

Application Report



Applicant Organization: Redwood Coast Regional Center
Project Name: Customized Employment Mentoring
Application ID: [REDACTED]
Funding Announcement: DDS Employment Grant
Requested Amount: [REDACTED]

Project Summary: Griffin-Hammis Associates to mentor 3 employment service provider agencies to embed best practice customized employment in policies and service delivery.

Authorized Certifying Official: [REDACTED]
Project Director/Manager: [REDACTED]
Project Manager/Coordinator: [REDACTED]
Compliance/Fiscal Officer: [REDACTED]

Section Name: Applicant Eligibility

Sub Section Name: Applicant Information

1. Applicant Question: Organization Type

Check all that apply. If selecting "Other" please specify your type of organization.

Applicant Response:

- Community-Based Organization

2. Applicant Question: Description of Agency/Organization

Provide a brief description of the organization or group. You may add a website link for additional information.

Applicant Response:

Redwood Coast Regional Center (RCRC) is one of 21 Regional Centers that are community-based, private non-profit corporations under contract with the California Department of Developmental Services. RCRC provides intake, assessment, diagnosis, and coordinates community-based services for over 4,000 children and adults with developmental disabilities in Del Norte, Humboldt, Lake, and Mendocino counties.

3. Applicant Question: Applicant in Good Standing

Is the applicant in good standing with the California Secretary of State, California Franchise Tax Board, and California Department of Tax and Fee Administration? Please upload confirmation letter(s) or proof of good standing.

Applicant Response:

Yes

Attachment:



4. Applicant Question: Subcontractors in Good Standing

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? Select "N/A" if you do not plan to use subcontractors for your project.

Applicant Response:

Yes

Section Name: Grant Application

Sub Section Name: Proposal Summary

1. Applicant Question: Project Type

Choose one project type that best describes your activities.

Applicant Response:

Training and Implementation - Professional and Staff

2. Applicant Question: Duration of Project

Choose the duration of your project, 12 months or 18 months.

Applicant Response:

18 months

3. Applicant Question: Regional Centers in Service Area

Identify the Regional Center(s) in the community to be served by this project. Select all that apply. For a regional center map, see [Attachment F](#).

Applicant Response:

- Redwood Coast Regional Center

4. Applicant Question: Counties Served

List the county or counties that the project will serve. Check all that apply.

Applicant Response:

- Humboldt County
- Mendocino County

5. Applicant Question: City of Los Angeles

If your project proposes to serve the City of Los Angeles, list the zip codes your project will serve.

Zip code information for Los Angeles County can be found [here](#). If your project does not serve the Los Angeles area, select "N/A".

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

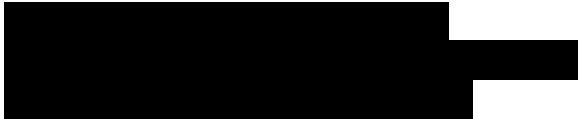
6. Applicant Question: Collaborating Organizations or Other Entities

Does your project include partnerships 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.

Applicant Response:

Yes

Attachment:



7. Applicant Question: Consultants and Trainers

Describe the qualifications of the consultant/trainer/training organization, including their subject matter expertise in competitive integrated employment for individuals with developmental disabilities. Describe their prior experience as a consultant/trainer, professional credentials, including names of other organizations/entities for whom they have provided consultation or training.

If question does not apply to your project, select "N/A"

Applicant Response:

Griffin-Hammis Associates (GHA) is an inter/national leader in employment services, delivering evidence-based, best-practice, training and technical assistance (TA) at all levels, from state leadership to frontline staff. GHA has developed and researched a Customized Employment (CE) Proficiency Scale as well as three CE Fidelity Scales to establish the evidence-base for CE as well as to support ongoing data analysis from implementation projects throughout the country. GHA has led employment training and TA projects in over 30 states and is currently supporting similar multi-year, statewide initiatives (see attached). GHA was awarded a RSA 5-year innovative training grant to provide training in self-employment to VR professionals throughout the country. GHA developed the first self-employment provider certification training series, currently used by TX and FL VR; online public benefits and employment training programs for AK, MI, MN, and MO; and has presented at many conferences.

Attachment:



Section Name: Target Population

Sub Section Name: People Served

1. Applicant Question: Number of youth (under 18) with I/DD that will be served

Specify number of people to participate or be served by this project. If question does not apply to your project, select "N/A".

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

2. Applicant Question: Number of adults (18 and older) with I/DD that will be served

Specify number of people to participate or be served by this project. If question does not apply to your project, select "N/A".

Applicant Response:

15

3. Applicant Question: Number of family members that will be served

Specify number of people to participate or be served by this project. If question does not apply to your project, select "N/A".

Applicant Response:

15

4. Applicant Question: Number of professionals and staff that will be trained

Specify number of people to participate or be served by this project. If question does not apply to your project, select "N/A".

Applicant Response:

8

5. Applicant Question: Number of other individuals that will be served/trained

Specify number of people to participate or be served by this project. Please describe the individuals that will be served. If question does not apply to your project, select "N/A".

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

6. Applicant Question: Ethnicity Group Served

Select the ethnicity group(s) the project will serve. For "Indian", "Pacific Islander", "Slavic" or "Other" use comment section to list specific groups.

- **"Indian"** includes: Indian (nationals of the present-day Republic of India), Bangladeshi, Nepalese, Pakistani, and Sri Lankan.
- **"Pacific Islanders"** includes: individuals whose origins are the original peoples of Polynesia, Micronesia, and Melanesia. Polynesia includes Guam, Hawaii (Native Hawaiian), Samoa (Samoan), American Samoa (Samoan), Tokelau (Tokelauan), Tahiti (Tahitian), Tonga (Tongan) and other Pacific Islands.
- **"Slavic"** includes: Russian, Ukrainian, and Belorussian (East Slavic), Polish, Czech, Slovak, and Sorbian (West Slavic), and Bulgarian, Serbian, Croatian, Macedonian, and Slovene (South Slavic).
- The **"other"** category includes ethnicities not specified in the ethnicity options.

Applicant Response:

- African American
 - Hispanic
 - Hmong
 - Native American
 - White
 - Other
-

Section Name: Project Application

Sub Section Name: Project Application

1. Applicant Question: Project Abstract

Provide a clear and concise project summary that includes a defined target population, geographic area, and project design. Specifically describe what your project will accomplish and the intended impact it will have on the employment of individuals with intellectual and developmental disabilities.

Applicant Response:

RCRC will contract with GHA to support and enhance Customized Employment (CE) service delivery at three employment provider agencies. Each of these provider agencies participated in CE transformation initiatives previously funded by RCRC and have expressed and demonstrated a clear commitment to best-practice CE service delivery. GHA will provide ongoing technical assistance (TA) to employment agency leadership on how to embed best practice CE services throughout their policies and programs. GHA will also work closely with RCRC and each agency to identify and recruit working age (18-64 years old) job seekers with intellectual/developmental disabilities to participate in the project and to develop targeted implementation action plans. All TA will be individualized to meet each agency's specific needs and goals. Training may also be included within the scope of the technical assistance work.

Employment specialists (ES) must develop a broad range of knowledge and skills to effectively deliver customized employment (CE) services. GHA uses the CE Proficiency Scale to guide and track ESs as they work with job seekers to develop the skills required to become proficient in CE service delivery.

Each of the three agencies will identify 1-2 ESs to receive proficiency-based mentoring during the 18 months of project implementation. All participating ESs have already completed GHA's 40-hour CE Training Course and earned an ACRE certificate or will do so prior to enrolling in GHA mentoring.

Project Outcome: 5 ES will be proficient in CE service delivery. 15 job seekers will have the opportunity to pursue competitive integrated employment through a customized approach.

2. Applicant Question: Need for Project Question 1

Please describe the underlying problem, challenges, or issues that your project will address.

Applicant Response:

RCRC's employment service provider capacity does not meet current client need. Many service providers who offer employment services are not able to take new referrals. Many clients do not find traditional employment services to meet their needs. Many clients say they want to work in a particular area of interest, but traditional employment services have not been able to meet this need. The 3 agencies involved in the project have started offering CE but are not yet proficient.

3. Applicant Question: Need for Project Question 2

Provide facts or data to support the need for this project

Applicant Response:

The majority of working age (18-64 years old) RCRC clients are not employed at all. Those who are earning wages, have extremely low incomes. The most recent DDS/EDD data from 2020 shows that only 17% of working age RCRC clients receive wages. Average wages for a RCRC client in 2020 was \$697/month. Customized employment maximizes clients' earning potential by matching their strengths and interests to business needs in the community.

4. Applicant Question: Need for Project Question 3

Describe how the project will involve and benefit participants who are from diverse backgrounds

Applicant Response:

RCRC Employment Specialists will work with the RCRC Diversity Outreach Specialist to ensure that outreach to RCRC clients with low or no POS utilization and who identify as people of color are contacted for interest in participating in this project.

5. Applicant Question: Approach Question 1A

For Business Focused Practices, Employment Preparation Services and Supports, Service Models for Individuals with High Support Needs, and Training and Implementation project types.

- Describe the objective for your project
 - Describe the new or innovative methods and activities that will be used that correspond to the proposed objective and project type
-

that:

- Use innovative, evidence-based, best, or promising practices, services and /or supports
 - Promote increased and meaningful opportunities for participants to make an informed choice for career options and prepare for CIE
 - Are designed to achieve, maintain, or advance individuals with I/DD in competitive integrated employment
 - Are designed to be replicable
- Include how you used input from the community and/target population in the design of the project
 - Describe any project deliverables

If your project is not Business Focused Practices, Employment Preparation Services and Supports, Service Models for Individuals with High Support Needs, or Training and Implementation, select "N/A".

Applicant Response:

Three (3) employment agencies will embed best practice customized employment (CE) services throughout their policies and programs. Griffin-Hammis Associates (GHA) will provide monthly individualized technical assistance to support each agency's leadership. GHA will mentor one to two (1-2) employment specialists from each agency to become proficient in CE. GHA is the only national organization to develop and research a CE proficiency scale as well as three CE fidelity scales to establish the evidence-base for CE as well as to support ongoing data analysis from implementation projects throughout the country. GHA will use the proficiency scale to guide and track employment specialists as they work with three (3) job seekers to develop the skills required to become proficient.

The CE proficiency scale measures each employment specialist's progress toward independently delivering CE services to fidelity. As the employment specialist gains experience, they are expected to achieve greater independence completing more of the tasks to fidelity. To measure progress, GHA staff utilize GHA's CE Mentoring Platform to: 1) Provide necessary guidance and feedback to ensure services are delivered with fidelity to best-practice CE, 2) Rate the level of support an employment specialist needed to complete each of the 26 core CE tasks to fidelity (assistance, guidance, or independence) and, 3) Evaluate the Employment Specialist's progress from novice to proficient. By ensuring that ES are proficient we ensure that customized employment services can be replicated throughout the employment service offered by each provider participating in the project.

RCRC Employment Specialists hear from clients, families, Service Coordinators, and Service Providers that clients want to work but have not been provided with the supports they need to obtain and maintain competitive integrated employment due to a variety of barriers. Customized employment offers a tailored approach to each person to maximize their skills and interests in alignment with unmet business needs in the community.

Project Deliverables: Up to 3 employment service providers will embed CE in their policies and program. Up to 5 RCRC Service Provider Employment Specialists will become proficient in customized employment as evidenced by job seekers obtaining customized employment. Up to 15 job seekers will have the opportunity to make informed choices about their employment options by participating in all stages of Discovering Personal Genius.

6. Applicant Question: Approach Question 1B

For project type, Service Model Transformation

- A description of the transformation team that will be developing the action plan and includes representation by individuals with ID/D, family members, those who provide direct support, and other relevant community members (e.g., businesses, peer organizations, partnerships, etc.)
- The objective and activities to be used in developing the action plan, including an outline of the areas to be addressed in the transformational planning and organizational change that will affect the CIE employment services.
- Include how you used input from the community and/target population in the design of the project?
- A detailed description of the planning process that will be used
 - Descript project deliverables
 - Describe how you plan to engage the regional center in the transformation plan

If your project type is not Service Model Transformation, select "N/A".

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

7. Applicant Question: Sustainability Question 1

How will individuals served by the project continue receiving employment services and supports once the project has ended?

Applicant Response:

The job seekers served by this project will continue to be supported through purchase of services with the agencies who are already vendored with RCRC, per each person Individual Program Plan.

8. Applicant Question: Sustainability Question 2

How will your project continue its work after the grant funding has concluded?

Applicant Response:

RCRC Employment Specialists will continue to work with the customized employment service providers to provide technical assistance as needed after the grant funding has concluded.

9. Applicant Question: Sustainability Question 3

Describe your plan to engage the regional center for future sustainability of the project and individuals served.

Applicant Response:

This project is being proposed by RCRC. RCRC has already vendored the agencies who will be receiving leadership technical assistance and mentoring from GHA. We will continue to provide them with technical assistance to ensure services are provided to fidelity after conclusion of project. The services provided will be funded by POS. The mentoring is what the grant is needed to provide to the vendor.

10. Applicant Question: Organizational Capacity Question 1

Please include details about the history of the organization, its mission or purpose, summary of major programs, services and activities and details about how they tie to the target population. If from a large organization with multiple departments, provide a brief overview of entire organization and then focus on the department or program involved with this proposal. Describe any ongoing collaborative partners in your community.

Applicant Response:

RCRC has been serving people with intellectual and developmental disabilities for almost 40 years. It is the Vision of RCRC that all people in our community, including individuals with developmental disabilities (I/DD), will live, learn, work, travel, and play in the best, most inclusive environments (see attached). Through Service Coordination, RCRC offers an array of services and supports for people with I/DD to live meaningful lives within their home community. RCRC employs approximately 150 staff, the bulk of which are Service Coordinators. This grant will be administered by the 2 Employment Specialists within the Community Svc. Dept. RCRC has ongoing Local Partnership Agreements (LPA) active in all 4 counties to promote competitive integrated employment for the people we serve. This grant will be implemented in collaboration with GHA and 3 vendors whose services are focused on implementing customized employment and may draw upon the social capital from the LPAs.

Attachment:

[RCRC Vision.pdf](#) - PDF FILE

11. Applicant Question: Organizational Capacity Question 2

Describe your agency's experience supporting the proposed target population.

Applicant Response:

RCRC has been supporting working age adults with intellectual and developmental disabilities for 40 years. In addition to Service Coordination staff, RCRC employs clinical staff with expertise in best practice supports for people with I/DD. The 2 RCRC Employment Specialists have been serving people with I/DD for a combined total of 60 years, both with an emphasis on person-centered services and supports in integrated settings, and competitive integrated employment.

12. Applicant Question: Organizational Capacity Question 3

Describe employment (or other relevant services) you currently provide.

Applicant Response:

RCRC funds a variety of employment supports in our 4 counties including through: supported employment - individual, community integration training, and Independent living services. RCRC also funds benefits counseling as needed. However, the infrastructure in place is not sufficient to meet the needs expressed by clients who want to pursue competitive integrated employment.

13. Applicant Question: Organizational Capacity Question 4

How will the grant help the organization/agency build expertise to support individuals with I/DD to achieve competitive integrated employment?

Applicant Response:

The grant will fund Griffin-Hammis Associates (GHA) to provide mentoring and technical assistance to the leadership and employment specialists (ES) at 3 RCRC employment service provider agencies. Each ES will be mentored by GHA to grow from novice to proficient in customized employment (CE) services as they support 3 job seekers to obtain competitive integrated employment. By the end of the grant the ES's will be proficient in CE and can carry forward the service independently for new clients.

14. Applicant Question: Organizational Capacity Question 5

Describe your organization/ agency experience and current capacity to support grant-based activities and reporting.

Applicant Response:

RCRC has been carrying out specially funded projects by DDS for as long as funding has been available. In particular we have had most success in completing specially funded projects that focus on training or time limited mentoring to service providers. Over the past 5 years the 2 Employment Specialists have worked to carry out projects funded by Community Resource Development Projects and Home & Community Based Settings for employment related trainings for service providers.

15. Applicant Question: Engagement Plan Question 1

Describe how the organization/agency will recruit participants and/or families for participation in the project.

Applicant Response:

RCRC Employment Specialists will work with the Diversity Outreach Specialists, service coordinators, and service providers to identify job seekers who would like to pursue competitive integrated employment through a customized employment approach. RCRC Employment Specialists will develop a flyer for distribution to interested RCRC clients. The flyer will be made available in English and Spanish. Information will be posted to the RCRC website and social media. RCRC Employment Specialists will also share the information through the Local Partnership Agreement forums in Humboldt & Mendocino Counties to conduct outreach to transition age youth who are working age (at least 18 years old).

16. Applicant Question: Engagement Plan Question 2

Describe how the organization/agency will collaborate with other groups, organizations, employers, and/or agencies to achieve the objective of the project.

Applicant Response:

RCRC will contract with Griffin-Hammis Associates (GHA) to offer Technical Assistance and Mentoring to 3 service provider agencies in Humboldt and Mendocino Counties. Through the process of Discovering Personal Genius, GHA will support each agency Employment Specialist to identify at least 60 potential businesses for each job seeker to explore customized employment options. GHA will support the Employment Specialists to conduct informational interviews at the businesses where the client has the most interest in learning about the field of work they may be interested in. RCRC will support the Employment Specialists as needed through the Local Partnership Agreement partners to access social capital for the customized employment process.

17. Applicant Question: Engagement Plan Question 3

Service Model Transformation Projects must also include a plan to make two community presentations to key stakeholders and community members. The first presentation is to receive feedback about the proposed changes within the agency. The second community presentation is to present the completed action plan. Describe your plan for these two community presentations.

If your project is not Service Model Transformation, please select "N/A"

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

18. Applicant Question: Project Activities

Clearly and specifically state how the schedule of activities demonstrates the steps that the project will take to achieve its stated objective and measures. See [Attachment H](#) for instructions on entering objective and activities into GrantVantage.

Applicant Response:

Each of the 3 agencies will identify 1-2 Employment Specialists (ES) to receive proficiency-based mentoring during the 18 months (6 quarters) of project implementation. All participating ESs have already completed GHA's mandatory 40 hour foundational Customized Employment (CE) training Course and earned an ACRE certificate or will do so prior to enrolling in GHA mentoring.

In Quarter 1 - Each ES will work with RCRC to identify 3 job seekers interested in obtaining customized employment. During Q2-Q6 each time an ES is working with a job seeker in any one of the three CE phases (Discovery, Customized Job Development, or Employment Supports) they will enroll the person in the GHA CE Mentoring Platform to track their progress from novice to proficient in each of the areas. GHA supplements the online mentoring with time onsite with agency staff to meet with the Executive leadership and work directly with employment specialists as they conduct CE-related activities. The table attached shows the expected timeline for each ES to assist and receive mentoring with three job seekers during the life of the project. As the job seekers move through the phases of CE, the GHA mentor uses the CE Proficiency Scale to guide and track the ES as they work with the 3 job seekers to develop the skills required to become proficient in CE.

Attachment:

[Activity Timeline.pdf](#) - PDF FILE

19. Applicant Question: Project Data

Provide a clear plan of how data will be collected to track project objectives, activities and measures (e.g., what data collection tools will be used, who will collect, software used, who will summarize, etc.).

Applicant Response:

RCRC will track which vendor Employment Specialists (ES) have been selected to receive GHA Mentoring. RCRC will also track which job seekers have been identified to receive customized employment (CE) services.

Every job seeker will be enrolled by the ES in the GHA Mentoring Platform. GHA Mentors will use the CE proficiency scale to measure each ES's progress toward independently delivering CE services to fidelity. As the ES gains experience, they are expected to achieve greater independence completing more of the tasks to fidelity. To measure progress, GHA staff utilize GHA's CE Mentoring Platform to implement and track each of the following: 1) Provide necessary guidance and feedback to ensure services are delivered with fidelity to best-practice CE, 2) Rate the level of support an ES needed to complete each of the 26 core CE task to fidelity (assistance, guidance, or independence), and 3) Evaluate the ES's progress from novice to proficient.

CE service fidelity/proficiency data: Assessments by GHA Mentors, using the fidelity instruments, of the services provided by ESs are recorded in an online mentoring platform, along with the level of support the ES needed to complete each core CE task. Additionally, the GHA monitoring of job seekers movement through the phases of discovery to to achieving employment. GHA tracks employment type, hours client is working, rate of pay, job benefits being received, and whether outcome is "standard" or "customized employment" outcome.

20. Applicant Question: Budget Template and Narrative

Explain how the project budget is consistent with the stated project objective and activities, and clearly and concisely explain how the proposed expenditures support the overall project design.

Applicant Response:

The components of the budget account for the costs of GHA to provide technical assistance, training, and mentoring to 3 employment service provider agencies to embed customized employment (CE) best practice in their policies and programs. The budget accounts for a combined total of 5 Employment Specialists to be mentored from novice to proficient in CE service delivery. The budget assumes each ES will support 3 job seekers through CE from discovery to employment in order to become proficient in CE service delivery. The total cost for GHA to participate in the project is [REDACTED]

The employment service provider agencies already operate with very slim margins and their current rates do not sustain ongoing costs associated with staff wages to participate in the project. Therefore, the budget also includes the costs for each employment specialists wages/benefits. The budget assumes each ES will spend up to 20 hours/month in the mentoring process for 15 months. The average price for wages/benefits for each ES is [REDACTED]. Without fund the wages/benefits of the ES the project would not be viable. The total cost of the wages/benefits for the ES to be mentored is [REDACTED]

21. Applicant Question: Budget Costs

Confirm that that budget does not include non-allowable costs or costs funded by other sources. See [Attachment D](#) for allowable and non-allowable costs.

Applicant Response:

I Confirm

Section Name: Proposal Certification

Sub Section Name: Certification

1. Applicant Question: Confirm Proposal Discussion with RC(s)

Applicants are required to discuss their proposal with each RC(s) service area to be served. Have you discussed your proposal with each RC you are intending to serve?

Applicant Response:

Yes

2. Applicant Question: RC Contact

Applicants are required to submit their application concurrently to the Department and to each RC(s) service area the applicant is intending to serve. State the name(s) of the contact person(s) at each RC you have discussed your proposal with.

Applicant Response:

We are the Regional Center. At this RC we have discussed our proposal with:

Sierra Braggs, CMS Waiver & Employment Specialist Manager

Cindy Claus-John, CMS Waiver & Employment Specialist Manager

Jonathan Padilla, Director of Community Services

3. Applicant Question: Regional Center Service Provider

If you are a vendored regional center service provider, are you in compliance with [Welfare and Institutions Code Section 4652.5](#)?

If you are not a vendored regional center service provider, please select "N/A".

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

4. Applicant Question: Confirm review of Standard Measures

DDS has developed standard project measures for each project type. Have you read the guidelines and agree to the standardized measures for your project type. See [Attachment C](#) for Standard Project Measures.

Applicant Response:

Yes

5. Applicant Question: Applicant Certification

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.

Applicant Response:

Yes
