

Department of Violence Prevention

Violence Prevention &
Intervention Programs

GRANTEE MANUAL

Grant Cycle:
October 2023 through September 2025

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 - updates or changes may be sent to the Grantee during the contract period if necessary.



<https://www.oaklandca.gov/departments/violence-prevention>
250 Frank Ogawa Plaza, Suite 6300

Oakland, CA 94612

TABLE OF CONTENTS

INTRODUCTION AND BACKGROUND	3
STRATEGIES	4
ROLES AND RESPONSIBILITIES	5
RESPONSIBILITIES FOR AGENCIES WITH SUBGRANTEES	7
GRANTEE REPORTS AND INVOICING	8
ALLOWABLE USES OF FUNDS	11
SITE VISITS	14
GRANT AGREEMENT MODIFICATIONS AND NON-COMPLIANCE.....	15
GRANTEE OPERATIONS STANDARDS	17
POLICIES FOR DVP-FUNDED STAFF	19
INDEPENDENT EVALUATION AND DATA-SHARING	20
MEDIA AND PUBLICATIONS	21
DVP TEAM AND GRANTEE INFO	22

INTRODUCTION AND BACKGROUND

The City of Oakland’s Department of Violence Prevention (DVP) welcomes grantees for the October 2023 - September 2025 funding cycle. This manual was developed and is maintained by the DVP. 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.

About Department of Violence Prevention

The Department of Violence Prevention (DVP) is a department within the City of Oakland that is tasked with funding and implementing social programs and services that reduce gun violence, intimate partner violence, commercial sexual exploitation, and trauma associated with these forms of violence in Oakland.

DVP funding for community-based grants comes from the 2014 Public Safety and Services Violence Prevention Act (Measure Z) as well as funding allocated by the City Council from the General-Purpose Fund.

STRATEGIES

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 image and table below. To see a list of currently funded programs and agencies, please see **DVP Staff and Grantee Info**.

Strategy	Service Category
Community Healing and Restoration	Healing/Restorative Activities
	Neighborhood and Community Teams
	Town Nights
	Therapeutic Supports for Family/Community
Gender-Based Violence Response	24-Hour Bedside Advocacy and Accompaniment
	24-Hour Gender-based Violence Hotlines
	Emergency Shelter
	Transitional Housing
	GBV-Employment
	Legal Advocacy
	Therapeutic Support for Gender-Based Violence
	Safe Space Alternatives
Group and Gun Violence Response	Adult Employment and Education Support
	Youth Career Exploration and Education Support
	Emergency, Temporary Relocation
	Family Support
	Hospital-based Intervention
	Violence Interruption
	Adult Life Coaching-Housing Focused
	Adult Life Coaching
	Youth Life Coaching
	Youth Diversion
School-Site Violence Intervention and Prevention Teams	GBV Support
	Life Coaching
	Violence Interruption
	Community Healing

ROLES AND RESPONSIBILITIES

Department of Violence Prevention, City of Oakland

The Department of Violence Prevention (DVP) 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 and the DVP Data Management System. The Department of Violence Prevention also includes several staff responsible for delivering direct services.

DVP Grantees

The City of Oakland enters grant agreements with non-profit organizations and public agencies to implement programs supported by the DVP 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 DVP program, and take part in site visits and/or data reviews. Grantees should communicate issues and challenges related to the DVP program to their Program Officers outside quarterly reports to resolve issues before they become more complicated and risk the withholding of quarterly payments. The DVP Network plays a critical role in the citywide effort to reduce violence.

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.

City Councilmembers and their Staff

City Councilmembers are responsible for approving the final funding decisions and providing direction to the DVP 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 DVP 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 Request for Qualifications (RFQ) 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.

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 independent evaluator for this funding cycle is Urban Institute and Urban Strategies Council.

DVP Data Management System

The DVP Data Management System is Apricot 360. For more information on Apricot 360 including the log-in link, see here: <https://www.oaklandca.gov/topics/grantee-corner>. Trainings, recordings, and additional information are saved under ‘My Apricot Tools->My Shared Files’.

RESPONSIBILITIES FOR AGENCIES WITH SUBGRANTEES

Some agencies funded by the DVP may use subgrantees to perform a portion of their scope of work. In these cases, the lead agency or fiscal sponsor 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 DVP staff regarding the grant.

The following responsibilities apply to lead agencies/fiscal sponsors in which 20% or more of the DVP 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 DVP 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 DVP deliverables allocated to each subgrantee and a payment schedule.
- ▶ **Communicate** with DVP staff regarding the grant and also with subgrantees about required DVP 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 DVP staff.
- ▶ **Require subgrantees to invoice** the fiscal/lead agency on quarterly basis.
- ▶ **Distribute DVP funds** in an appropriate and timely manner 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)
 - Program and participant data on activities and services
 - Program observation of DVP activities
- ▶ **Arrange for subgrantee participation** in site visits, data reviews, and program observations conducted by the DVP staff. See “Site Visits” for more information.
- ▶ **Modify or terminate MOUs** or Letters of Agreements with subgrantees if needed.

GRANTEE REPORTS AND INVOICING

Monitoring Progress

The DVP 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 DVP 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

Quarterly reports and invoices submitted via the DVP Data Management System are due on the dates below.

Quarter	Service Period	Progress Report and Invoice Due Date
Quarter 1	October 1, 2023 – December 31, 2023	January 31, 2024
Quarter 2	January 1, 2024 – March 31, 2024	April 30, 2024
Quarter 3	April 1, 2024 – June 30, 2024	July 19, 2024 *Please note this is before the end of the month due to the end of the fiscal year.
Quarter 4	July 1, 2024 – September 30, 2024	October 31, 2024
Quarter 5	October 1, 2024 – December 31, 2024	January 31, 2025
Quarter 6	January 1, 2025 – March 31, 2025	April 30, 2025
Quarter 7	April 1, 2025 – June 30, 2025	July 18, 2025 *Please note this is before the end of the month due to the end of the fiscal year.
Quarter 8	July 1, 2025 – September 30, 2025	October 31, 2025

Quarterly Report Components

Quarterly reports are prepared and submitted via the DVP Data Management System set up specifically for use by the DVP 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 be sure to remove all identifying information regarding this participant while

describing their story, as this case study may be used in the DVP 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.

- ▶ **Expenditures.** Grantees will enter expenditures for the quarter for each budget line item into the quarterly report.

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

Advance payment reporting: 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 may be higher than the requested and scheduled amount when reporting on the advance spenddown.

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 DVP. 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.

- ▶ **Deliverables.** The Scope of Work Deliverables Report will pull actual data entered into the data management system and compare it to deliverable benchmarks set for each grant. All totals are cumulative throughout the contract period. These are automatically emailed to program contacts and directors at regular intervals throughout and after the 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.

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 “Fiscal Year Budget” section of the database under the site profile lists the payment schedule agreed-on in the Grantee Scope of Work.
- ▶ **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.
- ▶ **Payment Disbursement.** Payment will be mailed to the grantee’s address on file. It is the responsibility of the grantee to update the DVP if/when there is an address change.
- ▶ **Withholding Payment.** DVP grantee contracts are both performance-based and expenditure-based.
 - Performance-based means that the disbursement of funds is contingent upon the grantee completing all benchmark deliverables.
 - Expenditure-based means that the disbursement of funds is contingent upon the grantee expending the funds allocated.

Grantees who expend grant funds in the approved categories will be eligible to receive funds based on the following criteria:

% Benchmark Deliverables Achieved	% of Grant Funds Eligible
Less than 65%	85%
65-79%	90%
80-94%	95%
95-100%	100%

Note: The DVP reserves the right to withhold up to 10% of Grantee’s scheduled payments if Grantee does not fulfill the requirements detailed in Schedule A-1 of each agency’s contract.

ALLOWABLE USES OF FUNDS

The Request for Proposals outlines the allowable and unallowable uses of DVP 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 DVP 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 DVP 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 DVP participants to fulfill project goals. The Grantee should explore the option of purchasing vs. leasing/rental, and explain the Grantee choice. Generally, the DVP 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 DVP 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 DVP 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 DVP 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.
- ▶ **Staff Training/Professional Development.** This category includes costs related to providing professional development opportunities for staff working on the DVP 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 DVP 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 DVP 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>
- ▶ **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.

Subgrantees

Lead agencies should submit an overall budget that includes the total line item(s) for each subgrantee. They should also submit an individual budget for each subgrantee.

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 fundraising, 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

SITE VISITS

DVP site visits consist of four components:

- Program observation;
- Data 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 during the contract period.

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 DVP staff has the right to conduct data 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

The DVP staff will email the Grantee Executive Director/Agency Director, and will include the following information:

- The proposed date and time of the program observation, data 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 DVP staff.
- For the most up-to-date version of the Site Visit Tool, please see the Grantee Corner on the DVP website: <https://www.oaklandca.gov/topics/grantee-corner>

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

Data Review

DVP Data and Evaluation Staff and Program Officers will also conduct a data review of participants served through the DVP-funded program for each Grantee. The purpose of the data review is for quality assurance and to confirm that data are being properly entered into the DVP Data Management System.

After the Site Visit has been completed, the Program Officer will write a Data review and Program Observation Summary which will be reviewed and approved by the DVP 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 data 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 high-risk 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 more than **10% difference** in a budget category from what was approved.

- Grantees must submit a budget modification request to their Program Officer.
- 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 DVP.
- 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 DVP 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 and updated in the DVP data management system.

Process for Addressing Grant Non-Compliance

If a Grantee is routinely not meeting deliverables/fulfilling their scope of work, the DVP 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 DVP.
- 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 applicable, 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 data reviews, as necessary.

If problems persist, the DVP 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. 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.

GRANTEE OPERATIONS STANDARDS

The DVP expects its Grantees to provide services while meeting fiscal and other operating standards. Grantees should refer to the “Site Visit Tool” for a summary of items that are considered part of Grantee operating standards. During site visits, program observation, and/or data review, the DVP 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.
- DVP funds are kept in separate accounts.
- DVP 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 DVP 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, an evidence-based curriculum should be used and available for the DVP 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 DVP poster should be displayed prominently at Grantee's site.
- Please refer to the "Site Visit Tool" for a summary of additional items Program Officers will review during site visits.

POLICIES FOR DVP-FUNDED STAFF

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 DVP values programs that employ staff that can best connect with the youth and young adults served, and that reflect the cultural demographics of the DVP participants. In an effort to ensure the integrity of DVP-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 DVP policy will apply, in addition to any internal policies, to all DVP funded staff. Agencies are responsible for clearly communicating these policies to staff.

Upon discovery that DVP 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 DVP-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.¹ Any Grantee agency employing someone with DVP funds who works with youth must notify the DVP staff as soon as possible if that person is arrested or convicted – within no more than three business days – to discuss the incident and its impact on services.

¹ 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>

INDEPENDENT EVALUATION AND DATA-SHARING

Evaluation is crucial to demonstrate the work being done by grantees and how programs and funding can be improved. Measure Z requires that an external evaluation partner conduct an evaluation of Measure-Z-funded services on an ongoing basis, and the Oakland City Administrator's Office manages the administration of this evaluation. As outlined in the Scope of Work and Schedule A-2 of the grant agreement, Grantees are expected to participate fully in evaluation activities as described below:

- ▶ Grantee program staff will input services data electronically into the DVP Data Management System on a regular basis.
- ▶ Grantees will participate in evaluation activities required by the independent evaluator, including but not limited to site visits, interviews, and focus groups.
- ▶ Grantees will communicate in a timely fashion with the independent evaluator and the DVP (as appropriate) concerning any evaluation data collection issues that arise and resolve issues expeditiously.
- ▶ Grantees will administer and collect the Consent Form from participants served by the DVP programs. Signed consent forms will be tracked in the database and paper forms should be 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 DVP funded services are effective. For the most up-to-date versions of the consent form, please see the Grantee Corner on the DVP website:
<https://www.oaklandca.gov/topics/grantee-corner>

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 DVP, 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 “DVP” should be explicitly stated and the DVP logo included in all pieces of publicity, including flyers, press releases, posters, brochures, public service announcements, interviews, and newspaper articles. The DVP logo is available for download on the DVP website under the Grantee Corner (<https://www.oaklandca.gov/topics/grantee-corner>).

During all on-air interviews that speak to the project funded by the DVP, the Grantee must acknowledge and state that the organization’s program is funded by the DVP Programs.

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 DVP Programs.” If the placement includes the Grantee’s logo, it must also include the DVP logo.

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.

Photo/Video Use

The DVP staff (or designated contractors) may take photographs or record videos during DVP-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 DVP staff know during the meeting.

Participants may also be asked to consent to the use of their image. For the most up-to-date version of the DVP photo/video release form, please see the Grantee Corner on the DVP website:

<https://www.oaklandca.gov/topics/grantee-corner>

Department of Violence Prevention

DVP TEAM AND GRANTEE INFO

DVP Contact Information

Name	DVP Team Role	Email	Telephone
Alex Diaz	Family Systems Life Coach	adiaz2@oaklandca.gov	
Angelina DeMaria	Human Resources Specialist and Administrative Lead	ademaria@oaklandca.gov	510-238-3413
Annette Miller	Community Engagement Specialist	amiller@oaklandca.gov	
Ashley Corona	Administrative Assistant I	acorona@oaklandca.gov	
Cat Grey	Planner, Data and Evaluation	cgrey@oaklandca.gov	
Cyril Muhammad	Community Crisis Responder	cmuhammad@oaklandca.gov	510- 238-3690
Daniela Medina	Planner, Family Systems	dmedina@oaklandca.gov	
David Guillory	Program Officer	DGuillory@oaklandca.gov	510-238-7205
Destiny Webster	Program Officer	dwebster@oaklandca.gov	
Emilio Mena	Community Outreach & Services Specialist	EMena@oaklandca.gov	510-238-2371
Gillian Caplan	Planner, Group and Gun Violence	gcaplan@oaklandca.gov	
Harris Bradford	Family Systems Life Coach	hbradford@oaklandca.gov	
Holly Joshi	Chief of Violence Prevention	hjoshi@oaklandca.gov	
Javier Jimenez	Family Systems Life Coach	hbradford@oaklandca.gov	
Jennifer Linchey	Acting Deputy Chief of Grants, Programs, and Evaluation	jlinchey@oaklandca.gov	510-238-2374
Jenny Romero	Family Systems Supervisor	jromero@oaklandca.gov	
Jennifer Argueta	Interim Violence Prevention Services Manager	JArgueta@oaklandca.gov	510-409-7311
Jeremy Summer	Family Systems Life Coach	jsummers@oaklandca.gov	

Name	DVP Team Role	Email	Telephone
Kelli Dillon	Gender-Based Violence Coordinator	kdillon@oaklandca.gov	
Kelli Kilgore	Administrative Assistant	KKilgore@oaklandca.gov	510-238-3708
Kevin Grant	System Partners Liaison	MYouthreach@oaklandca.gov	510-301-3589 (text only)
Kentrell Killens	Program Analyst II	gkillens@oaklandca.gov	
LaToya Gix	Gender-Based Violence Specialist	lgix@oaklandca.gov	
Leonard Haywood	Family Systems Supervisor	lhaywood@oaklandca.gov	510-604-8992
Maritza Zamora	Program Officer	mzamora@oaklandca.gov	
Mailee Wang	Deputy Chief of Administration	MWang@oaklandca.gov	510-238-6892
Natascha Cox	Family Systems Life Coach	ncox@oaklandca.gov	
Rosalina Santiago	Family Systems Life Coach	rsantiago2@oaklandca.gov	510-708-3836
Sara Serin-Christ	Planner, Gender-Based Violence	SSerin-Christ@oaklandca.gov	510-238-3718
Seretha Gallaread	Executive Assistant	sgallaread@oaklandca.gov	510-238-3763
Shawn Upshaw	Triangle Incident Response Coordinator	supshaw@oaklandca.gov	
Sholonda Jasper-Jackson	Family Support Liaison	sjackson-jasper@oaklandca.gov	510-332-7220
Vanessa Floyd-Rodriguez	Program Officer	VFloyd-Rodriguez@oaklandca.gov	510-508-8484
Walter Silva	Administrative Services Manager	wsilva@oaklandca.gov	
Yvette Mora	Family Systems Life Coach	ymora@oaklandca.gov	
Zachary Cohen	Planner, Town Nights	sjackson-jasper@oaklandca.gov	510-332-7220

Grantee Information: October 2023 – September 2025 Contract Period

Community Healing and Restoration

Activity	Agency	DVP Program Officer
Healing/Restorative Activities	Building Opportunities for Self-Sufficiency	Maritza Zamora mzamora@oaklandca.gov
	Catholic Charities of the East Bay	
	Restorative Justice for Oakland Youth	
	Urban Peace Movement	
Neighborhood and Community Teams	Building Opportunities for Self-Sufficiency	
	Communities United for Restorative Youth Justice	
	Community & Youth Outreach	
	Roots Community Health Center	
	Trybe, Inc.	
Therapeutic Supports for Family/Community	Catholic Charities of the East Bay	
Town Nights	Building Opportunities for Self-Sufficiency	Zach Cohen zcohen@oaklandca.gov
	Communities United for Restorative Youth Justice	
	Destiny Arts Center	
	East Oakland Boxing Association	
	Family Bridges	
	Trybe, Inc.	

Gender-Based Violence

Activity	Agency	DVP Program Officer
24-Hour Bedside Advocacy and Accompaniment	Family Violence Law Center	Destiny Webster dwebster@oaklandca.gov
	Ruby’s Place	
24-Hour Gender-based Violence Hotlines	Family Violence Law Center	
Emergency Shelter	Covenant House California	
	Family Violence Law Center	
	Sister to Sister 2, Inc.	
Transitional Housing	Building Opportunities for Self-Sufficiency	
Employment (GBV)	Building Opportunities for Self-Sufficiency	
Legal Advocacy	Family Violence Law Center	
Life Coaching (GBV)	East Bay Asian Youth Center	
Therapeutic Support for Gender-Based Violence	Building Opportunities for Self-Sufficiency	
	Family Violence Law Center	
	Oakland Unified School District Office of Equity	
Safe Space Alternatives	Oakland LGBTQ Community Center	
	Young Women’s Freedom Center	

Group and Gun Violence

Activity	Agency	DVP Program Officer
Adult Employment and Education Support	Center for Employment Opportunities	David Guillory dguillory@oaklandca.gov
	Oakland Private Industry Council	
	Youth Employment Partnership	
Youth Career Exploration and Education Support	Lao Family Community Development	Vanessa Floyd-Rodriguez vfloyd-rodriguez@oaklandca.gov
	Oakland Kids First	
	Youth Employment Partnership	
Emergency, Temporary Relocation	Youth ALIVE!	Maritza Zamora mzamora@oaklandca.gov
Family Support	Youth ALIVE!	
Hospital-based Intervention	Youth ALIVE!	
Violence Interruption	Building Opportunities for Self-Sufficiency	
	Communities United for Restorative Youth Justice	
	Community & Youth Outreach	
	Trybe, Inc.	
	Youth ALIVE!	
Adult Life Coaching-Housing Focused	Abode Services	David Guillory dguillory@oaklandca.gov
Adult Life Coaching	Communities United for Restorative Youth Justice	
	Community & Youth Outreach	
	Roots Community Health Center	
	Trybe, Inc.	
Youth Life Coaching	East Bay Asian Youth Center	Vanessa Floyd-Rodriguez vfloyd-rodriguez@oaklandca.gov
	Safe Passages	
	The Mentoring Center	
Youth Diversion	Community Works West	
	National Institute for Criminal Justice Reform	
	Oakland Unified School District – Juvenile Justice Center	

School Violence Intervention and Prevention Teams

Activity	Agency	DVP Program Officer
GBV Support	Family Violence Law Center	Vanessa Floyd-Rodriguez vfloyd-rodriguez@oaklandca.gov
Life Coaching	Communities United for Restorative Youth Justice	
	East Bay Asian Youth Center	
	Students Program for Academic and Athletic Transitioning	
	Youth ALIVE!	
Violence Interruption	Communities United for Restorative Youth Justice	
	Community & Youth Outreach	
	Youth ALIVE!	
Community Healing	Restorative Justice for Oakland Youth	