APPLICATION REPORT

Project Name:	Technical Assistance and Peer Education Infrastructure for Parent-Run CBOs
Applicant Organization:	USC UCEDD at CHLA 1
Awarded Amount:	$204,577
Funding Announcement Name:	Promoting Service Access and Equity Grant

PROJECT SUMMARY

In Year 2, given the lessons learned about the needs and challenges of the CBO cohort that have been more visible and more severe during the COVID-19 pandemic, we will focus our project activities in three major capacity-building areas: 1) Resource Development, consisting of educational consulting in non-profit management; 2) Leadership Development, consisting of enhancing communication skills to manage individuals and teams; and promoting self-care, empowerment and personal identity development; and 3) Social Networking and Social Capital Development among the CBO cohort members, and with Mentor CBOs leaders and their respective social networks. This latter area of training will include a series of workshops on partnering with academic researchers to carry out high level outcome measurement and program evaluation.

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
Applicant Eligibility		
Applicant Information		
1. Project Title What is the Project Title?	**Applicant Response** Technical Assistance and Peer Education Infrastructure to Increase Impact of Parent-Run CBOs	1
2. Awarded Amount	**Applicant Response** $204,577	
3. Organization Type Please check the box that describes your organization	**Applicant Response** Community Based Organization (CBO), 501(c)(3)	
4. Description of Organization/Group Provide a brief description of the organization/group (organization type, group mission, etc.). Explain what experience your organization has managing a program similar to the proposal and state the outcomes of that program.	**Applicant Response** **The USC UCEDD at CHLA** provides clinical services and professional training, as well as technical support and educational opportunities to CBOs serving low-income communities of color who are the primary recipients of the UCEDD's services. The USC UCEDD at CHLA is a leader in designing and implementing culturally tailored and linguistically competent programs to meet the needs of under-resourced communities of color in Los Angeles County and beyond. **Olga Solomon, PhD**, the Project Director, has a nationally recognized record of research and program development in the African American Community for over 15 years, and is an expert in person-centered individual and group interviewing, thematic content analysis, healthcare records and other document analysis, and the uses technology innovations for individuals with I/DD. **Fran Goldfarb, MA, MCHES, CPSP** who is a Co-Lead on the project is the Director of Community Education, Information Dissemination, and Technical Assistance with over 30 years of experience. **In Year 2, the USC UCEDD team (Olga Solomon and Fran Goldfarb) will continue to lead this**	4

Solomon and Fran Goldfarb) will continue to lead this innovative, transformative project, providing direction in program development, implementation, evaluation, and dissemination activities.

The USC UCEDD is partnering with the following experts, working at CBO and academic organizations that exemplify the highest level of expertise and achievement in the non-profit arena:

    Amber Wynn   *The Institute for Non-Profit Management*
    Anna "Aziza" Lucas Wright *South Central Prevention Coalition*
    Michelle Burton   *Community Health Councils*
    DeBorah "Sunni" Smith   *Cassava Coaching & Consulting*
    Dan Gillette   *CITRIS Foundry Generator at UC Berkeley*

Amber Wynn, MSPA is Founder and Executive Director of *The Institute for Non-Profit Management*. Amber helps to level the playing field for grassroots leaders in under-resourced Communities of Color with little or no access to critical information and skills necessary for successful CBO management. Amber invests in CBOs' 'social capital' by utilizing entrepreneurial principles, knowledge, and skills to bring about economic returns, individually and collectively. By doing so, she is able to create innovative ways to support nonprofit organizations. Amber is recognized at the state- and national level for her over 30 years of nonprofit experience including program development, grant development and writing ($3.2 million largest award), funding development, leadership (Executive Director and Board member), media outreach, as well as Funder. In her role as a nonprofit consultant, supporting nonprofit Founders and Executive Directors, she leverages her experience to strengthen the infrastructures of grassroots nonprofits in under-resourced communities by providing executive level training and development technical assistance, templates and toolkits at affordable rates. Amber shares insider tips and techniques from a funder's perspective to help grassroots leaders navigate the challenging world of fund development. Breaking down the purpose of essential funding factors like the Board of Directors, financial statements, evaluation and impact, measurable outcomes, collaborations, and effective mission statements and program descriptions that funders look for to make funding decisions. **In Year 1, Amber delivered a workshop that was scheduled during 'office hours' to strengthen CBOs' grant development skills and knowledge that they needed to submit a Service Equity and Access grant to the DDS. Amber is scheduled to give 3 more workshops in Year 1, all on grant-writing and pursuing funding opportunities. For Year 2, Amber will provide bi-monthly individual and small group consulting sessions with 20 CBO leaders of whom 13 have been participating in our Year 1 program. She will focus her consulting sessions on Leadership Development to strengthen the CBO leaders' skills in the following areas: Strategic Planning, Time Management, Management of People and Teams, Management of Organizational Change, Communication in the Nonprofit Environment.**

DeBorah "Sunni" Smith, JD, MA is a CEO of *Cassava

Coaching & Consulting and an affiliate certified executive coach with Executive Coaching Connections (ECC). As an International Coach Federation's Professional Certified Coach (ICF PCC), DeBorah earned certifications in Team Advantage Coaching® from the Prism Corporation; Emotional Intelligence 2.0, and Anger Management assessment from Anderson & Anderson; and Conflict Resolution from the Asian Pacific American Dispute Resolution Center. As an organizational strategist and thought partner, she is credited for successfully facilitating value / vision / mission alignment, leadership sustainability, and employee engagement. Her transformational executive coaching utilizes expertise in organizational imperatives such as the development of transparency and trust; organizational alignment and change management; workplace harassment prevention and equal opportunity employment; as well as the implementation of equity, unconscious bias, and inclusion principles. She places a high emphasis on establishing relationships and resources that work together in innovative ways to create permanent, positive, paradigm shifts. Her client base is diverse with at least one thing in common – a commitment to productivity and growth. Sound management and co-creative coaching precepts allow DeBorah to facilitate, fuel, and focus a client's objectives into actionable goals. **In Year 2, DeBorah will be working in partnership with Amber Wynn to create transformational change through CBO coaching. Amber's consulting activities and DeBorah's coaching will focus on the same topic areas to facilitate maximum benefits to the CBO leaders. Similarly to Amber Wynn, DeBorah will carry out bimonthly individual and small group coaching sessions with 20 CBO leaders that are linked to the consulting activities. DeBorah's work is part of the Institute for NonProfit management's subcontract, whose Letter of Intent covers DeBorah's proposed activities.**

Michelle Burton, PHD, MBA is the Chief Strategy Officer at *Community Health Councils, Inc. (CHC)* and a parent of a young man with Autism Spectrum Disorder who is a Regional Center client. Michelle has training and expertise in Pan African Studies, an MBA with a concentration in Organizational Leadership, and a Ph.D. in Leadership and Change. She has over 30 years of nonprofit experience, with a focus on development and communications. Over the course of her career, Michelle has raised over $50 million for social justice organizations, successfully organized events for thousands of individuals, and has never given up hope. Michelle directs the CHC's Social Change Institute which offers a Capacity Building Workshops and a Nonprofit Success series of workshops. CHC is working within a large and well-established network of CBOs in Los Angeles County, and will provide an entry into this network for our CBO cohort, which will accelerate their capacity building and strengthen their sustainability. CHC is highly regarded at the county, state, and national levels as a pioneer of systems change to eliminate disparities in health and well-being using a community-based participatory approach. Whether working with experienced nonprofit leaders, newly-minted youth advocates, grassroots organizations or community residents, CHC builds on their innate strengths to create sustainable organizations and movements. She is recognized as a national and international thought leader, and is known for her cultural and linguistic competence to effectively listen and work across differences. **Michelle Burton has provided workshops in Year 1 on developing and carrying out**

program outcome measures and metrics of impact, to much acclaim from the CBOs and the team. Michelle's powerful presentation style has energized and inspired our CBO leaders in ways that is difficult to achieve in these challenging times. For Year 2, Michelle will continue to focus her workshops on measurement of impact and outcomes, which will cover all major measurement methodologies in an accessible and engaging way. Additionally, in Year 2 Michelle will conduct the Capacity Building Workshops that are part of the CHC's Leading for Equity curriculum, which offers content ranging from leadership development to a wide range of policy and systems-change issues.

Anna (Aziza) Lucas Wright, MEd is Executive Director of *The South Central Prevention Coalition,* a community advocacy non-profit organization in South Los Angeles with an established record of high impact. Aziza is a pioneer of faith-based Community Partnered Participatory Research (CPPR) and program development model, and will continue to bring a wealth of knowledge and experience in the non-profit management in under-resourced communities of South Los Angeles. Aziza will also provide a gateway to CBO collaborations and resources, especially in community-academic partnerships and collaborations. In her capacity as Community Faculty at Charles Drew University of Medicine and Science, Aziza serves as Co-Chair of the Department of Preventive and Social Medicine, and functions as an Academic /Community Partner for the Clinical and Translational Science Institute (CTSI). Aziza is known for her work in the faith community, and has been the Principal Investigator of her own pilot studies within the Division of Cancer Research and Training-Center to Eliminate Cancer Health Disparities. **In Year 1, Aziza has provided two workshops: the first 'inaugural' workshop was on how to conduct CBO business in a remote program delivery environment necessitated by the COVID-19 pandemic, and the second, entitled 'Grantwriting 101', on the basics of developing competitive grants. In Year 2, Aziza's workshops will focus on CBO-academic partnerships, a topic that is based upon the Community-Partnered Participatory Research and Program Development model. The workshops will be helpful for those CBOs who are planning to enter into collaborations with academic institutions, and will prevent any possibility of unfair financial and programmatic treatment of the CBOs by academic partners.**

Daniel Gillette, MEd is a Senior Research Scientist at *UC Berkeley's* **CITRIS Foundry Generator**, a pre-incubator program bringing together industry, non-profits, and the academic community to deliver impactful solutions to societal problems. Dan has been a pioneer of applying the 'incubation approach' used traditionally to support for-profit 'start-ups' to non-profit CBOs in under-resourced communities. **In Year 1, Dan has co-led weekly office hours (sometimes twice a week) with either Olga Solomon or Fram Goldfarb, and contributed his wide knowledge of the nonprofit world and resources available to non-profits. His detailed, straight-to-the-point advice has proven to be critically useful for the CBO cohort, whether in forming a new Advisory Board or in securing low-cost, high quality web-design help. Dan has a unique skill-set and knowledge of innovative infrastructures and improvement**

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	strikethrough~~strategies that has supported our 13 CBO during this very difficult time. In Year 2, Dan will continue to contribute his~~ expertise in weekly office hours, and provide 'incubation' strategies and vision to sustain the nonprofit ecological system in Los Angeles County.	
5. Applicant in Good Standing	**Applicant Response**	
Is the applicant in good standing with the California Secretary of State, California Franchise Tax Board, and California Department of Tax and Fee Administration?	Yes	
6. Subcontractors in Good Standing	**Applicant Response**	
Are the applicant's subcontractors in good standing with the California Secretary of State, California Franchise Tax Board, and California Department of Tax and Fee Administration?	Yes	2
Grant Reapplication Information		
Grant Reapplications Only		
1. Grant Number	**Applicant Response**	
(Reapplications Only) What is the Grant Number of previously awarded project? If not applicable select Not Applicable.	19-C22	
2. Project Title	**Applicant Response**	
(Reapplications Only) What is the Project Title of previously awarded project? If not applicable select Not Applicable.	Technical Assistance and Peer Education Infrastructure to Increase Impact of Parent-Run CBOs	1
3. Project Start & End Dates	**Applicant Response**	
(Reapplications Only) What are the Start & End Dates of the previously awarded project? If not applicable select Not Applicable.	Start Date: 06/01/2020, End Date: 05/31/2021	
4. Project Duration	**Applicant Response**	
(Reapplications Only) What is the Total Project Duration (in months) of the previously awarded project? If not applicable select Not Applicable.	12	
5. 2016/2017 Award	**Applicant Response**	
(Reapplications Only) Enter the amount of funding that was awarded in FY 2016/2017. If not applicable select Not Applicable.	Not Applicable	
6. 2016/2017 Expenses	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
(Reapplicants only) Enter the amount of funding that was expended in FY 2016/2017. If not applicable select Not Applicable.	Not Applicable	
7. 2016/2017 Remaining	**Applicant Response**	
(Reapplicants only) Subtract the Total Expenses from the Total Award to determine the amount remaining from FY 2016/2017. If not applicable select Not Applicable.	Not Applicable	
8. 2017/2018 Award	**Applicant Response**	
(Reapplicants only) Enter the amount of funding that was awarded in FY 2017/2018. If not applicable select Not Applicable.	Not Applicable	
9. 2017/2018 Expenses	**Applicant Response**	
(Reapplicants) Enter the amount of funding that was expended in FY 2017/2018. If not applicable select Not Applicable.	Not Applicable	
10. 2017/2018 Remaining	**Applicant Response**	
(Reapplicants only) Subtract the Total Expenses from the Total Award to determine the amount remaining from FY 2017/2018. If not applicable select Not Applicable.	Not Applicable	
11. 2018/2019 Award	**Applicant Response**	
(Reapplicants only) Enter the amount of funding that was awarded in FY 2018/2019. If not applicable select Not Applicable.	Not Applicable	
12. 2018/2019 Expenses	**Applicant Response**	
(Reapplicants only) Enter the total amount of funding that was expended, or is anticipated to be expended, in FY 2018/2019. If not applicable select Not Applicable.	Not Applicable	
13. 2018/2019 Remaining	**Applicant Response**	
(Reapplicants only) Subtract the Total Expenses from the Total Award to determine the amount remaining from FY 2018/2019. If not applicable select Not Applicable.	Not Applicable	
14. 2019/2020 Award	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
(Reapplicants only) Enter the amount of funding that was awarded in FY 2019/2020. If not applicable select Not Applicable.	$127,793.00	
15. 2019/2020 Expenses	**Applicant Response**	
(Reapplicants only) Enter the total amount of funding that was expended, or is anticipated to be expended, in FY 2019/2020. If not applicable select Not Applicable.	$23,916.88	
16. 2019/2020 Remaining	**Applicant Response**	
(Reapplicants only) Subtract the Total Expenses from the Total Award to determine the amount remaining from FY 2019/2020. If not applicable select Not Applicable.	$103,876.12	1
17. Total Awarded	**Applicant Response**	
(Reapplicants only) Combine the amounts included in FY 2016/2017, FY 2017/2018, FY 2018/2019, and FY 2019/2020 for the total amount awarded for the project. If not applicable select Not Applicable.	$127,793.00	
18. Initial Proposed Number of People Served	**Applicant Response**	
(Reapplications Only) Include the initial number of people projected to be served. If not applicable select Not Applicable.	250	
19. Actual Number of People Served	**Applicant Response**	
(Reapplications Only) Include the actual number of people served. Explain why this number is different from the projected impact number. If not applicable select Not Applicable.	In the initial application we proposed to serve **250 persons** through serving **10 Community Based Organizations** that provide services to them. We exceeded the number of CBOs by 3 and have 13 CBOs in our program which constitutes **a 33% increase over of the target recruitment goal.** Prior to this proposal's submission, we surveyed the 13 CBOs to establish the number of people they are currently serving (November 2020). While not all the CBOs in our program have responded to our request for this information, those who did respond have reported **505 combined total of people served**. This is the number of individuals, not families, that have received services from the 13 CBO in our cohort in the FY 2019/2020. **This TWICE exceeds our projected number of 250, and is an under-estimation of the actual number due to missing data.**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
20. Regional Centers in Catchment Area	**Applicant Response**	
(Reapplications Only) List all Regional Centers in the project catchment areas that the project has served. If not applicable select Not Applicable.	Most of our CBOs are providing services in the SLARC catchment areas, with several in FDLRC and WRC. One of the CBOs in our project, **Parenting Black Children CBO (Ardena Bartlett, Executive Director)** is collaborating with SC/PRC (her RC) and has been developing a CBO-RC collaboration model that will be of interest to other RCs everywhere. We plan to engage with SG/PRC to learn from their experiences in launching and sustaining such a collaboration. Any success in this area if valuable to learn from. In Year 2, depending on where the additional CBOs are located, we may extend the catchment area of our project to other RCs catchment areas beyond SCLARC, FDLRC, WRC, and SG/PRC.	
21. Cities Served	**Applicant Response**	
(Reapplications Only) List the cities your project has served. If not applicable select Not Applicable.	Frank D. Lanterman Regional Center Central LA County, including Burbank, Glendale, Pasadena, Downtown LA, Hollywood, Wilshire, La Cañada, La Crescenta, Eagle Rock, and Foothill communities Zip codes: 90004-90006, 90010, 90012-90015, 90017, 90019-90021, 90026, 90027-90029, 90036, 90038, 90039, 90041, 90046, 90048, 90051, 90053-90055, 90057, 90060, 90068-90072, 91011, 91020, 91023, 91046, 91101-91106, 91109, 91201-91210, 91214, 91501-91506 San Gabriel/Pomona Regional Center Eastern LA County, Claremont in the east to Altadena in the west Zip codes: 91001, 91002, 91006, 91010, 91016, 91024, 91104, 91107, 91702, 91706, 91711, 91722-91724, 91731-91734, 91740, 91744-91750, 91765-91769, 91773, 91780, 91789, 91790-91793 South Central Los Angeles Regional Center Southern LA, including the communities of Bell, Bell Gardens, Carson, Compton, Downey, Huntington Park, Lynwood, Maywood, Paramount, South Gate Zip codes: 90001-90003, 90007, 90008, 90011, 90016, 90018, 90037, 90043, 90044, 90047, 90058, 90059, 90061, 90062, 90201, 90220-90224, 90240-90242, 90255, 90262, 90270, 90723, 90280 Westside Regional Center West LA, from Malibu in the north to Gardena in the south, including Hawthorne, Inglewood, Lawndale, Los Angeles Zip codes: 90003, 90008, 90024, 90025, 90034, 90035, 90044, 90045, 90047, 90049, 90056, 90064, 90066, 90067, 90210-90212, 90230, 90245, 90247-90250, 90260, 90265, 90272, 90278, 90291, 90301-90305, 90401- 90405	
22. Counties Served	**Applicant Response**	
(Reapplications Only) List the counties your project has served. If not applicable select Not Applicable.	Los Angeles County	
23. City of Los Angeles	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
(Reapplications Only) If your project has served the City of Los Angeles, list the zip code(s) and/or community(ies) your project has served. If not applicable select Not Applicable.	A part of our catchment area overlaps with the City of Los Angeles but the cities and zip codes are better reflecting our reach.	
24. Activities to Date	**Applicant Response**	
(Reapplications Only) Provide a detailed explanation of project activities to date. Include what the project has accomplished to date. From the start of the project to the date of reapplication, what are the key accomplishments? Have all activities been completed? If no, why not? If not applicable select Not Applicable.	Project activities began on June 1, 2020, based on the approval of the time extension by the DDS' Services Access and Equity Unit. During these past five (5) months of implementation, our Project Team has accomplished the following: **1) Completed the recruitment and screening process of Parent-Run CBOs providing social-recreational services to individuals with developmental disabilities in the African-American and Latinx communities in Los Angeles County.** Recruitment, Screening, Enrollment and General Characteristics: The goal was to contact **twenty (20) CBOs**, screen **fifteen (15)** and recruit **ten (10)** CBOs (5 African-American-run and 5 Latinx-run) We contacted **twenty-six (26) CBOs**, and screened **twenty-one (21)** and recruited **thirteen (13)** CBOs: Ten(10) African-American CBOs, several which serve African-American and Latinx communities; Two Latinx/Hispanic CBOs, serving African-American, Latinz and other Communities of Color: and one Chinese CBO serving the Chinese community. Our goal of enrolling at least 5 Latinx-run CBO was attempted, but more African-American CBOs were referred to our staff; and many of these were screened and accepted our invitation to participate. **We currently have 3 CBOs on the waiting list for Year 2 if the project is selected for funding again.** **Who are the CBOs participating in our project?** Based on data from Charity Navigator, only three of our enrolled CBOs have a budget of more than $50,000.00, while the remaining ten are IRS Tax-Exempt because their annual budget is less than $50,000.00; most are less than $10,000.00. All CBO Leaders report using their own money and small donations to finance their activities. All of the CBOs, with the exception of three (Tichenor, Loving Hands and Therapeutic Play Foundation) are run by the founding parents with the assistance of volunteers only when needed. Measuring community impact is imprecise given the CBOs varying ways and details of record-keeping. Services can be counted as one-time or multiple service encounters (phone calls/emails providing information or referrals, self-care tips, providing self-care services, clothing, food, PPE items, etc., or participation in adaptive social-recreational activities (activities such as games, arts and crafts, gardening and cooking, sports (surfing, baseball, basketball, skating, etc.),social skills groups, group trips to museums or musical events, parent and self-advocate educational/skill building and advocacy sessions, etc.). **In FY 2019/2020 the CBOs that have reported their outputs to us, have served 505 distinct (nonduplicated) individuals.**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	2) Completed extensive needs assessment and identified Technical Assistance priorities: The (13) CBO Leaders identified the following priority areas, in the order of importance from most to least: - securing multi-year funding streams (all 13 CBOs), - grant-writing, - networking, - legal matters, - building up resource referral system for those served, - financial management, - expanding agency programming, - staff and volunteer training and management, and - building an effective board . **3) CBO Technical Assistance and Peer Education Workshops:** As of December 2, 2020, three workshops have been held via the virtual platform Zoom, with one upcoming on December 9th. For details, see below: **WORKSHOP #1:ENGAGED PRESENTATIONS=ENGAGED AUDIENCES (Aziza Lucas Wright): September 10, 2020** (We had to rescheduled from August 26 the due to *cyber-security issues*) # Attended on day of workshop:11 individuals, representing 7/13 CBOs #Viewed video-recording after workshop:5 individuals representing 5 CBOs **Total CBO attendance (in real time or via viewing the recording) for Workshop # 1: 12 out of 13 or 92%** **WORKSHOP #2: GRANT-WRITING 101 - LEARNING TO WRITE A PROPOSAL IN BITE-SIZED PIECES (Aziza Lucas Wright): October 29, 2020** # Attended on day of workshop: 7 CBO Leaders #Viewed after workshop: TBA **Total CBO attendance in real time for Workshop # 2: 7 out of 13 or 54%** **WORKSHOP #3: TOOLS FOR EVIDENCING IMPACT:UNDERSTANDING RESEARCH AND EVALUATION DESIGN (Michelle Burton): November 19, 2020** # Attended on day of workshop: 10 CBOs #Viewed after workshop: TBA **Total CBO attendance in real time for Workshop # 2: 10 out of 13 or 77%** **WORKSHOP # 4: PROGRAM EVALUATION: ASSESSING AND MEASURING PERFORMANCE AND IMPACT OF SERVICES- PART 1 (Michelle Burton): scheduled for December 9** **WORKSHOP # 5: PROGRAM EVALUATION: ASSESSING AND MEASURING PERFORMANCE AND IMPACT OF SERVICES- PART 2 (Michelle Burton): scheduled for January 2021** **WORKSHOP # 6: ENGAGING AND MAINTAINING AN EFFECTIVE BOARD OF DIRECTORS (Aziza Lucas Wright): scheduled for February 2021**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	WORKSHOP # 7: CBO FINANCIAL MANAGEMENT (GRANT BUDGETS, TAXES, AUDIT READINESS) (Amber Wynn): scheduled for March 2021 WORKSHOP # 8: USING TECHNOLOGY IN CBO OPERATIONS (SALESFORCE, CONSTANT CONTACT, EVENTBRITE) (Stacy McAlister): scheduled for April 2021 WORKSHOP # 9: STAFF DEVELOPMENT: MANAGING AND TRAINING PAID STAFF AND VOLUNTEERS (Amber Wynn): scheduled for May 2021 WORKSHOP # 10: INCORPORATING SOCIAL MEDIA INTO CBO OUTRACH AND FUNDRAISING: OTHER WAYS TO RAISE MONEY BESIDES GRANTS (Stacy McAlister): Scheduled for June 2021 All workshops' zoom video recordings are cataloged and made available to the CBO participants immediately after the workshops. Pre- and post- knowledge surveys and post- workshop satisfaction surveys are administred at each workshop, and if participants are missing a workshop, then by e-mail. **4) Office hours** Office hours have been a unique and popular feature of our program, and are offered at least weekly, but often twice-a-week. Either Olga Solomon or Gran Goldfarb are leading the office hours with Dan Gillette. The office hours are utilized differently by the CBO leaders, each of whom has between 20 and 30 min time slots to be met individually by the project team. Some CBOs bring concrete problems and tasks, and want to work on solving the problems (e.g. a website design resources for a low cost but high quality design) while others use this time to reflect on their experiences and challenges, and receive encouragement and practical advice. We do not have any agenda for office hours except to listen, to learn, and to support the CBo leaders. Almost every week, the office hours are scheduled by the CBO leaders for the duration of the entire 2 hours. Some CBOs come to office hours almost every week, some regularly, and a few not at all. **5) DDS CBO meetings** Some of the CBOs in our project began to attend the once-a-month DDS' CBO meetings. They are learning about the landscape of the CBO community and becoming more confident to represent their CBOs in a public forum, as well as learn about opportunities, events, and other CBO's programs. **6) NCI surveys** have been postponed for after the start of 2021 because of the interruption in services due to COVID-19. **7) Community Outreach Symposium** is scheduled for the end of Year 1, in May 2021.	
25. Project Impact & Outcome	**Applicant Response**	
(Reapplications Only) Provide a detailed explanation of project impacts and outcomes to date. Attach data (summary of pre-tests and post-tests), participant success stories to demonstrate	CBOs providing social, recreational, and other services, are the backbone of communities in historically under-resourced areas of Los Angeles County. The CBOs participating in our Year 1 project are led by Parent Leaders of Color who have children receiving RC services. The baseline Needs Assessment data regarding the 13 CBOs in our cohort in Year 1 revealed that the most serious barrier	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
project outcomes and impacts. Provide outcomes of your project's impact in serving the target communities. Using your attached data, provide a brief statement of key findings. If not applicable select Not Applicable.	to sustainability and growth is a lack of training in operationalizing and collecting outcome measures of performance and impact, and lack of funding for external program evaluation. This hinders CBOs led by Parent Leaders of Color to develop competitive funding applications. Disparities in access to Regional Center services operate not only at the racial and ethnic group levels, but also at the inter-institutional RC - CBO levels. Specifically, as discussed during the DDS' monthly CBO meetings, some CBOs run by Parent Leaders of Color operate in the catchment areas of RCs that invite and welcome authentic collaborations between the RCs and the CBOs. Such collaborations provide the resources and support that amplify the CBO's capacity to 1) do more high-level programming and service delivery (e.g. by the RC sending pre-addressed letters regarding CBO services and events to families), 2) create robust and meaningful measures of performance and impact; and 3) collect data on these measures in a systematic way. These successfully carried out activities will enhance the CBO's capacity to secure funding, whether from the DDS or from other funding programs - and 'funding begets funding', thus securing sustainability and growth of the CBO. On the other hand, the collaboration with the CBOs will improve the RCs outreach into the racial and ethnic communities historically facing POS disparities even in the highest-performing RCs, building trust and good faith that will enhance the RC's performance with these groups. It's a 'win-win' situation, and an example of what a 'culturally and linguistically competent' service delivery looks like at the inter-institutional level. Based upon our Key Informant Interviews with Parent Leaders of Color who run CBOs participating in the Year 1 of the project, and our analysis of the POS data across the RCs known to be more and less CBO-friendly (based upon the reported experiences of several CBOs, both funded and not-funded by the DDS), it is evident that the RCs that are willing to collaborate with CBOs have more equitable access to RC services *across other measures of performance* (i.e. have less POS disparities) than those that are closed to collaborations with CBOs in their catchment areas. Thus, in more CBO-friendly RCs, the Parent Leaders of Color (who are parents of individuals receiving RC services) have not only more support for their children's RC services, but also more support for their CBO's programs and activities. **Our project *levels the playing field* for the CBOs in under-resourced areas so that their sustainability were not dependent upon the catchment area of their RC. We bring to our CBO cohort the highest level of expertise and training exemplified by the Mentor CBOs' high standing in the nonprofit community. We are making sure that when the COVID-19 pandemic is over, these CBOs will go back to delivering their services stronger and more knowledgeable than before the pandemic.**	

26. Project Objectives	Applicant Response	ATTACHMENTS
(Reapplications Only) What are the projects objectives in addressing disparities and what remains to be addressed/completed? Explain why these objectives have not been completed during the current grant period. Provide a brief description of the key lessons learned from your current project, if any. What were some of the challenges that prevented your project from meeting your objectives/measures? What are some strategies your organization plans to implement to address challenges, if any? If not applicable select Not Applicable.	By the end of Year 1 in May 2021, our project team and peer Mentors will have provided 10 monthly educational and skill-building workshops for the CBO leaders, and twice-weekly 'office hours' (approximately 80 2-hour meetings) with the peer Mentors and the USC UCEDD at CHLA team (Olga Solomon and Fran Goldfarb). We are on track and on schedule with our project objectives for Year 1. We have exceeded our recruitment goals, partly because there is a critical need for a program like ours in the community. We have maintained our schedule of planned activities, and collected all the measured except NCI. We have a waiting list for Year 2.

The baseline Needs Assessment data regarding the 13 CBOs in our cohort in Year 1 revealed that the most serious barriers to sustainability and growth are: 1) lack of training in developing grant proposals; 2) limited knowledge of how and why one needs to systematically collect outcome measures of performance and impact, and 3) lack of experience in program evaluation. Understandably, the CBOs would rather develop and implement their programs than measure the impact of these programs, however, this hinders their capacity to develop competitive funding applications, and does not allow them to have much needed data to best represents their mission and achievements. | |
| 27. Project Transition | Applicant Response | |

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
(Reapplications Only) If awarded, how will your current project transition into the 2020/21 proposed project? How does your proposed project complement your current project? Does your proposed project expand or continue your current project, if so how? What activities, measures, or target groups are being added? Provide a summary of the differences and reasons why you are proposing the change. If not applicable, select Not Applicable.	In Year 2, based on what we have learned in Year 1, we will systematically tailor our activities to the CBO's **specific needs and challenges.** In Year 2, given the lessons learned about the needs and challenges of the CBO cohort that have been more visible and more severe during the COVID-19 pandemic, we will focus our project activities in three major capacity-building areas: **1)** *Resource Development*, consisting of educational consulting in non-profit management; **2)** *Leadership Development,* consisting of enhancing communication skills to manage individuals and teams; and promoting self-care, empowerment and personal identity development; and **3***) Social Networking and Social Capital Development* among the CBO cohort members, and with Mentor CBOs leaders and their respective social networks. This latter area of training will include a series of workshops on partnering with academic researchers to carry out high level outcome measurement and program evaluation. The overarching goal of Year 2 activities is to strengthen the CBO's capacity and help them develop new knowledge and skills during the relative slow down of their services due to the COVID-19 pandemic. This will assure that the CBOs emerge in the post-pandemic nonprofit 'ecosystem' in Los Angeles County being stronger organizationally, more supported, more skilled, and more connected to peer and funder social networks than before the pandemic. The post-COVID environment will present new demands of the 'new normal', and our Year 2 activities are designed to provide transformative learning experiences and opportunities to maximize CBO capacity and increase 'social capital'. The project has been transitioned to be full remote implementation due to COVID-19. This has had a 'silver lining' in that we have had very high attendance of office hours (which we increased in frequency from once to twice a week) and monthly workshops, have had continuous communication among the project team and the CBOs. The zoom environment, however limited in 'in person human contact' has helped create and strengthen our connection to the CBOs served by our project. Moreover, also in response to the pandemic, we made the Mentor CBOs available for zoom consultations for 30 days past their workshops for 2 hours per week on the topic of the workshop that they delivered that month. This has allowed the CBO leaders to receive personalized training tailored to their specific questions and needs. The transition to Year 2 is anticipated to be seamless because the project has been adapted to the remote environment since March 2020, and now has reached full functionality in all aspects of remote program delivery.	
General Application		
Proposal Summary		
1. Individuals Impacted	**Applicant Response**	
Enter the projected number of individuals impacted.	700	
2. People Served	**Applicant Response**	
What is proposed number of people projected to be served?	20	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
3. Duration of project	**Applicant Response**	
What is the duration of the project? Enter Start & End Dates.	Start Date: 06/01/2021, End Date: 05/31/2022	
4. Duration of project (months)	**Applicant Response**	
What is the total duration of project in months?	12	
5. Regional Centers	**Applicant Response**	
List all Regional Centers in the project catchment areas.	SCLARC, FDLRC, WRC, SG/PRC	
6. Cities Served	**Applicant Response**	
List the city or cities your project proposes to serve.	Frank D. Lanterman Regional Center – 213-383-1300 Central LA County, including Burbank, Glendale, Pasadena, Downtown LA, Hollywood, Wilshire, La Cañada, La Crescenta, Eagle Rock, and Foothill communities Zip codes: 90004-90006, 90010, 90012-90015, 90017, 90019-90021, 90026, 90027-90029, 90036, 90038, 90039, 90041, 90046, 90048, 90051, 90053-90055, 90057, 90060, 90068-90072, 91011, 91020, 91023, 91046, 91101-91106, 91109, 91201-91210, 91214, 91501-91506 San Gabriel/Pomona Regional Center – 909-620-7722 Eastern LA County, Claremont in the east to Altadena in the west Zip codes: 91001, 91002, 91006, 91010, 91016, 91024, 91104, 91107, 91702, 91706, 91711, 91722-91724, 91731-91734, 91740, 91744-91750, 91765-91769, 91773, 91780, 91789, 91790-91793 South Central Los Angeles Regional Center – 213-763-7800 Southern LA, including the communities of Compton, Gardena, and Downey Zip codes: 90001-90003, 90007, 90008, 90011, 90016, 90018, 90037, 90043, 90044, 90047, 90058, 90059, 90061, 90062, 90201, 90220-90224, 90240-90242, 90255, 90262, 90270, 90723, 90280 Westside Regional Center – 310-258-4000 West LA, from Malibu in the north to Gardena in the south Zip codes: 90003, 90008, 90024, 90025, 90034, 90035, 90044, 90045, 90047, 90049, 90056, 90064, 90066, 90067, 90210-90212, 90230, 90245, 90247-90250, 90260, 90265, 90272, 90278, 90291, 90301-90305, 90401- 90405	
7. Counties Served	**Applicant Response**	
List the county or counties your project proposes to serve.	Los Angeles County	
8. City of Los Angeles	**Applicant Response**	
If your project proposes to serve the City of Los Angeles, list the zip codes and/or communities your project will serve.	Not Applicable	
9. Community Based Organizations	**Applicant Response**	
Will you be working with one or more Community Based Organization?	Yes	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
10. Regional Center Data	**Applicant Response**	
If you plan to use regional center data for your project, indicate what steps you will take (or already have taken) to acquire it. For example, completing a data agreement, completing a data request, meeting with RC to discuss data availability/timelines, etc.	We do not plan to use Regional Center data.	
11. First Project Type Selection	**Applicant Response**	
Select your first project type.	Workforce Capacity and Development (staff training, etc)	
12. Second Project Type Selection	**Applicant Response**	
Select your second project type (if applicable).	Engagement and Outreach (community events, etc)	
13. Third Project Type Selection	**Applicant Response**	
Select your third project type (if applicable).	Parent Education (online or in person trainings, etc)	
14. Multiple Organizations	**Applicant Response**	
Does your project include partnership with one or more organizations either as a co-applicant or subcontractor? If "yes", please upload a letter of support from each organization, that includes an explanation of their role in the partnership.	Yes	4
15. Leverage & Strategies	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS

Describe how your organization will leverage and build upon strategies, collaborations, and lessons learned to continue to address the identified disparities after completion of the project. How will your project continue its work after the grant funding has concluded?	On this project, we are aiming to create **a model of community-academic partnership that serves CBOs** serving under-resourced communities. This model is different in strategy from directly serving the under-resourced communities themselves. We are providing tools and a specialized skill set to CBOs that are already successful in what they do, so they can do it more successfully, more sustainably, and on a larger scale.
	
	We will leverage and build upon the strategies, collaborations and lessons learned acquired in the course of the project in the following way:
	    1) the program that we are proposing has the potential to become part of the USC UCEDD program portfolio with a training certification curriculum for mental health, occupational therapy, and other professionals;
	
	    2) we will approach the AUCD and the national UCEDD network leadership to implement this program at other UCEDDs;
	
	    3) we will secure a dedicated yearly budget that will be sustained by internal as well as external federal and state funding to continue the program after the DDS funding period is over;
	    4) we will create a skilled volunteer workforce drawing upon the University of Southern California undergraduate and graduate students to provide a sustainable, well trained practical support for the CBOs who will be participating in our program;
	
	    5) we will establish yearly conferences in Southern and Northern California where CBOs will present their programs and learn about our approach to technical assistance and peer education.	

Target Population		
1. Target Groups Served	**Applicant Response**	
Select all groups the project will serve. If you select "Pacific Islander" or "Other" use comment section to list all groups.	African American , Hispanic	
Applicant Comment	We have a CBO serving the Chinese community in our project and we believe that cultural diversity is very beneficial to everyone's learning. While our target groups and African Americans and Latinx, we will welcome CBOs that serve other racial and ethnic groups as long as they are parent-run and provide social-recreational services to under-resourced communities of color.	
2. Number of Target Group Served	**Applicant Response**	
For each target group selected in previous question, list number served.	African Americans: 10 CBOs Latinx: 2 CBOs Chinese: 1 CBO	
3. Languages	**Applicant Response**	
Select all Languages the project will serve. If you select "Other" please list all languages.	Other (list)	
Applicant Comment	All project activities will continue to be in English	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
4. Age Groups Served	**Applicant Response**	
Select all Age Groups the project will serve. If you select "Other" please list groups.	Birth up to Three (Early Start) , Three to Five , Three to 21 , 16 to 21 , 22 and older	
Applicant Comment	The CBOs leaders have children of all ages, and serve individuals of all ages	

Project Application

Project Application

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
1. Project Summary	**Applicant Response**	
Provide a clear and concise project summary that includes a defined target population, catchment area, and project design. Specifically describe what your project will accomplish and how it will benefit the community served.	Our Year 2 project utilizes the cultural and linguistic competence framework to preserve and sustain the CBO community during this critical time. Specifically, our project activities will ensure that the 'stay-at-home' period due to the COVID-18 pandemic is utilized to re-group, learn new non-profit management skills, and build organizational capacity. The ultimate goal of our project is to help the CBOs to come out of the pandemic stronger, more skilled, and more connected to their peer social network and their academic community partners such as the USC UCEDD. While social distance requirements are in force, we will use tele-conferencing to help the CBOs to increase their 'social capital', i.e. a form of non-material capital that produces public goods for a common purpose, such as social justice. We will do so by building collaborations and reciprocal knowledge and resource-sharing within the cohort and with the peer mentor organizations; and by identifying sources of funding and other funding-related resources such as grant-writing.

Based upon the Year 1 needs assessment and feedback from our monthly workshops and 'office hours', we have identified areas of critical need that became especially exacerbated during the COVID-19 pandemic. The main problem is the disconnect between high quality programming that the CBOs provide to the community and their lack of organizational resources. Executive Directors who have started CBOs have the passion and the commitment but often lack the knowledge about how to run and build a 501(c)(3) in accordance with local, state, and federal rules and regulations. This lack of knowledge and understanding is the primary reason why these organizations are often unsuccessful in their funding efforts. As a result, CBOs are operating on 'shoe-string' budgets, being funded by the personal finances of Executive Directors / Founders and their extended families, which is unsustainable. Research shows that over 40% of new nonprofits close their doors within 2 years primarily because they are unable to fund their organizations with external funds. CBOs operating in under-resourced communities of color experience additional disadvantages because the surrounding communities and businesses are struggling financially, which limits fundraising.

While our CBO cohort consists of organizations that range from established to fledgling, because of the COVID-19 pandemic their needs have been remarkably similar: all have been experiencing disruptions in their programming, organizational structure (e.g. availability of Board members, staff, and volunteers), and diminished fundraising. All but three of the CBO Executive | |

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS

Directors / Founders currently lack supportive organizational infrastructure and management skills beyond the rudimentary level. Additionally, the CBO's parent - leaders are experiencing stress due to their children's limited RC services and home-based school programs. We will use the information gathered from the needs assessment to provide learning opportunities for leadership development, building new skills and resources designed to meet leaders 'where they are at' and help develop the skills needed to for long-term sustainability of their CBOs. Our expanded approach in Year 2 will focus on Intrinsic (Leadership) and Extrinsic (Resource) development that will augment the gaps left by a more traditional technical assistance approach that we have used in Year 1. By building both the leadership and organizational 'social capital', the CBO leaders will be better positioned to run, fund, and sustain their organizations long-term. Specifically, the project will provide our CBO cohort leaders with high-level, individualized technical assistance and coaching support to which CBO leaders from under-resourced communities typically don't have access. The aim of our project is to reduce POS disparities by a systemic change in the CBO's non-profit eco-system in Los Angeles County.

We will train the CBO leaders in the following content areas which will be formulated in a replicable curriculum:

1) how to structure CBOs to maximize capacity and distribution of responsibilities;

2) how to recruit an optimally constituted board of directors;

3) how to formulate and implement processes and procedures for accounting, tracking/monitoring, and reporting;

4) how to create multiple streams of revenue;

5) how to fund operational/program expenditures;

6) how to hire staff and recruit volunteers; and

7) how to provide a robust and consistent level of services to the community.

The demand for social-recreational and other community-based services are especially high in communities that experience disparities in RC POS, which also tend to lack opportunities for enrichment activities and for community participation. It is important that the Executive Directors / Founders are equipped to manage the pressures that come with this continued, high level demand. Many of our CBO leaders feel depleted in their ability to cope with the stress of managing staff, volunteers, clients, stakeholders, donors, and vendors. The leadership coaching will help them leaders to develop self-management skills needed to successfully run sustainable programs.

Currently, the cohort meets once a month as a group with mentor organizations who share their expertise on a variety of topics pertaining to nonprofit management, and once a month for individual office hours to discuss organization-specific issues. The

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	project will transition into 2020-21 as an expanded project diving deeper to remove the barriers that prevent grassroots nonprofits from securing funding (the number one factor that prevents CBO's from delivering consistent, quality services). Parent-led community leaders will receive comprehensive individualized coaching and technical assistance designed to meet the specific needs of each organization. Leaders will receive individual coaching twice a month to increase leadership, culture building, management and networking skills designed required of successful nonprofit organizations. The cohort will meet once a month as a group to facilitate community, peer-to-peer and group learning. Parent-led community leaders will also receive comprehensive technical assistance designed to strengthen the infrastructure, operations, funding, and compliance skills required to run a successful nonprofit. Leaders will receive one-on-one consultations once a month to address organization-specific gaps in mission/values, staff, board, program development, accounting/reporting/marketing systems, fund development, compliance, and reporting that prevent the organization from qualifying for long-term, consistent external funding. Leaders will meet once a month as a cohort to share resources and best practices, create collaborative opportunities, and create supportive learning community shown to increase learning achievement BIPOC communities.	
2. Organization Experience	**Applicant Response**	
What experience does the organization/group have working with the target population?	**The USC UCEDD at CHLA** provides clinical services and professional training, as well as technical support and educational opportunities to CBOs serving low-income communities of color who are the primary recipients of the UCEDD's services. The USC UCEDD at CHLA is a leader in designing and implementing culturally tailored and linguistically competent programs to meet the needs of under-resourced communities of color in Los Angeles County and beyond. **Olga Solomon, PhD**, the Project Director, has a nationally recognized record of research and program development in the African American Community for over 15 years, and is an expert in person-centered individual and group interviewing, thematic content analysis, healthcare records and other document analysis, and the uses technology innovations for individuals with I/DD. **Fran Goldfarb, MA, MCHES, CPSP** who is a Co-Lead on the project is the Director of Community Education, Information Dissemination, and Technical Assistance with over 30 years of experience. The USC UCEDD is partnering with the following peer Mentor organizations that exemplify the highest level of excellence and achievement in the non-profit arena: **Amber Wynn, MSPA** is the founder and Executive Director of **The Institute for Non-Profit Management**. Amber helps to level the playing field for grassroots leaders in under-resourced communities of color with little or no access to critical information and skills necessary for successful CBO management. Amber takes a non-	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	traditional approach to traditional philanthropy: she invests in CBOs' 'social capital' by utilizing entrepreneurial principles, knowledge, and skills to bring about economic returns, individually and collectively. By doing so, she is able to create innovative ways to support nonprofit organizations. Amber is recognized at the state- and national level for her over 30 years of nonprofit experience including program development, grant development and writing ($3.2 million largest award), funding development, leadership (Executive Director and Board member), media outreach, as well as Funder. In her role as a nonprofit consultant, supporting nonprofit Founders and Executive Directors, she leverages her experience to strengthen the infrastructures of grassroots nonprofits in under-resourced communities by providing executive level training and development technical assistance, templates and toolkits at affordable rates. Amber shares insider tips and techniques from a funder's perspective to help grassroots leaders navigate the challenging world of fund development. Breaking down the purpose of essential funding factors like the Board of Directors, financial statements, evaluation and impact, measurable outcomes, collaborations, and effective mission statements and program descriptions that funders look for to make funding decisions,

DeBorah "Sunni" Smith, JD MA is a CEO of **Cassava Coaching & Consulting**, and an affiliate certified executive coach with Executive Coaching Connections (ECC). As an International Coach Federation's Professional Certified Coach (ICF PCC), DeBorah earned certifications in Team Advantage Coaching® from the Prism Corporation; Emotional Intelligence 2.0, and Anger Management assessment from Anderson & Anderson; and Conflict Resolution from the Asian Pacific American Dispute Resolution Center. As an organizational strategist and thought partner, she is credited for successfully facilitating value / vision / mission alignment, leadership sustainability, and employee engagement. Her transformational executive coaching utilizes expertise in organizational imperatives such as the development of transparency and trust; organizational alignment and change management; workplace harassment prevention and equal opportunity employment; as well as the implementation of equity, unconscious bias, and inclusion principles. She places a high emphasis on establishing relationships and resources that work together in innovative ways to create permanent, positive, paradigm shifts. Her client base is diverse with at least one thing in common – a commitment to productivity and growth. Sound management and co-creative coaching precepts allow DeBorah to facilitate, fuel, and focus a client's objectives into actionable goals.

Michelle Burton, PHD, MBA is the Chief Strategy Officer at **Community Health Councils, Inc. (CHC)** and a parent of a young man with Autism Spectrum Disorder who is a Regional Center client. Michelle's has training and expertise in Pan African Studies, an MBA with a concentration in Organizational Leadership, and a Ph.D. in Leadership and Change. She has over 30 years of nonprofit experience, with a focus on development and communications. Over the course of her career, Michelle has raised over $50 million for social justice organizations, successfully organized events for thousands of individuals, and has never given up hope. Michelle directs the CHC's Social Change Institute which | |

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	Capacity Building Workshops as part of their Leading for Equity curriculum, which offers content ranging from leadership development to a wide range of policy and systems-change issues. CHC is working within a large and well-established network of CBOs in Los Angeles County, and will provide an entry into this network for our CBO cohort, which will accelerate their capacity building and strengthen their sustainability. CHC is highly regarded at the county, state, and national levels as a pioneer of systems change to eliminate disparities in health and well-being using a community-based participatory approach. Whether working with experienced nonprofit leaders, newly-minted youth advocates, grassroots organizations or community residents, CHC builds on their innate strengths to create sustainable organizations and movements. She is recognized as a national and international thought leader, and is known for her cultural and linguistic competence to effectively listen and work across differences. **Anna (Aziza) Lucas Wright, MEd** is an Executive Director of **South Central Prevention Coalition**, a community advocacy non-profit organization in South Los Angeles with an established record of high community impact. Aziza is a pioneer of faith-based Community Partnered Participatory research and program development model, and will continue to bring a wealth of knowledge and experience in the non-profit management in under-resourced communities of South Los Angeles. Aziza will also provide a gateway to CBO collaborations and resources. In her capacity as Community Faculty at Charles Drew University of Medicine and Science, Aziza serves as Co-Chair of the Department of Preventive and Social Medicine, and functions as an Academic /Community Partner for the Clinical and Translational Science Institute (CTSI). Aziza is known for her work in the faith community, and has been the Principal Investigator of her own pilot studies within the Division of Cancer Research and Training-Center to Eliminate Cancer Health Disparities. **Daniel Gillette, MEd** is a Senior Research Scientist at **UC Berkeley's CITRIS Foundry Generator**, a pre-incubator program bringing together industry, non-profits, and the academic community to deliver impactful solutions to societal problems. Dan has been a pioneer of applying the 'incubation approach' used traditionally to support for-profit 'start-ups' to non-profit CBOs in under-resourced communities. Dan's contribution to Year 1 of the project has been invaluable as he has a unique skill set and knowledge base that has proven to be critically useful for the CBO cohort. Dan has the knowledge of innovative infrastructure improvement strategies and practices that support CBO capacity building.	
3. Underserved Target Populations	**Applicant Response**	
Explain how the target population(s) are underserved using RC POS data or other data as supporting evidence of the disparity.	The key lessons learned are that POS disparities are part of a larger pattern of inequities affecting communities of color. The COVID-19 pandemic forcefully showed us that the most under-resourced become most vulnerable and face greatest risks during a public health crisis as we are experiencing right now. According to the Center for Nonprofit Management's recent Nonprofit Sector report, the already struggling CBO sector in Los Angeles County has been progressively depleted by the	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	Angeles County has been progressively depleted by the consequences of the COVID-19 pandemic. The 13 CBOs participating in our Year 1 project are led by Parent Leaders of Color who have children receiving RC services. POS disparities facing African Americans: In FY 2018/2019, over 11 % of African American individuals had no POS compared to Whites' 6.9%. According to the DDS data for FY 2017/2018, the total population served by the Regional Center system currently consists of 8.46% African Americans, and 39,9% Hispanics. The Regional Center system-wide disparity for African Americans is evidenced by the per-capita expenditure difference: $17,327 for African Americans compared to 21,385 for Whites, which means that, on average, African Americans across all Regional Centers receive a little over 80% of per capita expenditures than White individuals. In 2017/2018 FY, African Americans represented 22.45% of all individuals served by the South Central Los Angeles Regional Center (SCLARC), the largest percentage of African Americans with developmental disabilities among all 21 Regional Centers in the DDS system. There are significant disparities in per-capita expenditure for African Americans compared to Whites reported by SCLARC: $20,203 vs. $40,482, a 50% difference. This means that at SCLARC, African Americans received only one half in per-capita expenditures compared to Whites. Of note, in the 2016/2017 Fiscal Year report, SCLARC reported a similar scale of POS disparity: per-capita expenditure for all age groups was $19,001 for African Americans, and $38,271 for Whites, a disparity of more that 50%. POS disparities are significantly lower at the other two RCs, FDLRC and WRC. At FDLRC, African Americans constitute 6.58% of all served, and receive $17,961 per capita compared to $18,646 received per capita by Whites who represent 31.77% of the client population. Similarly, at WRC, African Americans represent 21.32% and receive $22,094 per capita compared to 27.02% of Whites who receive $25,153 per capita. POS disparities facing Latinos: Latinos face even greater POS disparities than African Americans in the Regional center system. System-wide, in FY 2017/2018 they received only 41% of per-capita expenditure by White individuals ($8.940 vs.to $21,385). At SCLARC, for example, they represent over 68% of all individuals served, but receive $7,152 (or less than 18%) in per-capita expenditure compared to $40,483 for Whites who comprise 2.73% of the SCLARC client population. At FDLRC, Latinos represent 45.24% of all individuals receiving services with $8,821 (or 47%) in per-capita expenditure compared to Whites who represent 31.77% and receive $18,646 per-capita. At WRC, Hispanics represent 34.04% of all served and receive $12,694 (or 50%) in per-capita expenditure compared to $25,154 per-capita received by White individuals who represent 27,02% of all served. In the SCLARC reported PoS data for FY 2017/2018, Latinos ages 3 – 21 were authorized 50% less PoS ($4,001) than Whites ($8,041). Similar pattern was in the expenditure PoS: Latinos had $2,701 per capita while Whites had $4,203. For FY 2018-2019, 6.9% of Whites had no PoS compared to 13, 3% Latinos.	
4. Input from Community	Applicant Response	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
How did your organization use input from the community and/or target population to design the project? What methods did your organization use to allow the community to advise you in designing the project? Were there any changes to your project design as a result of community input?	Results from cohort members' Needs Assessment interviews revealed that parent-led CBO Executive Directors often 'don't know what they don't know', as is true for anyone trying to succeed in an uncharted territory. These parents started their organizations out of need, usually a gap in service or no resources at all. As a result, the organization was started in an organically responsive way that may appear haphazardly and made up as they went along. Overwhelmingly, these Executive Directors run into barriers because they have little or no infrastructure for organizations, making them ineligible for many funding opportunities because they 1) don't understand what the funders want and need from them; 2) don't have the financial resources, reporting systems, or financial statements required by most funders to apply and be competitive; 3) operate based upon misinformation or make metrics and outcomes up as they go along. **Learning that these leaders need intensive and comprehensive skills building led us to the realization that more individualized technical assistance and coaching is required in order to strengthen these organizations and subsequently the communities they serve. The changes that we made in the project's design are directly based upon the community input.**	
5. Improve Access	**Applicant Response**	
How will your project improve equity, access and reduce barriers to services for individuals with intellectual and developmental disabilities and their families and is sustainable?	**Providing parent-led community-based organizations with the knowledge, skills, and resources needed to run, fund, and expand services will improve equity, access and reduce barriers to services for individuals with intellectual and developmental disabilities along with their families because they will be able sustain the process of providing services to fund the organization with independent self-sustaining resources sources. Utilization of programs and services is directly linked to outreach and promotion. Parents are unaware of the resources because these parent-led organizations cannot afford to market what they have to offer. And even when they the connection is made to potential constituents, they do not have adequate staff to serve the needs of the people seeking support.** Our CBOs' challenges illustrate a systemic injustice inherent in the funding process: they are more than able to deliver exceptional programming on incredibly limited budgets but are often unable to measure and report their performance metrics and outcomes, let alone to invest in outside assistance to make such measurement possible. This is a problem because the focus on rigorous performance measurement has led funding organizations to overlook the potential of those organizations that don't fit the narrow definition of preconceived and prejudiced notion of "good" such measures create. Typically, organizations that are able to garner the performance measurements needed to attract large grants are large and *already* relatively well-funded. The higher stakes donors lean on "tried and true" processes and systems that are skewed and plagued with bias, privileging the already established organizations at the expense of newer / younger CBOs.	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
	The CBOs such as the majority of those participating in our project continue to operate because they are funded by the founding parents out of pocket funds. This limits the organization's ability to robustly deliver services to parents in the community, which in turn maintains the status quo and barriers. Sustainability is directly linked to consistent external funding. Members of the cohort will obtain the knowledge, skills, and access to resources that will powerfully position them to secure external funding. Nonprofit organizations can not operate solely on grants. Cohort members will learn how to diversify their funding streams to secure 10+ funding sources to sustain their organizations. Keeping these organizations operational is the first step to improving access and reducing self-funded programs and services. That starts with creating a consistent flow of revenue into the organization. Secondly, funding will allow these organization to develop infrastructure: hire staff to meet the needs of the community. Inadequately financed start-up nonprofits lack the framework and staff to provide adequate support parents and families. By working with the CBOs providing social-recreational services to individuals with I/DD and their families living in under-resourced communities, we are addressing this " philanthropic justice" issue. Despite of the increasing public, and often contentious, discussions about the need for diversity, equity, and inclusion, and the headway that has been made at private foundations regarding these issues, when one analyzes the patterns of funding allocation (i.e. who is getting funded), there remains a major inequity. Of the billions of dollars that are allocated by funders every year, only a small percentage 'trickles down' to communities of color and leaders of color, which makes it clear that the funding process lacks equity. For example, 72 percent of leaders of color had board members who did not raise any money compared to 64 percent of white leaders, 63 percent of leaders of color reported that they lack access to individual donors compared to 49 percent of white leaders, and 51 percent of leaders of color lack access to foundations versus 41 percent of white leaders. Leaders of color have systemically limited access to social networks that enable connections to the philanthropic community. Interpersonal bias can manifest as mistrust and microaggressions, which inhibit relationship-building and emotionally burden leaders of color. Funders often lack understanding of culturally relevant approaches, leading them to over-rely on specific forms of evaluation and strategies that are familiar to them and inherently biased in their unintentional or intentional biases. **Our project levels the playing field by providing training and support to overcome these barriers.**	
6. Support RC's Recommendations	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
How does this project support the RC recommendations and plan to promote equity and reduce disparities in their catchment area? If you are a RC, how does this project support your recommendations and plan to promote equity and reduce your identified disparities? How will your project collaborate with other organizations that serve individuals with intellectual and developmental disabilities and their families?	All RCs state in their strategic plans that they seek to improve equity and reduce POS disparities. Working with the CBOs in the RCs catchment areas is an excellent strategy to achieve this goal. The CBO Founders and Executive Directors walk through the doors of Regional Centers (or contact RC personnel by e-mail and via teleconferencing now that we are living during the COVID-19 pandemic) as mothers and fathers seeking equitable, timely, and appropriate services for their children, and support for their families in caring for them. Every day, these CBO leaders carry out groundbreaking work in the community, providing services that are no longer accessible after the Lanterman Act Amendment of 2009. These CBO leaders are the backbone of their communities and provide critical services, often at a high personal cost, that allow children youth and adults with disabilities to lead full and satisfying lives. Supporting parent-run CBOs in the RCs' catchment areas will enhance the CBO's capacity, sustainability and growth. Collaborations with CBOs will enhance RCs' outreach into the racial and ethnic communities historically facing POS disparities even in the highest-performing RCs, building trust and good faith that will enhance the RC's performance with these groups. It's a 'win-win' situation, and an example of what a 'culturally and linguistically competent' service delivery looks like at the inter-institutional level.	
7. Project different or unique	**Applicant Response**	
How is the proposed project unique or different from a currently funded grant (e.g., strategies, activities, and goals) in the proposed regional center catchment area? If the project is similar to a currently funded grant listed on the Department's website, how is the proposed project different?	As far as we know, there is no currently funded project in the catchment areas of SCLARC, FDLRC, WRC, and SG/PRC that addresses the POS disparities through addressing the needs of parent-run CBOs. Our project is unique because we pursue achieving equity in access to Regional Center services by supporting parent-run CBOs through a community-academic partnership.	
8. Activities & Measures to Achieve Goal	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
Clearly and specifically state how the schedule of activities and measures demonstrate the operational details and steps that the project will take to achieve its stated goals, activities, and measures. **Note: Before answering this question, applicant may want to complete the Activities Template located in the tab directly above.**	In Year 2, we will expand the scope of our project activities. The difference from Year 1 is the degree to which our project activities are tailored to the CBO leaders needs. The Measure reference numbers correspond to the Activity reference numbers. **Recruitment (Activity 1.0)**: First, we will recruit 10 more CBOs for a target number of 20, anticipating some attrition in our cohort of 13 CBOs. As of the time of writing this proposal, the new 'stay at home order' (as of November 30, 2020) is placing additional strain on several of our CBOs. **Measure: Number of CBOs recruited.** **Needs Assessment (Activity 1.0.1):** We will use strategy as in year 1 to e-mail the Needs Assessment Survey to each CBO leader and follow it up with a semi-structured remote interview by zoom. **Measure: list of primary challenges, needs as well as strengths.** **Workshops (Activity 1.1):** Monthly workshops by Peer Mentors and Mentor-In-Training CBOs (3 of the presently participating, more advanced CBOs) following a structured curriculum defined by the needs assessment, and building upon and expanding the Year 1 curriculum. **Measures: 1) Pre- and post- change in knowledge; 2) Workshop satisfaction zoom poll.** **Peer Mentoring - Individual (Activity 1.2):** Individual consulting and coaching on specific capacity-strengthening topics. **Measure: Pre- and post- change in self-efficacy from the start to the conclusion of the program in Year 2.** **Peer Mentoring - Office Hours (Activity 1.2.1):** Weekly office hours carried out by the project team individually and in small groups. **There is no measure for office hours to avoid 'measurement fatigue' in our CBO cohort.** **Peer Mentoring - Group (Activity 1.3):** After each workshop, group peer mentoring will be held to deepen the CBO's knowledge of the material covered in the workshop.**There is no measure for office hours to avoid 'measurement fatigue' in our CBO cohort.** **Community Dissemination Symposium (Activity 1.4):** In the end of Year 2, similarly to end of Year 1, we will have a gathering of all Peer Mentors and all the CBOs open to the larger community, including the DDS, the RCs and the Disability Rights organizations. The Peer Mentors will lead a round table discussion with the participating CBOs focused on specific topics and the CBOs' experiences in the program. This will allow the CBOs to promote their organizations to the community. **Measure: Symposium satisfaction zoom poll.** **Data analysis (1.5):** All measures will be aggregated and analyzed for patterns of change in knowledge and self-efficacy. The Narrative data will be analyzed using NVivo software. **Recommendations (1.6):** Based upon data analysis, we will make recommendations to the DDS and the RCs on how to support the CBOs in their catchment areas.	
9. Measures	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
Are your proposed measures appropriate to track project goals and activities, provide insight into the effectiveness of the overall design of the project and demonstrate how the impact on the community will be evaluated?	Our proposed measures are comprehensive in both depth and scope and will allow us to track the effectiveness of our program without exhausting the CBO leaders with constant surveys. We are using measures that allow us to evaluate the processes employed by the project team rather than the numeric representations of discreet variables. This will allow to glean for a pattern of outcomes that are meaningful both to the CBO community and to the DDS and the RCs. Moreover, the measures will point to areas that need further improvement. Because our project team is trained in Community-Partnered Participatory framework, the measurement strategy is representative of the program's value to the community. Our measurement strategy reflects the cultural and linguistic competence that is necessary to collect authentic, culturally-relevant data that goes to the core of structural inequities, of which disparities in POS is an example.	
10. Budget Narrative	**Applicant Response**	
Note: Before uploading your Budget Narrative, applicants should complete the Budget Template located in the tab directly above. After you complete the Budget Template, please return to this question to upload your Budget Narrative. The project budget is consistent with stated projected goals and activities, and clearly and concisely explains how the proposed expenditures support the overall project design. The project budget costs are clearly associated with the project activities and goals. The project budget does not include non-allowable costs. The overall project budget is appropriate to the outcomes proposed. Please attach your Budget Narrative document. An example of a Budget Narrative can be found in Attachment C.		1
Proposal Certification		
Certification		
1. Applicant & Regional Center Discussion	**Applicant Response**	
If you are a CBO, have you discussed your proposal with the RC(s)?	Yes	2
2. Applicant Certification	**Applicant Response**	

APPLICANT QUESTION	APPLICANT RESPONSE	ATTACHMENTS
By submitting this application, the Applicant is certifying the truth and accuracy of the proposal. The applicant also certifies that if you have subcontracting organizations, each participating organization has reviewed your project and agrees to their assigned activities, measures, and the budget. (Select Yes or No and enter you name in the comment box.)	Yes	
Applicant Comment	Olga Solomon, PhD	