

Application Report



Applicant Organization: Options for All
Project Name: Expanding DSP Workforce Capacity through Community Organizing
Application ID: Funding App-22-617
Announcement: FY 22-23 Service Access and Equity Grant
Awarded Amount: \$244,000

Project Summary: This Workforce Capacity and Development Project will use a community organizing framework to identify and engage new applicants from underserved Latino communities who speak fluent Spanish. Hiring 60 new Direct Support Professionals will allow Options For All to accept and service 150 new referrals in San Diego who are Latino adults with intellectual and/or developmental disabilities in communities where the disparity data shows that they receive less services or none at all.

Authorized Certifying Official: Myles Horttor mhorttor@optionsforall.org (619)643-7208
Project Director/Manager: Miriam Padilla-Burke mburke@optionsforall.org (619) 629-6679
Project Manager/Coordinator: Annamarie Maricle amaricle@optionsforall.org (619) 433-9098
Compliance/Fiscal Officer: Luby Rosochacova lrosochacova@Optionsforall.org 6198443826

Section Name: Applicant Eligibility

Sub Section Name: Applicant Information

1. Applicant Question: Project Title

What is the Project Title?

Applicant Response:

Expanding DSP Workforce Capacity through Community Organizing

2. Applicant Question: Awarded Amount

What is the total amount awarded for the project?

Applicant Response:

\$244,000

3. Applicant Question: Organization Type

Choose the response that best describes your organization.

Applicant Response:

Community Based Organization (CBO), 501(c)(3)

4. Applicant Question: Description of Organization/Group

Provide a brief description of the organization or group. Explain what experience your organization has managing a project similar to the proposal and state the outcomes of that project. You may upload your brochure or add a website link.

Applicant Response:

Options For All (OFA) is a non-profit organization dedicated to creating and supporting opportunities for adults with intellectual and developmental disabilities (IDD). OFA provides holistic programming that includes life skills training, creative arts, vocational training, supported employment, and independent-living services. Person-centered planning services ensure that our program consumers receive an increased level of personalized services that focus on their desires and needs. OFA currently serves 1,400+ adult consumers annually in San Diego County, Silicon Valley, and the Inland Empire.

OFA is recruiting an expanded, diverse workforce of Direct Support Professionals (DSPs) to meet the demand for services: <https://optionsforall.org/careers/>

Our YoUniversity program was launched in April 2022 to increase workforce retention rates by developing industry-related human skills essential for DSPs and Case Managers to better serve our participants and to advance in their careers.

5. 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:

[Business License - 5050 Murphy Canyon.pdf](#) - PDF FILE

[Certificate of Status_1661375220467.pdf](#) - PDF FILE

[OFA-FTB Entity Status Ltr_8-24-22.pdf](#) - PDF FILE

6. 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?

Applicant Response:

Not Applicable

Section Name: Grant Reapplication Information

Sub Section Name: Grant Reapplications Only

1. Applicant Question: Previous Award(s)

Did your organization receive DDS grant funding in fiscal year 2020-21 or 2021-22? If yes, go to question 2 to

complete each column. If no, skip this category and go to category 3.

Applicant Response:

No

2. Applicant Question: Previous Grant Award(s)

Since fiscal year 2020, complete a row for each DDS Service Access and Equity grant your organization was awarded funding.

Applicant Response:

3. Applicant Question: Previous Grant Outcomes

Provide a brief grant summary of your project outcomes for fiscal year 2020-21 and/or 2021-22.

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

4. Applicant Question: Project Transition

If awarded, how will your current project(s) transition into the 2022-23 proposed 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.

Applicant Response:

Not Applicable

Applicant Comment:

Not Applicable

Section Name: General Application

Sub Section Name: Proposal Summary

1. Applicant Question: Project Type

Choose the project type that best describes your activities from the list below:

Applicant Response:

Workforce Capacity and Development

Applicant Comment:

This **Workforce Capacity and Development** project will diversify and increase cultural and linguistic competency of Options For All's service provider staff and therefore expand our available workforce to support more Latino adults with IDD in underserved San Diego County communities.

2. Applicant Question: Duration of project

Choose the duration of your project.

Applicant Response:

24 months

3. Applicant Question: Regional Centers

Choose the Regional Center(s) that your project will serve. Check all that apply. If you are proposing a statewide project, select the All Regional Centers/Statewide option.

Applicant Response:

- San Diego Regional Center

4. Applicant Question: Counties Served

List the county or counties your project proposes to serve. Check all that apply. If you are proposing a statewide project, the select All Counties / Statewide option.

Applicant Response:

- San Diego County

5. Applicant Question: Community Based Organizations

Will you be working with one or more Community Based Organizations? If so, provide the name of the organization and how you will be working together.

Applicant Response:

OFA will work with several Community Based Organizations where we have ongoing partnerships, including San Diego Regional Center, the Chula Vista and San Diego Libraries, San Diego Hispanic Chamber of Commerce, Reality Changers, the San Diego Unified and Sweetwater School Districts, San Diego Pride, and others. These organizations will be engaged to promote the program, identify DSP candidates, and/or host meetings, informational forums, and recruitment events in the targeted communities.

6. Applicant Question: Multiple Organizations

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.

Applicant Response:

No

7. Applicant Question: Strategies and Sustainability

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

Applicant Response:

When grant funding has concluded, OFA will have developed and established ongoing, mutually beneficial relationships with a core group of partner organizations and community leaders in San Diego County. We will continue the cycle of outreach to employ and retain new DSPs to provide culturally appropriate services to OFA consumers. Our Employment Promotora(s) will have established trust with community members to maintain a pipeline of viable applicants for open positions. All DSP recruitment, onboarding, training materials, training programs, and mentorships will be available in Spanish. Assessment of program results will allow OFA to steadily improve outcomes and increase services in underserved Latino/Hispanic communities in San Diego County. We will continue to review DDS Disparity Data to identify additional communities where we can replicate this program design to recruit and retain Direct Support Professionals from diverse backgrounds in the other regions OFA serves.

Sub Section Name: Target Population

1. Applicant Question: Ethnicity Groups Served

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

Applicant Response:

- Other (list)

Applicant Comment:

Latino/a - with a focus on targeting families and clients who are underserved due to cultural and/or language barriers (e.g. monolingual Spanish speakers, new immigrants...),

2. Applicant Question: Ethnicity Group(s), Language(s) and Number of Individuals Served

For each ethnicity group, provide the number of individuals your project intends to serve and the related language(s).

Applicant Response:

Ethnicity Group(s)	Individuals Served	Language(s)
Latino	427 (including 150 new clients)	Spanish

3. Applicant Question: Age Group(s) Served

Select all Age Groups the project will serve.

Applicant Response:

- 22 and older
- 16 to 21

Applicant Comment:

Options For All serves adults with I/DD who are age 18 and over.

Section Name: Project Application

Sub Section Name: Project Application

1. Applicant Question: Project Summary and Organizational Experience

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. In your answer, include what experience your organization has working with the target population and how your organization will work with the local RC(s).

Applicant Response:

Target Population/Catchment Area: Latino/a Adults with ID/DD in underserved San Diego County communities.

Project Design: Two bilingual/bicultural "Employment Promotores(as)" will be hired and trained to use community organizing principals to identify and recruit job seekers from underserved Latino communities. They will lead monthly forums hosted in the targeted communities to provide information about OFA programs and DSP job opportunities, including hours, wages, benefits, and career development. Bilingual DSPs from OFA will talk about their day-to-day work.

A bilingual/bicultural HR Recruiter will also be hired to assist with recruitment forums and guide candidates through the application, interview, onboarding, and training processes.

DSP retention will be supported through a purposeful shift in OFA's internal culture to meet the linguistic and cultural needs of newly onboarded staff.

What the project will accomplish: OFA will increase services to Latino clients by expanding the number of DSPs who are Latino Spanish speakers within OFA's workforce by 18% (60 new DSPs) during the two-year grant period. This increased workforce capacity will allow OFA to reach 150+ new Latino clients. In addition, OFA will develop a viable model that can be replicated to expand and improve services in other communities identified in the DDS disparity data.

How the project will benefit the community served: OFA's capacity to provide culturally and linguistically appropriate services for Latino referrals will increase, allowing us to continue closing the disparity gap in service acquisition for new Latino clients in San Diego County. With OFA Employment Promotoras/es building connections in underserved communities and providing access to new career opportunities for Latino job seekers become DSPs, the project will increase the Latino DSP workforce at Options For All who can provide culturally sensitive services to people with ID/D in Spanish.

Experience Working with Target Population: OFA has provided a myriad of services to Latino populations with I/DD for the past 30 years. OFA Director of Programs, Miriam Burke, will oversee this new program and has direct experience expanding OFA services to this target population. In 2013-14, when Ms. Burke became OFA Area Manager for Chula Vista, the Latino population in San Diego County's southern border region was not receiving any services. She expanded outreach in predominantly Latino communities in the Chula Vista and South Bay, bringing in 40+ new clients and doubling OFA's numbers served in just one year. Currently, OFA has 27 DSPs serving these two areas; 21 are Latino/a, and 20 are fluent in Spanish.

How OFA will work with SDRC:

Over the years, OFA's Director of Programs and case managers have forged solid relationships with service coordinators at SDRC. An expanded DSP workforce will allow OFA to help SDRC reduce disparities by providing services to more referrals in underserved communities.

2. Applicant Question: Data and Community Input

Explain why you have selected your priority population(s) using RC POS data and other data as supporting evidence of the disparity or inequity. Include how your organization used input from the community, target population, and RC to design the proposal.

Applicant Response:

Currently, OFA is experiencing a severe shortage of staff. Daily, we hear from families who want to increase clients' service time and SDRC service coordinators seeking information about referral placements. All existing OFA programs have wait lists.

OFA's priority population was selected after reviewing the RC disparity data. The RC POS data shows that when service provider staffing mirrors the profile of RC client populations, it ensures that the client group is well-represented and cultural issues are understood. Building OFA's workforce capacity by adding additional bilingual/bicultural DSPs will allow us to expand our current service delivery and bring in more referrals of Latino/a consumers from communities where language and culture is making access to services more challenging.

The SDRC POS data shows that Latino/a clients utilize and are authorized less POS expenditures than White clients. In addition, adult Latino/a clients (aged 22 years+) are authorized and receive \$20,089 per capita, significantly less than the \$34,460 per capita received by White clients. The disparity in residential placement is quite notable as well. Per the data, SDRC spends \$75 million more for White clients for residential placement. Furthermore, the disparity data illustrates that English speakers receive more per capita expenditures (\$22,528) than Spanish speakers (\$15,277). The percentage of Consumers with no POS is 14.7% for White vs 20.2% for Latino/a Consumers.

3. Applicant Question: Uniqueness

How is the proposed project unique from a currently funded grant (e.g., strategies, activities, and goals) in the proposed RC catchment area? If the project is similar to a currently funded grant listed on the Department's website, how is the proposed project different?

Applicant Response:

The San Diego Regional Center catchment area does not include any currently funded grant program similar to OFA's proposed project. New data from ANCOR (the American Network and Community Options Resources) shows a significant shortage of direct support professionals nationwide to support people with IDD. Like most providers, OFA is struggling to meet increasing service demands. OFA's project will build workforce capacity through a community organizing model to recruit new bilingual DSPs from within the Latino communities they will serve.

Two previously funded Workforce Capacity and Development project were awarded by DDS to Community Based Organizations:

Friends of Children with Special Needs: "Asian Mentorship; Empowerment, Education and Access to Services" program supported "Outreach, and education activities, including mentor, bilingual stipend for direct service staff." This project targeted Asian and Hispanic populations in the Bay Area within the SARC and RCEP catchment areas.

Diversity in Health Training Institute: "Asian Resource Network" received two grants to "Create a pipeline of immigrant workers to become employed by service providers for consumers with developmental disabilities; provide information on regional center services; develop videos on regional center services." This project targeted Cambodian, Chinese, Mien, Vietnamese populations in the Bay area. The first application was supported by RCEB and the second was for both RCEB and GGRC catchment areas.

4. Applicant Question: Improve Equity and Service Access

How will your project measurably improve equity, access, and reduce barriers to services for individuals with intellectual and developmental disabilities and their families?

Applicant Response:

OFA’s project will address the current shortage of Direct Support Professionals needed to provide services for Latino clients and their families in underserved communities.

All OFA recruitment strategies will emphasize support for equality, diversity and inclusion both in our workplace and through our work with community partners and the wider public. “Employment Promotoras/es” working within a community organizing framework will contact and meet with client families and other community members (e.g. teachers and administrators from local schools and community colleges; religious leaders; community-based nonprofit staff and volunteers) who can help identify people who need jobs and/or provide access to community resources (e.g free/discounted venues for job forums.)

Monthly forums, hosted in familiar locations within the targeted communities, will make it easy for DSP candidates to learn about employment opportunities at OFA. All information will be presented in Spanish and English. Job seekers will learn that OFA supports and promotes diversity and encourages applications from under-represented groups of every ethnicity, including those who identify as disabled, LGBTQ, and/or those who come from diverse social and educational backgrounds.

With an expanded DSP workforce that includes staff from marginalized Latino communities who speak Spanish and have lived experience of the culture, OFA will be better equipped to service referrals on the waitlist and attract new clients.

5. Applicant Question: Support of RC Plan

Does the project support the RC plan to promote equity and reduce disparities in their catchment? 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 to promote community inclusion?

Applicant Response:

OFA’s project supports the San Diego Regional Center’s plan to promote equity and reduce disparities in POS received for Latino clients, who were authorized less per capita POS expenditures as contrasted to White clients. (In addition, clients who identified themselves as White are less likely to receive no purchase of services.)

OFA’s current wait list has 281 referrals. We must hire additional DSPs to meet the steadily growing demand for services. The SDRC Annual Report cites the effectiveness of using the “Promotora Model” to support Latino clients and families navigating the regional center system and accessing services. OFA’s project will adapt the Promotora Model, combined with community organizing strategies, to address the shortage of DSPs by recruiting more Spanish-speaking Latino community members to join our DSP workforce. The SDRC annual report also notes that the ethnic/racial profile of SDRC staff closely mirrors the profile of SCRC’s client population – which ensures that each ethnic/racial group is well represented by staff who will understand cultural issues. Likewise, OFA’s project will ensure that our DSP workforce continues to mirror the ethnic/racial profiles of our clients.

6. Applicant Question: Project Activities and Measures

Note: Before answering this question, applicants must complete the Activities Template located in the middle tab directly above.

The schedule of activities clearly and specifically demonstrates the steps that the project will take to achieve its stated objective and measures. Do the proposed measures appropriately track the project objective and activities, provide insight into the effectiveness of project, and demonstrate impact on the target population?

Applicant Response:

OFA will launch an effective grassroots outreach campaign to reach untapped candidates for DSP employment opportunities and increase OFA's workforce capacity to better serve marginalized Latino populations in San Diego County.

A community organization framework will be used to inform Latino community members about job opportunities using a culturally and linguistically appropriate, principled strategy that partners two *Promotoras/es* and an HR representative dedicated to assisting with the application and onboarding efforts. *Promotores/as* will conduct 30-40 outreach efforts per month, inviting community leaders, families, existing clients, and others to identify Latino(a) community members searching for jobs. *Promotores/as* will also seek available community resources during their outreach efforts – including free/discounted meeting spaces for job placement forums.

Promotores/as will lead monthly community-based job forums (in Spanish) to introduce OFA programs and job opportunities. The bilingual/bicultural HR recruiter will be on hand to assist candidates with the application process and to answer their questions along with current bilingual DSPs from OFA who can share information about their work.

The HR recruiter will continue to assist candidates with the job application process and serve as a mentor/companion throughout the hiring process, including interviews, training, and onboarding. Experienced DSPs will also be assigned as mentors to recruits new to the field. This mentoring approach to onboarding our new job candidates will streamline the process thus ensuring that job candidates feel supported every step of the way.

Retention of new DSPs will be critical to the success of the program. Activities to support retention will include cultural competency training for all OFA staff; review and revision (as needed) of internal and external communications to reflect appropriately sensitive language and culturally relevant messaging; and readily available Spanish translations of all ongoing DSP training materials and communications. These and other efforts to provide an inclusive working environment for new Latino employees will be implemented to provide support that will impact their desire to stay at OFA and grow professionally within the field of IDD support.

The principles of community organizing will also inform program marketing efforts, including well-crafted brochures and public service announcements (via OFA's San Diego Film & Media Studio) in Spanish, using clear and compelling language to attract new candidates to OFA. Concise messaging in Spanish will explain the purpose and impact of OFA's various programs and services, DSP job responsibilities, eligibility requirements, and training opportunities for career advancement.

A principled, grass roots, outcome-based approach to community outreach and engagement will allow OFA to build and retain the DSP workforce needed to better serve Latino communities in the San Diego region.

7. Applicant Question: Budget Template and Narrative

Note: Before answering this question, applicants must complete the Budget Template located in the tab directly above.

The project budget is consistent with the stated project objective and activities, and clearly and concisely explains how the proposed expenditures support the overall project design and outcomes. The project budget costs are clearly associated with the activities and does not include non-allowable costs or costs funded by other sources.

- Budget Template example is located at [Attachment C](#).
- Budget Details and Restrictions are available [here](#).

Applicant Response:

PERSONNEL

Employment Promotor/a: Two FTE hourly positions for bilingual community members to lead outreach efforts, implementing a community organizing framework to identify and initiate recruitment of DSPs. Each position pays \$47,632 (@\$23/hr), plus benefits: \$30,462.57 for each position, budgeted for 23 months, with the goal of starting in March 2023, one month after the grant period begins to allow time to recruit and hire staff.

HR Recruiter: One FTE, Exempt position will guide new DSP candidates through eligibility, recruitment, hiring, and onboarding processes. Annual Salary: \$65,000, plus benefits: \$35,696.78, budgeted for 23 months, with the goal of starting in March 2023, on month after the grant period begins.

Personnel - Other: (\$18,000), 4% of total budget, includes Admin Management Staff oversight of the program and additional administrative support from Learning & Development, Workforce Coordination, Finance, Legal, IT, and Programs staff. (Benefits not included.)

OPERATING

Mileage: \$27,791 to reimburse program staff (.58/mile) for in-state travel to 1:1 meetings with community members, employment forums, and other program-related events.

Tech equipment: \$4,500 for phones, laptop computers, and/or iPads for the two Promotoras/es and one HR Recruiter.

Marketing/Printing: \$6,200 for advertising in Spanish-language press and developing/printing marketing, training, and other program-related materials.

Translation Services: \$3,200 for English to Spanish translation of recruitment and onboarding documents, training materials, etc., based on .15 - .30 per word / \$30 per page.

\$300 for fingerprinting, background checks, and other legal requirements required for new program staff.

Subcontractor: Blue Horizon, \$780, discounted rate for enrolling two Promotora/es in an online training program for translators.

Subcontractor: The Consensus Organizing Center, \$7,500 for a customized 5-day workshop (6 hrs/day at \$250/hr) to train Employment Promotora/es.

Space rental (up to \$450 per venue x 22 events) and refreshments for job forums and community meetings. (OFA

staff will seek donated or discounted space from potential community partners.

Operating (\$12,880): Prorated costs for office space, supplies, staff communications = 2.8 % of total program expenses.

Section Name: Proposal Certification

Sub Section Name: Certification

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

CBOs are required to discuss their proposal with each RC(s) the CBO is intending to serve. If you are a CBO, have you discussed your proposal with each RC you are intending to serve?

Applicant Response:

Yes

2. Applicant Question: RC Contact

CBOs are required to submit their application concurrently to the Department and to each RC(s) catchment the CBO is intending to serve. If you are a CBO, state the name(s) of the contact person(s) at each RC you have emailed your proposal application. The RC contact list is available here at [Attachment F](#).

Applicant Response:

San Diego Regional Center:

Telephone: (858) 576-2996 Website: www.sdr.org

Mark Klaus mark.klaus@sdrc.org

Brenda Bello Vazquez Brenda.BelloVazquez@sdrc.org

3. Applicant Question: Code of Conduct

Grantee Code of Conduct

The Department is committed to supporting services and programs with integrity that foster collaboration and professionalism. Grantees are expected to conduct project activities in a professional and respectful manner that include:

- **Valuing Diversity and Inclusion.** Grantees should embrace diversity that includes but is not limited to: ability, race, language, national origin, citizenship, age, gender identity or expression, sexual orientation, and religion.
 - **Conducting Activities with Personal and Professional Integrity.** All activities with individuals, families,
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community organizations, regional centers, and state, local and federal agencies should be conducted with professionalism, dignity, respect, and fairness. Grantees should be open to listening to different points of view and fostering productive communication.

- **Providing a Positive Work Environment:** All projects should foster a positive and respectful work environment with their colleagues and other grantees.

Applicant Response:

- I acknowledge that I have reviewed the Code of Conduct.
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4. 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
