strategy must agree to a criminal background check conducted by the Alameda County Probation Department if they are going to provide services in the Juvenile Justice Center. Hiring of case managers who will work in the Juvenile Justice Center is contingent upon the results of this background check.

Notification of Arrest and/or Conviction

Any Grantee agency employing someone with Department of Violence Prevention funds who is arrested or convicted must notify the Department of Violence Prevention staff as

³ For more information on best practices concerning background checks and hiring practices, please see the following National Employment Law Project resources: "Community Hiring Model Language" <https://s27147.pcdn.co/wp-content/uploads/Community-Hiring-Description-and-Model-Language.pdf> ; and "Best Practices and Model Policies" <https://s27147.pcdn.co/wp-content/uploads/Fair-Chance-Ban-the-Box-Best-Practices-Models.pdf>

soon as possible – within no more than three business days – to discuss the incident and its impact on services.

PARTICIPANT GRIEVANCE GUIDELINES AND PROCEDURES

Grievance Procedure Requirement

The Department of Violence Prevention requires that funded organizations have a procedure in place to respond to participant grievances in a time sensitive and impartial manner. All Department of Violence Prevention-funded programs are required to provide all participants with information on the participant grievance procedure for their agency.

At a minimum, the procedure must be posted in a visible area. Ideally, each participant will receive a copy of the procedure, and proof of this will be retained in the participant file. Below are guidelines to consider in creating grievance policies and procedures.

Please note: As with all organizational policies that impact participants and staff, a legal or human resources expert should be contacted to ensure that organizational policies adhere to federal, state and local laws. These guidelines are suggestions and were not reviewed by a lawyer or human resources expert.

Suggested Guidelines for Participant Grievance Policies

- ▶ **Define Participant Rights and Responsibilities.** Explaining participants' rights and responsibilities helps create clear expectations for staff and participants.

An example of a participant right could include:

- The right to receive services regardless of race, religion, color, ethnic origin, national origin, county of origin, marital status, sexual orientation, gender identity, citizenship status, spoken language, disability or age.
- The right to make their own decisions, e.g. "I have the right to accept or reject staff recommendations or services."
- The right to participate in the development of their service plan, e.g. "I have the right to be informed of staff's ideas and plans for assisting me and/or my children. I have the right to be informed of how the program may be beneficial for me and/or my children."

An example of a participant responsibility could be:

- The responsibility to respect the Program as a non-violent, safe location, e.g., "I will take part in services in a non-violent manner. I will not use physical discipline while at the Program."
- The responsibility to work toward the mutually agreed upon goals, e.g. "I will work with the Program to meet the goals outlined in my service plan."

- ▶ **Define a Grievance.** This will help staff and participants understand what constitutes a grievance and ensure the grievance process is used appropriately.
- ▶ **Define Who Can File a Grievance.** Specify if participants, applicants, staff or other stakeholders can use this process. Define who other stakeholders may be.
- ▶ **Create a Grievance Procedure.** A clear grievance procedure will ensure any problems are resolved quickly, efficiently and respectfully. It should detail, in clear and understandable writing:
 - How a participant can initiate the procedure including any forms to fill out;
 - Who will manage the grievance process and on what timeline;
 - How the organization will involve the person(s) against whom the grievance/complaint is made;
 - The first step towards reconciliation (verbal or written; formal or informal);
 - A second and third step (written, formal) if the first step is not acceptable to the participant, based on the program's organizational structure;
 - The review and documentation process for grievances (organizational grievance log, regular report to Executive Director or board, etc.); and
 - How long grievance information will be kept and how will the information be kept confidential.
- ▶ **Create a Grievance Complaint Form.** This can include space to report the nature of the event, who it involved, when it occurred, any evidence of the event, and the kind of remedy the participant would like to resolve the issue.
- ▶ **Inform Participants of Grievance Procedure.** Specify how participants will be informed of the grievance procedure in an understandable manner. This could be a part of the admissions process. Include written documentation of receiving the procedure in participant files, and/or the post the procedures in a highly visible location.

INDEPENDENT EVALUATION AND DATA-SHARING

The Safety and Services Act (Measure Z) funds an evaluation to see if programs supported by the Act are making a difference and how they can be improved. The Oakland City Administrator's Office manages the administration of the evaluation. As outlined in the Scope of Work and the Data Terms attachments to the grant agreement, Grantees are expected to participate fully in evaluation activities to facilitate learning among the network and other stakeholders.

Grantee participation in data collection and evaluation activities includes:

- ▶ Grantee program staff will input participant demographic and program services data electronically into the DVP Data Management System on a regular basis.
- ▶ Grantee program staff will submit automated invoices and progress reports electronically via the DVP Data Management System, including up-to-date status reports on services provided.
- ▶ Grantees will participate in evaluation activities required by the independent evaluator, including but not limited to site visits, pre- and post-tests for certain participants, assessments, and interviews.
- ▶ Grantees will send an appropriate representative to working group meetings conducted by the independent evaluator.
- ▶ Grantees will communicate in a timely fashion with the independent evaluator and the Department of Violence Prevention (as appropriate) concerning any evaluation data collection issues that arise and resolve issues expeditiously.
- ▶ Grantees will administer and collect the "Consent to Evaluation" form from participants served by the Department of Violence Prevention programs. Signed consent forms will be tracked in the database and kept in participant files. While participation in evaluation and data-sharing is voluntary and services cannot be withheld if a participant chooses not to participate, it is to the benefit of both the Grantee and the participant to participate to help ensure that the Department of Violence Prevention funded services are effective.

For more details about consent form administration, including which participants can consent to participate in evaluation, see **Attachment E**, "Consent Administration Protocol," and **Attachment F**, the "Consent to Evaluation" form (online at: [https://www.oaklandca.gov/departments/violence prevention](https://www.oaklandca.gov/departments/violence%20prevention)).

REQUIRED MEETINGS AND COORDINATION

The Department of Violence Prevention will convene the network to help build community among Grantees, share initiative-wide information and updates, and increase competency in the Department of Violence Prevention Standards of Practice. Appropriate Grantee staff members will be asked to attend relevant meetings and trainings. Convenings will include:

Grantee Webinars

Webinars (up to four per year) will orient Grantees to grant requirements and deadlines, provide evaluation updates, and provide assistance on the use of the DVP Data Management System.

Strategy-Specific Provider Coordination Meetings

Required strategy-specific provider coordination meetings are outlined in the Grantee's Scope of Work. Typically, provider coordination meetings will include discussions about violence trends, relevant community-based services for participants, and provide an opportunity for Grantees to connect, collaborate and make referrals with one another.

Learning Opportunities

Department of Violence Prevention-hosted learning opportunities will be offered throughout the year to build staff capacity † and deepen skills among peer professionals.

Community-Based Events

Grantees are required to participate in at least three (3) community events to provide information about the Department of Violence Prevention programs, and the work their agency is funded to do. Grantees may be asked to table at relevant events by the Department of Violence Prevention staff, and will be asked to document community event participation in quarterly progress reports. A Department of Violence Prevention sign in sheet must be visible at all tabling events. Some general tips for presenting about the Department of Violence Prevention at community-based meetings:

- Provide an overview of your agency including history, current programs, number of staff, and location.
- Describe the area you serve (North, East, etc.) and who you provide services to (adults, youth, etc.).
- Outline how individuals qualify or participate in your program, and the type of services they typically access.
- Distribute written information, Department of Violence Prevention informational materials (see "Media and Publications" below), and provide a contact name, number, and/or email.
- Request meeting attendees distribute your program information to their neighbors and other individuals within their community.
- If you are asked a question you are not able to answer take person's name and number and direct the question to your Program Officer.

MEDIA AND PUBLICATIONS

City of Oakland Acknowledgment

As outlined in the grant agreement, any publicity generated by the Grantee for the project funded by the Department of Violence Prevention, during the grant agreement and for one year thereafter, must make reference to the contribution of the City of Oakland in making the project possible.

The words "Department of Violence Prevention" will be explicitly stated, and the Department of Violence Prevention logo included in all pieces of publicity, including, but not limited to flyers, press releases, posters, brochures, public service announcements, interviews and newspaper articles.

A Department of Violence Prevention poster, provided by the City of Oakland, will be displayed at all locations where Department of Violence Prevention funds provide services.

During all on-air interviews referencing the project funded by the Department of Violence Prevention, the Grantee must acknowledge and state that the organization's program is funded by the Department of Violence Prevention.

All editorial stories that relate directly to the funded project must include the following statement: "Our violence prevention program is made possible through a grant from the Department of Violence Prevention." If the placement includes the Grantee's logo, it must also include the Department of Violence Prevention logo.

Helpful Tip: The Department of Violence Prevention Logo is available on [City of Oakland | Department of Violence Prevention \(oaklandca.gov\)](https://www.oaklandca.gov/departments/violence-prevention)

Participation in Promotional Activities and Copyright

Grantees will cooperate with authorized City officials and staff in any City-generated publicity or promotional activities undertaken with respect to the funded project.

The Department of Violence Prevention and the City of Oakland maintain all copyrights for production in which it has a 100% financial investment. For production in which the Department of Violence Prevention and the City have 50% financial interest, the Department of Violence Prevention shall be listed as a co-copyright holder. If a program or series is totally underwritten by an entity other than the Department of Violence Prevention and the City of Oakland, the funding entity owns the copyright and the Department of Violence Prevention retains the right to air the production. The Department of Violence Prevention may enter into co-production agreements with approved underwriters.

Photo/Video Use

The Department of Violence Prevention staff (or designated contractors) may take photographs or record videos during Department of Violence Prevention-funded program activities for use on the website and in other communications materials. If Grantee staff do not wish to have their photo taken, please let the Department of Violence Prevention staff know during the meeting.

Participants may also be asked to consent to the use of their image. Please see **Attachment I** for the Department of Violence Prevention photo/video release form that agencies or the Department of Violence Prevention staff may ask willing participants to complete.

Publicity Support and Department of Violence Prevention Website

The Department of Violence Prevention staff will be available whenever possible to assist the grantee in generating publicity for funded projects. Reports on funded programs and other materials can be found on the Department of Violence Prevention website, <https://www.oaklandca.gov/departments/violence-preventionwhere> Grantees may also:

- Sign up for the Department of Violence Prevention newsletter and funding opportunity notifications;
- Download forms listed in this manual under “Tools for Current Grantees.”

Helpful Tip: Contact Candace Walters Reese, Department of Violence Prevention Public Information Officer, at crwalters@oaklandca.gov for assistance with press and media relations.

ATTACHMENTS

ATTACHMENT A: DEPARTMENT OF VIOLENCE PREVENTION TEAM AND GRANTEE CONTACT INFO

Department of Violence Prevention Contact Information

Name	Department of Violence Prevention Team Role	Email	Telephone
Guillermo Cespedes	Chief of Violence Prevention	GCespedes@oaklandca.gov	510-238-2916
Seretha Gallaread	Executive Assistant	SGallaread@oaklandca.gov	510-238-3763
Nancy Ceja	Grants Manager	Nceja@oaklandca.gov	510-238-6101
David Guillory	Program Officer	DGuillory@oaklandca.gov	510-238-7205
Destiny Webster	Program Officer	dwebster@oaklandca.gov	510-238-2374
Vanessa Floyd-Rodriguez	Program Officer	vfloydrodriguez@oaklandca.gov	510-508-8484
Zoe Willmott	Program Officer	zwillmott@oaklandca.gov	415-531-2649
Caitlin Grey	Data and Evaluation Analyst	cgrey@oaklandca.gov	510-238-6820
Jessie Warner	Program Planner	JWarner@oaklandca.gov	510-631-8423
Jennifer Argueta	Program Planner	JArgueta@oaklandca.gov	510-409-7311
Sara Serin-Christ	Program Planner	SSerin-Christ@oaklandca.gov	510-238-3718
Candace Reese Walters	Public Information Officer III	crwalters@oaklandca.gov	510-238-7750
Kevin Grant	Violence Prevention Network Coordinator	MYouthreach@oaklandca.gov	510-301-3589 (text only)
Sean Upshaw	Triangle Response Coordinator	SUpshaw@oaklandca.gov	510-679-8821
Kentrell Killens	Direct Service Coordinator	GKillens@oaklandca.gov	510-520-1714
Emilio Mena	Community Outreach & Services Specialist	EMena@oaklandca.gov	510-238-2371
Leonard Haywood	Life Coach Supervisor	lhaywood@oaklandca.gov	510-604-8992
Javier Jimenez	Life Coach	JDJimenez@oaklandca.gov	510-238-6482

Rosalina Santiago	Life Coach	rsantiago2@oaklandca.gov	510-708-3836
Bradford Harris	Life Coach	hbradford@oaklandca.gov	510-238-3413
Sholanda Jasper-Jackson	Family Support Liaison	sjackson-jasper@oaklandca.gov	510-332-7220
Rodney Gladney	Community Violence Responder	rgladney@oaklandca.gov	510-708-2210
Cyril Muhammad	Community Violence Responder	cmuhammad@oaklandca.gov	510- 238-3690
Jennifer Linchey	Budget & Grants Administrator	jlinchey@oaklandca.gov	510-238-2374
Mailee Wang	Administrative Services Manager I	MWang@oaklandca.gov	510-238-6892
Angelina DeMaria	Administrative Analyst	ademaria@oaklandca.gov	510-238-3413
Kelli Kilgore	Administrative Assistant	KKilgore@oaklandca.gov	510-238-3708
Madison Payne-Hoover	Administrative Assistant	mpaynehoover@oaklandca.gov	510-238-6391

Grantee Contact Information: July 2022-June 2023 Contract Period

Program Strategy	Grantee Agency	Grantee Program Contact	Grantee Contact Email	Grantee Telephone	Department of Violence Prevention Program Officer
Gun Violence Response					
Violent Incident Crisis Response					
Violence Interrupters	Youth ALIVE!	Paris Davis	pdavis@youthalive.org	510-594-2588 ext. 323	Zoe Willmott, zwillmott@oaklandca.gov
	Communities United for Restorative Youth Justice	Ricardo Garcia-Acosta	racosta@curyj.org	415-672-3660	
	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	

	Trybe Inc.	Andrew Park	andrew@oaklandtrybe.org	510-567-4654	
	Community & Youth Outreach, Inc.	Tiffini Jones	tjones@cyoinc.org	510-969-8708	
Hospital-Based Intervention	Youth ALIVE!	Paris Davis	pdavis@youthalive.org	510-594-2588 ext. 323	Zoe Willmott, zwillmott@oaklandca.gov
Family Support	Youth ALIVE!	Paris Davis	pdavis@youthalive.org	510-594-2588 ext. 323	Zoe Willmott, zwillmott@oaklandca.gov
Emergency, Temporary Relocation	Youth ALIVE!	Paris Davis	Pdavis@youthalive.org	510-594-2588 ext. 323	Zoe Willmott, zwillmott@oaklandca.gov
Youth Diversion and Youth and Adult Life Coaching					
Adult Life Coaching	Community & Youth Outreach, Inc.	Tiffini Jones	tjones@cyoinc.org	510-969-8708	David Guillory, dguillory@oaklandca.gov
	The Mentoring Center	Achebe Hoskins	ahoskins@mentor.org	510-891-0427 ext. 18	
	Roots Community Health Center	Jamaica Sowell	jamaica@rootsclinic.org	510-560-5849	
	Abode Services	Terrek Humphreys	thumphreys@abodeservices.org	510-593-8265	
	Communities United for Restorative Youth Justice	Ricardo Garcia-Acosta	racosta@curyj.org	415-672-3660	
Youth Diversion	Community Works West	Sondra Pappas Santana	ssantana@communityworkswest.org	510-268-8116	

	National Institute for Criminal Justice Reform	Allen Valenzuela	allen@nicjr.org	626-376-3679	Vanessa Floyd-Rodriguez, vfloyd-rodriguez@oaklandca.gov
	Oakland Unified School District-JJC Strategy	Hattie Tate	hattie.tate@ousd.org	510-295-5375	
Youth Life Coaching	East Bay Asian Youth Center	Gianna Tran	gianna@ebayc.org	510-967-4021	Vanessa Floyd-Rodriguez, vfloyd-rodriguez@oaklandca.gov
	Safe Passages	Arturo Arguayo	aarguayo@safepassages.org	510-846-2566	
	The Mentoring Center	Achebe Hoskins	ahoskins@mentor.org	510-891-0427 ext. 18	
Employment and Education Support Services					
Adult Employment & Education Support	Youth Employment Partnership, Inc.	Matthew Barton	mbarton@yep.org	510-533-3447	David Guillory, dguillory@oaklandca.gov
	Center for Employment Opportunities	Lonnie Tuck	ltuck@ceoworks.org	510-874-5331	
	Oakland Private Industry Council, Inc.	Glenn Bell	glennbi@oaklandpic.org	510-675-7916	
Youth Career Exploration & Education Support	Youth Employment Partnership, Inc.	Michelle Clark	mbarton@yep.org	510-533-3447	Vanessa Floyd-Rodriguez, vfloyd-rodriguez@oaklandca.gov
	Lao Family Community Development	Mai Quach	mmaldonado@safepassages.org mquach@lfc.org	510-694-0071	
	Oakland Kids First	Sabaa Shoraka	sabaa@kidsfirstoakland.org	510-244-4089	
School-Site Violence Intervention & Prevention Teams					


Violence Interruption and Life Coaching	The Family Violence Law Center	Evelyn Soria	esoria@fvlc.org	800-947-8301	Vanessa Floyd-Rodriguez, vfloyd-rodriquez@oaklandca.gov
	Communities United for Restorative Youth Justice	Ricardo Garcia-Acosta	racosta@curyj.org	415-672-3660	Vanessa Floyd-Rodriguez, vfloyd-rodriquez@oaklandca.gov
Violence Interruption	Community & Youth Outreach, Inc.	Tiffini Jones	tjones@cyoinc.org	510-969-8708	Vanessa Floyd-Rodriguez, vfloyd-rodriquez@oaklandca.gov
Life Coaching	East Bay Asian Youth Center	Gianna Tran	gianna@ebayc.org	510-967-4021	Vanessa Floyd-Rodriguez, vfloyd-rodriquez@oaklandca.gov
	Student Program for Academic and Athletic Transitioning	Ms. Raashid	mraashid@spaat.org	510-836-9999	
Restorative Justice	Restorative Justice for Oakland Youth	Komoia Johnson	komoia@rjoyoakland.org	510-517-3052	Vanessa Floyd-Rodriguez, vfloyd-rodriquez@oaklandca.gov
Gender-based Violence Response					
Crisis Response					
24-Hour Hotlines	The Family Violence Law Center	Marissa Seko	mseko@fvlc.org	800-947-8301	Destiny Webster, dwebster@oaklandca.gov
24-Hour Bedside Advocacy and Accompaniment	Ruby's Place	Necole Daniels	Necole@rubysplace.org	415-967-9500	Destiny Webster, dwebster@oaklandca.gov
	The Family Violence Law Center	Undrea Barnes	undrea@fvlc.org	800-947-8301	
Housing					

Emergency Shelter	Covenant House	Ami Rowland	arowland@covca.org	510-379-1010 x1017	Destiny Webster, dwebster@oaklandca.gov
	The Family Violence Center	Marissa Seko	mseko@fvlc.org	800-947-8301	
	Sister-to-Sister 2, Incorporated	Sherrol Gray	Sherrol@serenityhouseoakland.org	510-730-5703	
Transitional Housing	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	Destiny Webster, dwebster@oaklandca.gov
Wrap Around Services					
Life Coaching	East Bay Asian Youth Center	Gianna Tran	gianna@ebayc.org	510-967-4021	Destiny Webster, dwebster@oaklandca.gov
Legal Advocacy	The Family Violence Law Center	Stephanie Penrod	spenrod@fvlc.org	800-947-8301	Destiny Webster, dwebster@oaklandca.gov
Therapeutic Support	The Family Violence Law Center	Erin Scott	escott@fvlc.org	800-947-8301	Destiny Webster, dwebster@oaklandca.gov
	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	
	Oakland Unified School District-Office of Equity	Eve Delfin	eve.delfin@ousd.org	209-658-5897	
GBV Employment	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	Destiny Webster, dwebster@oaklandca.gov
Safe Space Alternatives	Young Women's Freedom Center	Julia Arroyo	julia@youngwomenfree.org	415-618-9124	Destiny Webster, dwebster@oaklandca.gov
	Oakland LGBTQ Community Center, Inc.	Lania Watkins	lania@oaklandlgbtqcenter.org	510-882-2286	

Program Strategy	Grantee Agency	Grantee Program Contact	Grantee Contact Email	Grantee Telephone	Department of Violence Prevention Program Officer
Community Healing					
Neighborhood and Community Teams with Town Nights					
	Trybe Inc.	Andrew Park	andrew@oaklandtrybe.org	510-567-4654	Zoe Willmott, zwillmott@oaklandca.gov
	Communities United for Restorative Youth Justice	Ricardo Garcia-Acosta	racosta@curyj.org	415-672-3660	
	Roots Community Health Center	Jamaica Sowell	jamaica@rootsclinic.org	510-560-5849	
	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	
	Community & Youth Outreach Inc.	Tiffini Jones	tjones@cyoinc.org	510-969-8708	
Town Nights	Trybe Inc.	Andrew Park	andrew@oaklandtrybe.org	510-567-4654	Zoe Willmott, zwillmott@oaklandca.gov
	Communities United for Restorative Youth Justice	Ricardo Garcia-Acosta	racosta@curyj.org	415-672-3660	
	Building Opportunities for Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	
	Destiny Arts	Mike Lee	mike@destinyarts.org	510-597-1619 x107	
Healing/Restorative Activities					
	Catholic Charities of the East Bay	Michelle La Place-Watts	mwatts@cceb.org	510-867-0358	Zoe Willmott, zwillmott@oaklandca.gov
	Restorative Justice for Oakland Youth	Komoia Johnson	komoia@rjoyoakland.org	510-517-3052	
	Movement Strategy Center	Sikander Iqbal	sikander@urbanpeacemovement.org	510-866-1146	
	Building Opportunities and Self-Sufficiency	John Jones, III	jjones_iii@self-sufficiency.org	510-381-1004	
Therapeutic Supports					

	Catholic Charities of the East Bay	Michelle La Place-Watts	mwatts@cceb.org	510-867-0358	Zoe Willmott, zwillmott@oaklandca.gov
Community Capacity Building and Mini-Grants					
Community Capacity Building	Urban Strategies Council	David Harris	davidh@urbanstrategies.org	510-203-2779	Jessie Warner, jwarner@oaklandca.gov
Mini-Grants	Youth Leadership Institute	Carolyn Flores	cflores@yli.org	Not Provided	

ATTACHMENT B: GRANTEE CONTACT INFORMATION SHEET (SAMPLE)

 CITY OF OAKLAND	Department of Violence Prevention Programs Contact Sheet July 2022 - June 2023	
	Fiscal Agency:	<input type="text"/>
	Lead Agency:	<input type="text"/>
	Project Title:	<input type="text"/>
	SubGrantee(s):	<input type="text"/>
Name of GRANT REPRESENTATIVE: <input type="text"/>		
<i>This individual must be an employee of the lead agency/fiscal agency that has the authority to negotiate scopes of work, budgets, and complete grant documents.</i>		
Title:	<input type="text"/>	Phone: <input type="text"/>
Email:	<input type="text"/>	Fax: <input type="text"/>
Mailing address:	<input type="text"/>	Zip: <input type="text"/>
Name of PROGRAM CONTACT: <input type="text"/>		
<i>This individual should be able to answer any program specific questions.</i>		
Title:	<input type="text"/>	Phone: <input type="text"/>
Email:	<input type="text"/>	Fax: <input type="text"/>
Mailing address:	<input type="text"/>	Zip: <input type="text"/>
* Persons Authorized to pick-up reimbursement payments:		
These are the <u>ONLY</u> people authorized to pick up reimbursements. If they are unavailable to pick up reimbursements, they must email their grant monitor with the name and title of the person that will be coming to pick up reimbursement.		
1.	Name: <input type="text"/>	Title: <input type="text"/>
	Email: <input type="text"/>	Phone: <input type="text"/>
2.	Name: <input type="text"/>	Title: <input type="text"/>
	Email: <input type="text"/>	Phone: <input type="text"/>

ATTACHMENT C: PARTICIPANT SUCCESS STORY TEMPLATE

****Please do not use client names, you must use a fake name, (e.g. Jane Doe).****

<p>Background (risk factors, history of incarceration, history of violence, how did he or she get referred to services?):</p>
<p>Partnerships/Collaborations (other agencies that provided support/collaboration of services/referrals):</p>
<p>Successes (in your program, positive life changes, personal successes):</p>
<p>Outcome (where is he/she now? has he/she sustained positive change?):</p>
<p>Quotes (if possible a quote from the participant and/or from a case manager or staff member who worked with the participant):</p>

ATTACHMENT D: SITE VISIT TOOL (SAMPLE)

Attachment D contains a sample Department of Violence Prevention Department of Violence Prevention site visit tool (note: this tool is subject to change). The sections of the tool cover the following components:

- I. Required desk audit items;
- II. Interviews with agency leadership and fiscal staff;
- III. Participant file review; and
- IV. Program observation.

OVERALL SITE VISIT CHECKLIST

	Documents to look for
<input type="checkbox"/>	Strategic Plan
<input type="checkbox"/>	Personnel policies and procedures manual.
<input type="checkbox"/>	List of recent staff trainings, and/or curricula of trainings provided.
	Evidence that the following policies are prominently posted or made available to clients:
<input type="checkbox"/>	a. Client grievance procedure that complies with Division guidelines
<input type="checkbox"/>	b. Policy on drug-free workplace (Federally funded programs must comply with the Drug-Free Workplace Act of 1988 including providing a copy of the policy to all employees).
<input type="checkbox"/>	Proof of background checks for any new hires who work with participants under the age of 18.
	<i>The following documents are required only if grantee is the lead agency or fiscal sponsor for other organizational partners.</i>
<input type="checkbox"/>	a. Sub-grantee monitoring reports
<input type="checkbox"/>	b. Sub-grantee invoices and progress reports
<input type="checkbox"/>	c. Description of communication with sub-grantees including frequency of meetings, check-ins, etc.
<input type="checkbox"/>	A signed copy of the contract including all attachments and modifications available on site.
<input type="checkbox"/>	Evidence that contract related records are maintained for a minimum of three years after the end of the grant term.
<input type="checkbox"/>	Policies and procedures related to preventative methods to deter and detect illegal behavior including the loss, theft or damage of property.
<input type="checkbox"/>	Copies of client grievances filed and written responses.
<input type="checkbox"/>	Evidence of mechanism for obtaining client feedback and utilizing feedback in program delivery that complies with Division standards (<i>completed client surveys, evidence of a client advisory council or membership on board, focus group results, etc.</i>).
<input type="checkbox"/>	Evidence of program's ability to adequately accommodate non-English speakers (<i>such as copies of translated documents and/or names of and languages spoken by bilingual staff members</i>).
<input type="checkbox"/>	Procedure for entering data into the DVP Data Management System.

<input type="checkbox"/>	If group activities and/or events take place, procedures for tracking attendance (e.g. sign-in/sign-out).
<input type="checkbox"/>	Copies of sign in/sign out sheets or other evidence of benchmarks reported to DVP.
<input type="checkbox"/>	Standardized filing system verified.
<input type="checkbox"/>	Verify that participant files and program records are maintained in a secure place.
<input type="checkbox"/>	Department of Violence Prevention poster visibly posted at site.

PART I. DESK AUDIT

In-House desk audit items – Reviewed by Program Officer

1. Recent monthly or quarterly Progress Reports
2. Scope of Work from grant agreement
3. City training and meetings attendance list
4. Sub-grantee MOUs or Letters of Agreement (if Fiscal or Lead Agency)
5. City Staff observation/experience with grantee
6. Previous monitoring reports
7. Project Budget

Items to be submitted by Grantee

8. Organizational Chart with positions, FTE's and staff names
9. Board bylaws
10. Board roster with occupations or affiliations indicated
11. Signed Board member Conflict of Interests Statements
12. Minutes from board meetings for last three months
13. Policy that prohibits the use of grant funds for political and religious activities
14. Policies regarding harassment and non-discrimination
15. Policies and procedures regarding illegal or unethical behavior on the part of the Board or staff
16. Conflict of interest policy
17. Policies and Procedure regarding Drug-Free Workplace
18. Copy of most recent Audited Financial Statements/Single Audit (including all management letters and correspondence)
19. Agency budget for current fiscal year

REVIEW OF ITEMS FROM DESK AUDIT & PREVIOUS PROGRAM REPORTS
<p><i>Organizational Chart for Agency, designating vacant positions</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Key positions are filled <input type="checkbox"/> Provides adequate structure for supervision and leadership <input type="checkbox"/> Consistent with monitor's knowledge of the agency

Board roster

- Are there bylaws for the Board of Directors?
- Is the number of seats required by bylaws filled and include at least 5 members?
- Have all current board members signed a conflict of interest statement that prohibits board members from conducting business with grantee, staff and/or clients?

Most recent minutes from meeting of Board of Directors

- Date of last minutes _____
- Decisions are recorded
- Board meets at least 1 X quarter
- Staff attends meetings
- Discussion is relevant to governance
- Does the Board review agency financial statements at least quarterly?

REVIEW OF ITEMS FROM DESK AUDIT & PREVIOUS PROGRAM REPORTS

Most recent progress report

- Submitted on time?
- Meeting contract benchmarks and/or service intensity levels?
- Issues noted- have they been resolved?

Program Budget Sheet from Progress Report

- Consistent with program activities and grant payments
- Reflects actual expenditures for each quarter (are expenditures falsely equal to invoice amount)?
- Are stipends, wages & flexible funds being spent at expected rate?
- Note line items to verify during visit (like flex fund, food, equipment purchase)

Scope of Work (from grant agreement)

- What are mandated staff ratios and caseload sizes?
- Is grantee serving the population(s) stipulated in the grant agreement?
- Does grantee have written client eligibility criteria for the funded program(s) consistent with HSD funding requirements?

For Fiscal/Lead Agencies:

- Signed MOUs or Letters of Agreement with each Subgrantee updated from RFQ

Other

- Is agency responsive to Department of Violence Prevention staff communications?
- Does staff attend meetings/trainings?
- Does grantee have a policy that prohibits the use of grant funds for political and religious activities?
- Does grantee have policies regarding harassment and non-discrimination (requiring that no participant or potential employee will be excluded from services or employment on the basis of race, color, religion, sex, national origin, disability or age)?
- Does the grantee have policies and procedures regarding illegal or unethical behavior on the part of the Board or Staff?
- Does grantee have a policy prohibiting conflict of interest and requiring disclosure for all appropriate staff (those in a position to influence funding and purchases) and board members?
- Does grantee have policy regarding drug-free workplace?

PART II. SITE VISIT INTERVIEWS

OPERATIONS MANAGEMENT WITH EXECUTIVE DIRECTOR

Agency fiscal and organizational health

- View agency budget (from desk audit). Is additional support being sought to meet any funding gaps or to make program sustainable? Are you able to leverage funding?
- Were there any findings in your last independent audit that we should be aware of? If yes, what is the status of correcting them?
- If current funding went away what, if anything, would you do to support the Department of Violence Prevention program?
- Do you have a strategic plan in place? How often is it conducted?
- Are there any significant initiatives that you have put in place during the past year or major organizational changes that we should be aware of?
- Describe the major successes of the program the past year?
- Have there been any program issues that have impacted your ability to deliver program services or meet the terms of your SOW. How have these issues been resolved or how do you intend to resolve them?
- Has the grantee been sued or notified of any pending legal actions since the last monitoring site visit?

Staffing

- Are any key positions vacant? (Any problems caused by vacant positions?) What are the obstacles to keeping key positions filled?
- How is staff supported / rewarded in doing this work?
- What are their personnel policies regarding harassment, non-discrimination? *(review personnel policies & procedures manual)*
- Is staff training offered? If so what type? What type of trainings could we offer that would be useful to your staff? *(review a list of recent staff trainings and/or curriculum of trainings provided).*
- Is a performance review process utilized?
- Do you have a grievance process/policy for staff and participants?
- How does staff reflect the cultural demographics of your Department of Violence Prevention participants?
- Is a background check required for any new hires? If so, which positions and what areas does the check cover?

Collaborations & Partnerships

- Subcontractors (How do you manage your relationship and communication with subcontractors? What obstacles exist?)
- Are sub-grantee monitored (including site visits and written reports) on an annual basis?
- Are sub-grantee invoicing the lead agency and providing progress reports in a timely manner?
- Collaborations (How do you regularly communicate with your partners? Regular meetings, check-ins, etc.) if Fiscal/Lead Agency – documentation of site visits and program observations.

Board of Directors

- Do any Board members receive payment for any services related to organization?
- Are any Board members related either by birth or marriage to any of the staff? If so, which staff members?
- Are any members of the Board employed by the City of Oakland?
- What are the organization's policies and procedures regarding illegal or unethical behavior on the part of Board members or staff? What preventative methods are put in place to deter illegal behavior or detect it from happening?
- Are there problems keeping the board full or any other significant challenges regarding the Board of Directors and Agency governance?

Program Compliance

- Any partnership issues with Police, Probation, Parole, School District?
- Is the agency able to submit invoices and reports in a timely matter? If not, why not?
- If benchmarks have not been achieved according to the Scope of Work schedule, what have been the challenges affecting program delivery? Is there a plan in place to address these shortfalls?
- Are modifications to the program budget needed for the current or future grant terms?
- Is the grantee's physical site sufficient to accommodate the service being provided
- Is a signed copy of the contract available on site?

PROGRAM DELIVERY & DOCUMENTATION WITH PROGRAM MANAGER AND/OR E.D.

Services on the ground compared with the grant requirements

- Have you needed to alter program delivery from what is currently on SOW?
- Curriculum, if any (obtain a copy)
- Participant handbook, if any (obtain a copy)
- What is the staff to client ratio as it relates to caseload size?
- Are staffs aware of benchmarks? How is this communicated?
- How are staff trained in implementation of Evidence – Based Practices?

Program Impact

- How do you communicate the violence prevention message to your clients?
- Is grievance policy process prominently posted or evidence of policy explained? Have any grievances been filed?
- Review any client grievances filed. Were all grievances appropriately responded to and adequately resolved in a timely fashion?
- How are new participants recruited/outreach performed?
- Are participant and program records maintained in a secure place?
- How do you use evaluation results in program design?
- Is grantee complying with outreach requirements as outlined in scope of work?
- Does program have mechanism for obtaining client feedback and utilizing feedback in program delivery that complies with Division standards? *(describe)*

PROGRAM DELIVERY & DOCUMENTATION WITH PROGRAM MANAGER AND/OR E.D.

(acceptable documentation includes completed client surveys, evidence of a client advisory council or membership on board, focus group results, etc.)

- Is program able to adequately accommodate non-English speakers? *(describe (view translated documents and/or note names of and languages spoken by bilingual staff members)*

Program Successes and Challenges

- What are the successes of your program?
- What challenges or problems have you encountered implementing your contract? Describe how staff and clients have been affected. Are the problems resolved? If not, what are the plans to resolve them?
- How do you deal with client confidentiality?
- Describe your internal communication structure including staff meetings?

Training and Technical Assistance

- What kind of training and technical assistance could the City offer that would be useful to grantee staff?
- Do you have any questions, comments or suggestions for improving grantee meetings, communications, this monitoring process, etc.?

PART III. FILE MONITORING

FILE REVIEW
<p>Individual Services: Check a minimum of 10 client files and more if there are significant deficiencies in the first 10.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is there a standardized filing system? <input type="checkbox"/> Are participant and program records maintained in a secure place? <input type="checkbox"/> Are participant files retained for a minimum of four years (or 5 years for Department of Violence Prevention programs) after services have been ended? <p>Group Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Verify group attendance sheets and the attendance entered into the DVP Data Management System. Do they match? <p>Events:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Verify event tracking log and the event data entered into the DVP Data Management System. Do they match?

INDIVIDUAL FILE REVIEW CHECKLIST
<input type="checkbox"/> Department of Violence Prevention consent form signed by client (and parent/guardian if a minor)
<input type="checkbox"/> Risk factor eligibility, (indicate documents reviewed)
<input type="checkbox"/> Completed intake form
<input type="checkbox"/> Contact log with date and time of each contact
<input type="checkbox"/> Assessment/evaluation (as appropriate)
<input type="checkbox"/> Grievance forms & grievance procedure information given to client
<input type="checkbox"/> File Verifies information reported in the DVP Data Management System
<input type="checkbox"/> Case notes present and meet acceptable standards (in database or paper files)
For Work Programs Only
<input type="checkbox"/> Timesheets & copy of stipends
<input type="checkbox"/> Work permits (for youth 17 and under)
<input type="checkbox"/> Copy of photo or school ID card

PART IV. PROGRAM OBSERVATION

PARTICIPANT INTERVIEW-OPTIONAL	
<ul style="list-style-type: none"> • What impact has the program had on your life? • What is your week like? • Is program staff helpful and friendly? • Are you getting the referrals and resources you need? • How could the program be improved? • How could the program have a positive effect on your lifestyle? 	
PROGRAM OBSERVATION	
Date:	Time:
Program observed:	
Number and type of staff present:	
Number of participants (clients):	
Type of activities offered:	
<p>Is the activity effective for meeting the grant agreement objectives?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Number of participants in class or in activity is within the number expected (deliverable) <input type="checkbox"/> Program staff appears to be engaged in activities with participants <input type="checkbox"/> Physical facility is welcoming and safe <input type="checkbox"/> Department of Violence Prevention poster is visible <input type="checkbox"/> Staff is respectful and supportive of participants <input type="checkbox"/> Activities appear structured <input type="checkbox"/> No inappropriate religious conduct 	
Notes:	

ATTACHMENT E: CONSENT ADMINISTRATION PROTOCOL**Overview**

The Oakland Public Safety and Services Violence Prevention Act (Measure Z) funds an evaluation to see if programs supported by the Act are making a difference and how they can be improved. As part of the evaluation, providers in the Department of Violence Prevention network are responsible for securing consent to participate in evaluation activities from participants they enroll in funded programs. Participant consent is gained by going over the "Evaluation of Department of Violence Prevention" form.

Consent Administration

Each Department of Violence Prevention program is responsible for assigning an individual to ensure correct administration of consent forms at participant intake. This individual (usually the Program Manager) will inform program staff that consent is voluntary and that each participant's decision is confidential. The agency will provide the form in English or the participant's primary language for limited English-proficient participants. Conversations regarding consent will be conducted in private to preserve confidentiality.

Staff will be responsible for communicating and explaining the purpose of the consent form using the Consent Form FAQs (See Attachment G). Staff should provide participant with a copy of the form, and use the FAQs to answer any participant questions.

Who Can Consent to Use of Personal Data?

Department of Violence Prevention participants who are legally able to choose to participate in the program may also choose to volunteer their consent regarding the use of their data.

For minors, services that require parental permission in order for the minor to participate in the program also require a signature of consent from parent/guardian (or legal designee if they are a ward of the Court) in order for data to be shared.

If the participant from whom you are obtaining consent is under 18 and you require parental permission to participate, you **MUST ALSO** obtain parent or guardian consent for participation in data sharing and evaluation. If you are uncertain whether your participants can consent to use of their data, please contact your Program Officer.

Documenting Consent Status

Consent status for each participant should be updated in the DVP Data Management System upon intake.

Each agency must keep the signed consent forms on file with the other eligibility documentation required by the Department of Violence Prevention, as specified in the grantee's Scope of Work.

ATTACHMENT F: PARTICIPANT CONSENT TO EVALUATION FORM

**Department of Violence Prevention Evaluation
Participant Consent Form**

This program is funded through the Department of Violence Prevention, which is a City effort to reduce violence. About 3,000 people each year get support from Department of Violence Prevention programs like this one. All these programs are evaluated to see what's going well and what could be better.

As part of the Department of Violence Prevention evaluation, we are asking your permission to share basic information about your participation in the program with evaluators. The information is used to look at what the program is doing – not what you are doing. You may also be invited to take part in voluntary activities, such as interviews, focus groups, or a survey. However, you are not required to participate in those activities. The DVP's contracted evaluator is the Urban Institute as of July 2022.

We will take great care to protect the confidentiality of your information. Your data will be entered into a secure, password-protected database. Only your program providers and people involved in the evaluation will have access to your information. Nothing that identifies you will be used in any reports that are written about the evaluation.

To help you with your goals, staff in this program will sometimes talk with other service providers about your work together. If there is information you do not want shared with other service providers, please let program staff know.

Signing this form says that you are OK with your data being included in the evaluation. Participation is voluntary and you can still be in the program if you say no.

The evaluation will help us improve services for people like you. The risks of participating in the evaluation are small, and there are many protections in place to make sure your data is only used in the ways it is supposed to be. There are no direct additional benefits to agreeing.

If you have questions about the evaluation, you can contact: Cat Grey, DVP Program Analyst at cgrey@oaklandca.gov or Jesse Janetta, Urban Institute Senior Policy Fellow at jjanetta@urban.org.

**Department of Violence Prevention Evaluation
Participant Consent Form**

I have read this form, my questions have been answered, and:

I agree that my data can be used in the evaluation

I do not agree that my data can be used in the evaluation

Print Name of **Participant**

Signature of **Participant** **Date**

PARENT OR GUARDIAN CONSENT FOR PARTICIPANTS UNDER AGE 18

If you had to get permission from a parent or guardian to participate in the program, then a parent or guardian MUST ALSO sign below to consent to your participation in data sharing and evaluation.

I have read this form, my questions have been answered, and:

I agree that their data can be used in the evaluation

I do not agree that their data can be used in the evaluation

Print Name of **Participant**

Print Name of **Parent or Guardian**

Signature of **Parent or Guardian** **Date**

ATTACHMENT G: CONSENT FORM FAQs

INTRODUCTION AND PURPOSE

These FAQs are intended to help Department of Violence Prevention providers respond to common questions that come up when talking to participants about signing the "Evaluation of Department of Violence Prevention: Participant Consent" form.

All providers are required to make their best effort to secure consent from participants enrolled in their Department of Violence Prevention-funded programs. The questions and responses below describe when, how, and why participants' data can be shared if they consent.

These FAQs are not intended for use as a participant hand-out, but as a tool for providers in their conversations with participants.

Providers who have questions about these FAQs or the consent form in general can contact Cat Grey, Program Analyst, at cgrey@oaklandca.gov.

ANSWERS TO FREQUENTLY ASKED QUESTIONS

FAQ: What is the Department of Violence Prevention and what does it have to do with me?

The Department of Violence Prevention is a department within the City of Oakland that is focused on preventing violence in Oakland. The department operates some programs and services on its own, and it also gives money to community-based organizations that deliver services on its behalf. About 3,000 people each year get support from Department of Violence Prevention programs like this one.

FAQ: Why am I being asked to sign this document?

We want to know if our programs are working! Every program that gets funding from the Department of Violence Prevention is evaluated to see what's going well and what could be better. When you sign this document, you are saying it is ok to use information about what you do in this program in the evaluation. The information is used to look at what the program is doing – not what you are doing.

FAQ: What information of mine will be used?

The evaluators will use basic information such as your date of birth, name, age and gender. They will look at information about our work together such as how long you participate and the services you get.

They may also use information from the school district or probation department to see if the program is helping things get better in your life. The evaluator will not share your individual information with anyone outside of their evaluation team, and you will not be identified in any of their reports.

FAQ: How will this information be used?

This information will be used in an evaluation that can help you and others. The evaluator will NEVER share your individual information in reports or presentations – instead, they will combine your information with information from other participants and present data like total number of people served to help programs improve.

For example, they may write a report that says “30% of people served by Department of Violence Prevention programs successfully completed a job training program.”

FAQ: Who will use my information?

The evaluator will use your information along with information from other people who are in Department of Violence Prevention programs. The evaluator is separate from my agency and has many years of experience making sure that people's information is kept private. My agency and I will use your information to connect you to services that we discuss.

FAQ: Where is the information stored?

We use a secure, password-protected database designed to protect individual client information. I also have a paper file that I keep in a locked drawer. You can see your information in the database or file any time you want.

FAQ: Will any member of law enforcement have access to my information?

Law enforcement cannot see your information in the database, and we do not give participant data to any law enforcement agency. Not my agency, not the evaluator, and not the Department of Violence Prevention. If and only if you want me to, I can talk to law enforcement about our work together in specific ways that we discuss – for example, if we agree I should call your probation officer to give them an update.

However, it's true that if we received a court order we could be required to share information, but this has never happened. I will be very careful about what I enter into the database so that it wouldn't cause problems for you in the unlikely case that I am required to provide it. You can see what I am putting into the database any time you want.

FAQ: Will my name ever be used?

I'll use your name in the database so that I can keep track of our work together. This also helps the evaluator know whether things have gotten better for people my agency works with – for example, if they graduate high school. The evaluator will NEVER share your name or personal information in reports and presentations.

FAQ: How is the information useful if they don't use my name?

The evaluator helps us and other programs see how things are going overall, not for you personally. For example, they may write a report that says “80% of people served by the Department of Violence Prevention programs were not re-arrested after participation.” This helps tell the story of what this program does. In the past, the evaluator has found that programs like ours help people stay out of prison. Knowing that these programs make a difference also helps keep the funding going.

FAQ: If my family and/or I are undocumented, will this put us at risk?

We do not collect information on immigration status, and we do not share information with agencies like I.C.E. We are prohibited by the City of Oakland from providing any information to I.C.E. even if they request it.

FAQ: Do I have to sign this consent?

Simply put: No. Signing the consent form is optional and we can work together either way. But it really helps programs learn how to improve their services to support you and others. And there are a lot of things in place to protect your information.

FAQ: Do you have to put my information in the database?

Yes, at least some basic information about you and our work together has to be entered in the database even if you don't sign the consent form. It's required for our funding, and it shows that this program is doing what we said it would. If you don't sign the consent form, it just means that your information won't be included in the evaluation.

FAQ: Can I take back consent? How long does consent last?

Yes, you can take back consent. We can't undo things that have already happened if information of yours has already been included in an evaluation. But we can make sure it isn't used in the future if you change your mind.

Your consent does not have an end date. I will revisit consent with you if you leave and come back to the program in case anything has changed for you.

FAQ: What are the risks to signing this form?

The risks are small. There is a slight chance that your personal information could be shared in ways it isn't supposed to be, but there are many protections in place to prevent that from happening. It hasn't happened in over eight years of these programs being evaluated.

FAQ: Do you have the form in different languages?

Yes, we have the form in Spanish and Chinese. If you need it in another language just let me know and we can figure out how to get it.

For forms in Spanish and Chinese visit the Department of Violence Prevention [City of Oakland | Grantee Corner \(oaklandca.gov\)](http://oaklandca.gov)]

ATTACHMENT H: BUDGET MODIFICATION FORM (EXAMPLE)

BUDGET MODIFICATION FORM					
Contract Period: July 2022-June 2023					
Lead Organization Name:					
Sub-Strategy/Activity:					
I. DIRECT COSTS					
A. PERSONNEL					
Lead Agency Positions	Annual Salary	% FTE on project	Original DVP Request	Modification	Revised Budget
Executive Director	\$65,000	10%	\$6,500.00		\$6,500.00
Program Manager	\$45,000	25%	\$11,250.00		\$11,250.00
Case Manager	\$35,000	100%	\$35,000.00	(6000)	\$29,000.00
Subtotal			\$52,750.00		\$52,750.00
Fringe Benefits & Rate	rate:	14%	\$7,385.00		\$7,385.00
SUBTOTAL			\$60,135.00	(6000)	\$54,135.00
B. OTHER DIRECT COSTS					
Equipment/Computer Upgrades			\$2,000	3000	\$5000
Facility/Classroom Rental			\$0		\$0
General Office Supplies/ Software			\$2,508		\$2508
Program Materials and Supplies			\$4,000	3000	\$7000
Telephone/Internet/ Communications			\$2,000		\$3000
Travel/Transportation			\$2,000		\$2,000
Staff Training/Professional Development			\$3,000		\$3,000
SUBTOTAL			\$15,508	6000	\$21,508
C. WAGES, STIPENDS, and FLEXIBLE FUNDS					
	Amount	# of clients			
Client Incentives	\$100.00	40	\$4,000.00		\$4,000.00
SUBTOTAL			\$4,000.00		\$4,000.00
D. SUBGRANTEES					
N/A					
SUBTOTAL			\$0		\$0
II. INDIRECT COSTS					
Lead Agency Indirect	Rate:	8.70%	\$6,928.94		\$6,928.94
SUBTOTAL			\$6,929		\$6,929
GRAND TOTAL			\$86,572		\$86,572

ATTACHMENT I: MATCH DOCUMENTATION FORM (SAMPLE)

I. Agency Information

Lead Agency			
<input type="checkbox"/>	Check if Lead Agency is a Fiscal Sponsor		
Sub-Strategy/Activity			
Contact Name & Phone #		()	-
Total Department of Violence Prevention Award	\$		

II. Match Summary

Below, list the proposed different sources for your match and amounts. Be sure to list only the amount that is being used towards your Department of Violence Prevention-funded project for July 2022- June 2023.

TYPE	Source	Match Amount
Philanthropic Grants:		\$
		\$
		\$
Grants/Service Agreements		\$
		\$
		\$
Corporate Donations		\$
		\$
		\$
Individual/Private Donations		\$
		\$
		\$
In-Kind Donations		\$
		\$
		\$
Volunteer Support	_____ hrs x \$12.55 (or more with DVP Approval)	\$
TOTAL MATCH		\$

ATTACHMENT J: PHOTO USE RELEASE FORM



CITY OF
OAKLAND

DEPARTMENT OF
VIOLENCE PREVENTION

PHOTO USE RELEASE FORM

I hereby grant & authorize City of Oakland Department of Violence Prevention and any authorized third parties the right to take, edit, alter, publish, distribute, and make use of any and all pictures or videos, to be used in and/or for legally promotional materials, including, but not limited to newsletters, flyers, advertisements, fundraising letters, annual reports, press kits and submissions to journalists, websites, social networking sites and other print and digital communications without payment or any other consideration. This authorization extends to all languages, media, formats, and markets now known or hereafter devised. This authorization should continue indefinitely, unless I revoke said authorization in writing.

I understand and agree that these materials shall become the property of the City of Oakland Department of Violence Prevention and may not be returned.

I hereby hold harmless, and release City of Oakland from all liability, petitions, and causes of action which I, my heirs, representative, executors, administrators, or any other persons may make, while acting on my behalf or on behalf of my estate.

Print Name of **Participant**

Signature of **Participant**

DATE