

King County

Community and Human Services Developmental Disabilities Division

Business Leadership Advisory Group Final Report

December 2009



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Revision History

| Date | Version Notes | Updated By |
|------------|---|-----------------|
| 11/30/2009 | Initial draft completed | Porsche Everson |
| 12/15/2009 | Minor updates made based upon feedback from reviewers | Porsche Everson |
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1 Executive Summary

1.1 Purpose

The purpose of this report is to document the process and stakeholder input from the King County Department of Community and Human Services, Developmental Disabilities Division **Business Leadership Advisory Group**. This report will be used by the King County Interagency Coordinating Council and the King County Developmental Disabilities Advisory Board to advise King County on future structural improvements, including the development of the three-year strategic plan, due in late 2009.

Problem to be Solved

King County Developmental Disabilities Division (KCDDD) has a goal to enhance the opportunities for adults with developmental disabilities find meaningful work. The rate of unemployment among adults with developmental disabilities is roughly ten times the state unemployment rate. Further, most businesses have little or no experience working within the adult employment system to identify, hire and support adults with disabilities. Employing individuals with disabilities has a positive impact in myriad ways, including generating income for the individual, providing essential services to the employer, improving workplace satisfaction among all employees, and creating a just environment.

Charge

The charge of the Business Leadership Advisory Group was to learn about employment options for adults with developmental disabilities, and advise King County on ways to improve their services and involvement with the business community.

Process Overview

King County identified leaders from local companies including Alaska Airlines, Boeing, Nordstrom, Gates Foundation, REI and others to participate in a year-long process of identifying ways in which King County could work more effectively with businesses to provide employment opportunities for people with developmental disabilities. The group met every other month for a half-day educational and feedback session at various business locations throughout King County.

Outcomes

The group identified several ways in which King County could improve its outreach to the business community and increase participation in hiring adults with developmental disabilities. The overall and **most significant outcomes** from this consulting engagement are new or enhanced business relationships with King County and a base of key business leaders who understand the strategic and financial value in hiring adults with developmental disabilities as part of their recruitment and retention plans.

1.2 Key Topics Covered

The Business Leadership Advisory Group met six times in 2009. The first session was a broad overview of the year-long plan. All the subsequent major topics discussed are shown below. Details of each topic plus recommendations from the members can be found in Section 4.

I. An Overview of the Developmental Disabilities System: A complex, flawed and splendid support system

- Who are the people served by the DD system?
- The basics of supported and customized employment;
- Data on outcomes of the national, state and King County systems;
- The universal values that drive the system;
- Competition, too small a pie-funding-who gets it who does not;
- The public/private partnership-how businesses and agencies work together-what has worked, what's broken; and
- The next steps-business leadership in building a better mousetrap.

II. Preparing Students to be Workers

- The school to work transition; what is working and what is not;
- The three legged stool-business, adult support systems, schools
- The role of the legislature and funding; and
- How can business influence/assist schools?

III. Myth Busters: Overcoming the attitudinal barriers and discovering what is possible:

- The myths that won't die;
- What can people with developmental disabilities do?
- Some strategies that work: what are the unmet needs in a business; environmental analysis, building successful supports; and
- Discovering the benefits of a cohesive workplace.

IV. The Tipping Point; Employers as Champions

- The power of business-connecting, mentoring, media & the legislature
- Using your knowledge and your experience to influence others;
- How to get others interested in the bottom line-the value to businesses and the community; and
- Building a more just world, one person at a time.

V. Building Efficacy: Universal Design, Universal Training

- Using universal design for a more effective workplace;
- Universal teaching methods to better train ALL employees;
- Better communication-better supervision
- Does disability change the supervisory/employee equation?
- What support services can bring to your workplace; and
- What do you as business want to see in support systems?

2 Background

The first meeting of the Business Leadership Advisory Committee convened on January 27, 2009. Jackie MacLean, Director of the King County Department of Community and Health Services welcomed the business leaders to the first meeting of the committee. Ray Jensen, Director of the Developmental Disabilities Division, also welcomed the business leaders and thanked them in advance for sharing their expertise.

Overview & Expectations of the Committee

Porsche Everson, from Relevant Strategies, the committee's facilitator discussed the logistical expectations of the group including attendance at meetings every other month, readings and some action items (tours, talking to business groups). Each committee member had an opportunity to talk about their company and why they wanted to be on this committee or spoke about their experiences in supported employment or employment of individuals with disabilities.

Why Are We Here?

Margaret-Lee Thompson, the ARC of King County, King County Parent Coalition, parent advocate and mother of Dan Thompson presented Dan's story. Dan, who passed away four years ago, seemed to be part of a social revolution as the first person with Down syndrome to break barriers in every part of the community. Dan showed the people around him that people with developmental disabilities did not need segregated environments to be successful. He had many work experiences and developed skills and preferences for jobs. In 1990 Dan was hired (with supports by Puget Sound Personnel) by Microsoft and was a highly successful Mail Room Clerk. Dan was so proud of his job. He used his strengths and skills and was very well liked by his Microsoft co-workers. He had a good life, was a part of the church and community and was a contributor to our community.

Margaret-Lee wonders what would have happened if different choices were made. What would have happened to this great, talkative "people person" if he was segregated into a sheltered workshop? What would be the difference in all the lives of people that Dan touched? We all would have lost a lot.

What Are We Asking For?

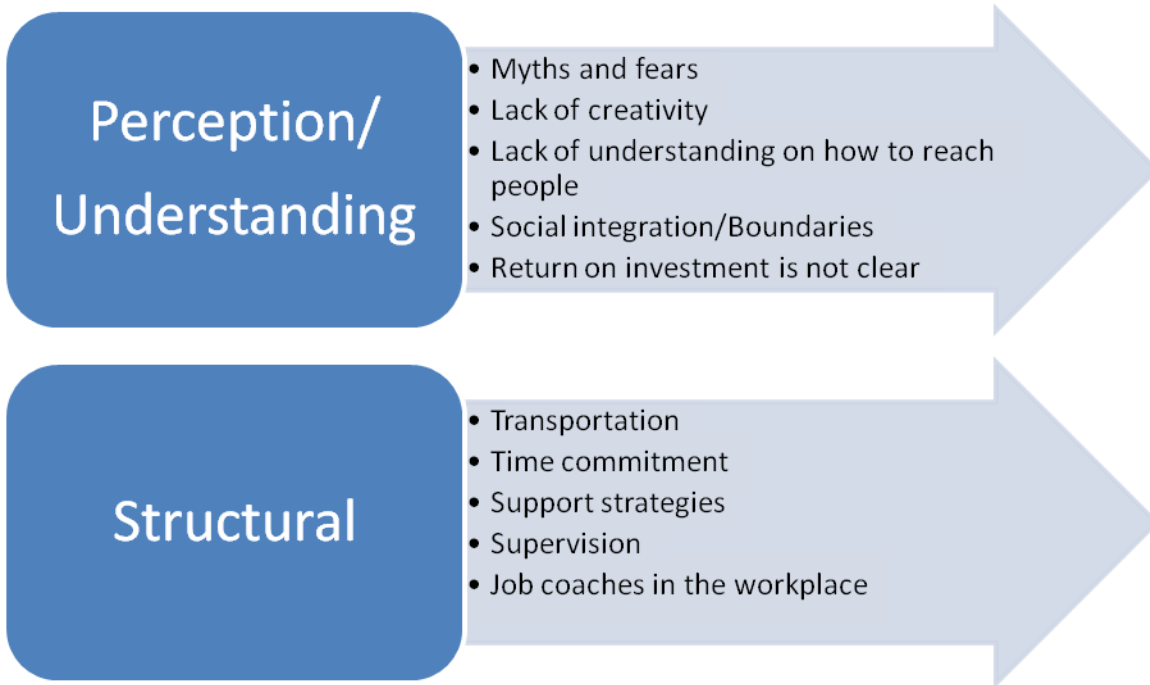
We will take an objective look at the system, reflect on the information, integrate what we know with what we believe, integrating the "head with the heart" and come up with a set of recommendations and actions. King County does not expect that this small committee will change the system. We expect that committee members with good networks can be salespeople and mavens (persons with an incredible wealth of knowledge) and can spread their ideas to other community leaders.

Where Have We Been?

Teri Johnson and Candace O'Neill of O'Neill & Associates gave an overview of the history of people with developmental disabilities, the rights that have been denied to these citizens and the challenges that remain

Action

Porsche Everson led an exercise asking everyone to write the five biggest challenges to hiring people with developmental disabilities. From all of the topics listed two main issues came to the top.



The Challenge

The group fundamentally acknowledged that businesses need a clear return on investment for hiring people with disabilities. They spent further time discussing the concept of return on investment for hiring people with disabilities, particularly how to manage and market the intangible aspects of ROI:

- There is less turnover among people with disabilities, and job satisfaction is often higher
- The overall job satisfaction and morale among all employees is measurably higher among organizations that hire people with disabilities
- Hiring people with disabilities creates a closer, more personal workplace

Matt Storey said that a study of retention rates showed that over a year a company with a 38% turnover rate had a 12% turnover rate for its employees with disabilities.

The group also identified ways to get increased exposure of employers to the benefits of hiring people with developmental disabilities:

- Field trips to other companies
- Videos-Project Search, KCTV, Great Hires

- Panel of experienced employers to present to others
- Creating a community of connected people
- Tackle systematic/structural issues

3 Process Overview

Member Selection

King County sought participation from 10-15 senior business leaders from a broad range of industries. The group leadership team (Cheryl Green, King County, Jane Campbell, King County, Porsche Everson, Relevant Strategies, and Lyn Andrews, O’Neill & Associates) identified target businesses and individuals within those businesses to invite to participate. The industry targets and participating businesses included:

| Industry | Represented Businesses |
|------------------------|--|
| Information Technology | Drugstore.com |
| Aerospace | Boeing, Alaska Airlines |
| Retail | REI, Nordstrom |
| Legal/Professional | K&L Gates LLP |
| Health Care | Group Health, Seattle Children’s Hospital |
| Small Businesses | Calliope’s Garden, People 4 Housing, Direct Interactions |
| Manufacturing | Oberto |
| Non-Profit | Gates Foundation, Seattle School District |

King County Executive Ron Simms issues a personal invitation to the targeted companies/individuals to participate in this year-long advisory group appointment. Over 90% of the individuals invited to participate accepted the challenge.

The group met six times in 2009, roughly every other month for a half day session of education and feedback. Guest speakers addressed the session’s topic, and participated in Q&A from the committee members. Each of those sessions, including the recommendations of the group, are presented in detail in Section 4.

4 Topics and Recommendations

The Business Leadership Advisory Group studied five major topics during their year-long process. A synopsis of each topic, along with group feedback and recommendations follows.

4.1 Overview of the Developmental Disabilities System

Expected Outcomes:

- Who are the people served by the DD system?
- The basics of supported and customized employment;
- Data on outcomes of the national, state and King County systems;
- The universal values that drive the system;
- Competition, too small a pie-funding-who gets it who does not;
- The public/private partnership-how businesses and agencies work together-what has worked, what's broken; and
- The next steps-business leadership in building a better mousetrap.

Guest Speakers:

- Teri Johnson, O'Neill & Associates
- Jon Hankins, Trillium Employment Services
- Lyn Andrews, O'Neill & Associates
- Brenda Frost, Oberto

Teri Johnson provided the basics of the developmental disabilities system in Washington State including the definition of disabilities under the ADA and the State of Washington eligibility definition. She included an historic perspective of how services for people with developmental disabilities have changed over time, from a highly institutional approach to one of community inclusion. She went on to explain the roles of the state and county developmental disabilities services and how those are funded. In addition, she discussed the values that drive the system which are basic to all of us, not just people with developmental disabilities.

Lyn Andrews, O'Neill and Associates introduced the next item on the agenda: what a business can expect from a supported employment organization and how they can work together. One of the keys to successful employment for people with developmental disabilities are the services and supports supported employment organizations provide to employers. They do this on an individual basis and also as part of a corporate partnership.

Jon Hankins, an Employment Specialist from Trillium Employment Services in Auburn, Washington showed how a Supported Employment Business Model works and the key success factors. He also went through a series of the most frequently asked questions from employers including what services they should expect, accommodations, liability and benefits.

Brenda Frost described her experience within a business with a very diverse employment base. Oberto's Production Manager was interested in filling some high turnover, hard to fill positions and thought possibly recruiting individuals with disabilities might be a good way to accomplish this. He

contacted Brenda for assistance. She contacted At Work!, a Supported Employment organization. They, along with O'Neill and Associates, provided an initial environment analysis and targeted job analysis and recommendations. Adding someone with a disability has not been that different than any other production worker and they have received excellent training and support from At Work!

Porsche Everson led the committee in a discussion on their response to the presentation and asked for questions and feedback. She then provided the committee with an assignment to complete prior to the next meeting: To help the committee members better understand the kind of work people with developmental disabilities can do and what a job analysis is, she requested that each committee member connect with a Supported Employment provider and ask them to provide an analysis of possible jobs within their company. Working with Cheryl Green from King County, Lyn will help them find an organization and make the appointment.

After the Committee meeting was adjourned, a number of the members took advantage of the opportunity for a tour of Oberto's lead by Brenda.

4.2 Preparing Students to be Workers

Expected Outcomes:

- The school to work transition; what is working and what is not;
- The three legged stool-business, adult support systems, schools
- The role of the legislature and funding; and
- How can business influence/assist schools?

Guest Speakers:

- Cheryl Green, King County
- Candice Styer, Seattle Public Schools
- Sean George, Transition Academy Program
- Steve Lloyd and Carolyn Abbott, Kent School District

Cheryl Green presented information about transition services in King County. State funding is not available until after a student turns twenty-one but King County has chosen to invest property tax dollars (millage) to fund a transition program that supports adult service providers to work with students in their last year of school. The Division of Vocational Rehabilitation is also a funding partner. The goal is a paid job by the time the student exits or graduates. By December 2008, 78% of the students in the program had found jobs. There are 13 Districts participating and the program is growing although all qualified students exiting school are not involved.

Candice Styer presented information about the Transition Academy Program, located at North Seattle Community College. The Academy program primarily focuses on job experiences, job development and job training. It started two years ago and works with the students when they reach the age of 18. Most of these students have had no prior work experiences or work expectations. The Academy offers them job experiences, work skills, including training on work culture, and provides placement, training, and follow-along until the students exit the program at 21. Provail, a supported employment agency, has a staff person embedded within the program whose responsibility is to place those students exiting into jobs, so far 10 students were placed in

2009. The school program has the time to identify and develop co-worker supports within the business. The school also connects the students with DDD and DVR, the adult funding and support system.

Candice spoke about the importance of including individuals with developmental disabilities (DD) in the workplace. Work experience is great for training and gaining experience. Paid employment is also very important; it's good to be productive and make money at the same time.

Candice introduced Sean George, a high school student with a developmental disability, who did a live resume using an audio program and PowerPoint to showcase his work skills, volunteer work, and work related skills. Although Sean does not have work experience yet, he mentioned that he is learning how to be a good employee and feels like he would be a good addition to the workplace.

Steve Lloyd and Carolyn Abbott, Kent School District, spoke about their program, The Outreach Program (TOP). The Outreach Program has been in existence for seven years, providing transition skills for students with disabilities in the Kent School District. Their specialty is job experience and they collaborate with local businesses to develop 120-hour internships for students. They want to show companies that their students will be productive and will be good workers. They are looking for more businesses to collaborate with so their students will have experiences in multiple sites and many skill sets. Currently, they have 44 students and estimate they will have 57 students next year.

Once a month they have a potluck, or parent training, to talk to families about what's going on. The turn-out is usually about 15-20 families. This potluck allows teaching and networking to occur between families.

Steve Lloyd showcased their website, The Outreach Program. They try to make connections wherever they can in order to give their students more opportunity. They set high standards and expectations of what they want for their students. Teaching their students to accept feedback is key; it's just information to try your best the next time.

Steve and Carolyn have been working with IKEA for seven years, and they send two to three students every year. In addition, Kent Rotary invited five of their students to do mock interviews. It was a great experience; their students were well-prepared, and one student got a job from that experience.

A question was raised about work study and if there was something similar with respect to hiring individuals with DD. Yes, there is a tax credit for individuals on SSI. Contact Cheryl Green at 206-263-9051 or by email at cheryl.green@kingcounty.gov for more information.

Feedback & Recommendations

Bryant Sheppard, Boeing, suggested that the program ask for paid jobs rather than internships. This led to a discussion on job carving; identifying a task that a current employee doesn't have time to do and carving out a job for a person with a developmental disability.

Small group discussion: How Does Your Business Currently Connect with Young Adults?

- Share your first job experience, i.e., mentoring, supervision, etc
- What does your company currently do when you bring in new employees?

Most of the companies had an extensive orientation period to learn the culture; a buddy system/mentor; on-the-job training; job descriptions, and other formal and informal supports. They identified these and other supports as critical for all new employees, including individuals with developmental disabilities.

4.3 Overcoming Attitudinal Barriers

Expected Outcomes

- Identify common myths that won't die;
- What can people with developmental disabilities do?
- Some strategies that work: what are the unmet needs in a business; environmental analysis, building successful supports; and
- Discovering the benefits of a cohesive workplace.

Guest Speakers

Cesilee Coulson, Washington Initiative for Supported Employment

Matt Storey, Jonas Nicholson, and Kent Daniel, Direct Interactions

Cesilee led the group in discussions of myths about hiring people with disabilities. Those centered around the perceived challenges of extra supervision, poor quality work, social challenges, and the inability to discipline or fire a person who has a disability. The group successfully refuted each of those myths.

Matt, Jonas and Kent described their experience of becoming enlightened that people with disabilities could be great employees within Direct Interactions, which provides outsourced customer service/support functions to businesses. Kent described his work experience at Direct Interactions, including the importance of the work to him, how he works independently, and the value he provides to the organization.

Feedback & Recommendations

The group briefly addressed the following questions, but focused the bulk of their time in Q&A with the guest speakers.

- What are we (the system) not doing that we need to do?
- What do you need now?
- How can we be more successful in marketing to real business needs?
- How do we improve our conduits to businesses?
- What other advice do you have for us?

4.4 Employers as Champions

Expected Outcomes

- The power of business-connecting, mentoring, media & the legislature
- Using your knowledge and your experience to influence others;
- How to get others interested in the bottom line-the value to businesses and the community; and
- Building a more just world, one person at a time.

Guest Speakers

- Pamela Cowles & Debra Gumbardo, Seattle Children’s Hospital
- Lisa Fox, Eastside Employment/Project Search
- Jane Campbell, King County
- Josh Goldfinger, King County Consultant

Pamela, Debra and Lisa described the Seattle Children’s Hospital Project SEARCH, which is an internship and employment project for people with developmental disabilities in the health care field. The key differences from conventional employment support are that the organization has a sufficient number of employees with disabilities to support an embedded job coach that works with the team to support the employees and their supervisors/colleagues. Seattle Children’s made a significant investment in identifying jobs and finding candidates to match those jobs. They also have an internship program for young adults to gain valuable work experience.

Jane Campbell and Josh Goldfinger sought advice from the group on the King County 3-year Strategic Plan. They developed the following questions for the group to address. Responses are shown below each question.

Following the session, members participated in a tour of Seattle Children’s Hospital to showcase how Project SEARCH is adding value to the organization.

Question 1

A. If you were interested in hiring an individual with a developmental disability who would you call?

- Google “Seattle employment disability”
- Call the agency that you know
- Call your HR department
- There is an opportunity for a more centralized approach
- Would call someone that I have an existing relationship with and trust
- Would call Washington State Business Leadership/business outreach team at DVR

B. What are your suggestions on how we might reach more employers and make accessing supported employment services easier?

- Brand Supported Employment/per market
- Connect businesses with agency

- Market segmentation may be useful; depends on message and ask; Home Depot is different than Group Health or a local bank
- Speak the language of business
- Don't ask businesses to explain themselves – they want to interact with people who understand them

Question 2

A. What do you think are the biggest barriers for employers that are interested in employing people with developmental disabilities?

- Fear, lack of experience
- Managers feel overwhelmed – too much responsibility to take on
- Hard to measure/demonstrate ROI
- Need for flexible work skills; workers who need little or no supervision
- Not having a good understanding of job sharing or job carving - stuck in traditional roles
- Administratively complex to get started – don't know who to call for help
- Small businesses don't have HR staff
- Management believes it takes energy to kick off a new program and this is not a strategic priority
- Ignorance of cost investment, supervisory resources
- Ignorance of resources available
- Ignorance of political structure (too confusing; labyrinth; make it easier to understand)
- Competition with diversity and inclusion efforts – age, race, gender, sexual orientation, veteran
- Generally don't acknowledge disability in an inclusion/diversity effort
- It will take more of my time – no efficiency gain initially even though there is a promise of efficiency
- Lack of long-term commitment from county and state
- "Routine" jobs are going away due to automation and lean processes are eliminating "routine" jobs
- Fear/not understanding disability
- Lots of businesses don't have models – Safeway, QFC, CH
- Misconception about time involvement
- Safety issues; Misperception that people with disabilities are more at risk, get sick more often etc.
- Not helpful for multiple agencies to be pitching to employers
- Some businesses have had a single bad experience and that puts them off from another attempt
- Businesses don't know how to get involved
- Labyrinth of agencies is difficult to navigate

- It takes time for a business to realize efficiencies/productivity and there is no guarantee of ROI; At the same time employers can't count on the state and county to provide funding for supports on a long-term basis

B. How can we change that?

- Educating people that people with disabilities are part of community (work, play)
- Changing perspective; Inclusion changes people's ideas and concepts
- Portion of individual hiring/firing is the same
- Rethink training to accommodate disabled individuals - affects all employees
- Identify and measure ROI
- Develop case studies that show how a hire worked for a competitor or peer business

Question 3

A. How can we use business people to expand opportunities for individuals with developmental disabilities in their own or other businesses? Give some examples.

- Share experience
- information packet written and reviewed by a business person
- you do not have to go for it alone
- internal PR - program in-house
- diversity opportunity – tap into the current systems in the business
- a quantifiable measurable demographic
- Leverage networks in business community (not selling something)

B. How can we support that?

- Schedule an audit and review results with leadership (own business)
- Peer outreach with contacts that we share (external and internal)
- Promote at Chamber, Rotary, business organizations etc.
- Network with contacts
- Individual outreach to vendors
- Needs to be coordinated as individual contact cannot be as impactful
- Toolbox – online – one page with FAQs, business case, discussion guide, resource guide, success stories
- Social networking opportunity
- Need centralized/coordinated approach to track efforts, measure success, provide toolkits and messages
- Consider a structure similar to Project Search for multiple small businesses

Question 4

A. What do you believe is the most compelling message that we can use to reach businesses to expand employment opportunities?

- It's cost neutral
- Dispelling stereotypes about people with disabilities
- How to train employees who have a developmental disability
- How to access supported employment agencies, knowing about their services (job analysis, recruiting, training, follow up)
- Replicate success in the same industry
- Complex "product" to sell – need a more advanced sales approach, maybe sales training?
- Use "free trial" approach – internships, mentorship, part-time positions
- Free no-obligation job analysis
- Link system efficiency ("Lean") with universal design = cost savings, quality improvement and satisfaction
- Include a statement of expectations up front – how much time/investment are you asking for?
- Consider the hire part of a lean initiative – reduce costs for certain functions

B. What ways do you feel would be effective in communicating with potential employers about people with developmental disabilities? (Written material, website links, peer outreach, etc?)

- Being able to speak a "business language"
- Through HR networks (Society of HR Management)
- Through business organizations (Rotary, Chambers)
- Through peer referrals via networks
- Use soft political pressure to influence businesses: For example, ask the Governor or a high level government official to contact executives about what their company is doing to increase the employment of people with developmental disabilities.
- Collect and report hiring data on NW companies; make the information transparent.
- Continue to support business groups such as this one.

Question 5

A. What has been your experience in working with employing staff with developmental disabilities and supported employment agencies?

- Preston/Gates (Provail): John still works at Preston, still thriving, impressed with the way he leads his life, does everything; [Another individual] Performed job tasks but got physical, threatened other staff, not provided info about this history
- Colleen/Nordstrom: Richmond store, person works in café, got to meet her, employees who have left come back to visit her

B. What can we do as a system to better support businesses?

- Understand the business
 - Supported employment agencies – what are you going to do to assist with our bottom line?
 - Speak to how the employee can meet the employer’s business needs (“sell pants”)
- C. How can businesses assist us in doing that?
- Be honest (about supports), sometimes not appropriate, sometimes not well trained job coach
 - Make hiring process as normal as possible

4.5 Lean Process Improvement and Universal Design: Building Efficacy

Expected Outcomes

- Use Universal Design and Lean Process Improvement to create a more effective workplace
- Apply universal coaching methods to better support ALL employees
- Explore whether disability changes the supervisory/employee equation
- Understand process waste in all forms, and identify ways to drive out waste and improve customer value

Guest Speakers

Porsche Everson, Relevant Strategies

Lyn Andrews, O’Neill & Associates

Jane Campbell, King County

Erin Leff, Group Health

Group Health hosted the final meeting. Erin Leff gave a short presentation about how Group Health uses a Lean strategy to improve processes, add value and increase job satisfaction among employees.

Lyn Andrews and Porsche Everson introduced the topics of Lean and Universal Design, and identified similarities and ways both philosophies support all employees and improve business outcomes. The group spent some time identifying ways in which Lean and Universal Design could improve business efficiency.

Jane Campbell led an evaluation of the first year of the Business Leadership Advisory Group. She asked how people felt about the process and benefits of the year-long work. The group provided the following feedback:

- It felt like we got free consulting, it made our time investment worthwhile. There was a lot of education for us.
- The format was good.
- We want to leverage the investment we have made (through some sort of 2nd year commitment/project).

- It would be valuable to go around to different companies with information about hiring people with disabilities.
- It feels like we just got started, how do we leverage our investment and learning?
- Liked the first session, very educational, gained great clarity.
- Liked learning about job coaches and employment support organizations.
- Would like to see how organizations work through change, identify lessons learned.
- Would like to see employers who do well at hiring people with developmental disabilities, like Fred Meyer, Auntie Annies, and manufacturing. We need more focus on manufacturing opportunities.
- We need to emphasize benefits to employers. Create a threat-free environment, like an internship program.
- Would want to continue this group in some way next year.
- Loved the tours to see how accommodations can be made. Show successes, especially Seattle Children's tour.
- Jane listed some example benefits of this group, like help with designing a brochure, and the good and bad experience examples.
- This year's members could sponsor a co-worker or colleague for next year.
- Would like to invite a manager/executive to some presentations.
- Like the idea of being/staying involved.
- We should do some sort of 2nd year service project, like a branding product.
- Would like to arrange some personalized meetings at the Gates Foundation, like Lisa Fox/Project Search, Lean/Universal Design, and job development.
- Would like to help with outreach to professional organizations.
- Would like to participate in a mentoring or internship program for high school transition.
- Would like a canned spiel to help spread the message.
- Consider a reward/recognition system for businesses that actively hire people with disabilities, like at Legislative Day.

5 Next Steps

The 2009 Business Leadership Advisory Group overwhelmingly felt their investment of time was worth it. They feel so much more knowledgeable about the employment support system for people with disabilities, and feel confident there is a strong return on investment for hiring individuals with disabilities.

They made two significant recommendations for next steps:

- 1) Invite a new set of business leaders to participate in a very similar year-long process of education and providing advice to King County.
- 2) Continue the involvement and leverage the expertise of the first Leadership Advisory Group with a 2nd year of targeted involvement. This involvement could include:
 - a) Being a guest speaker at next year's leadership group
 - b) Identifying and developing a community project, like developing a marketing/branding effort
 - c) Having fewer sessions, but more advanced topics a few times during the year

King County will take into account the feedback generated from the Business Leadership Advisory Group in the development of its 3-Year Plan, which will be drafted in December 2009.

Appendix A. Acknowledgements

King County wishes to acknowledge the following individuals for their contributions to the first Business Leadership Advisory Group. The project was extremely valuable for King County to obtain feedback on ways to improve the process from the perspective of the business community.

| Committee Member | Organization |
|------------------|------------------------------------|
| Arleen Hiuga | REI |
| Bree Moore | Gates Foundation |
| Brenda Frost | Oberto |
| Bryant Sheppard | Boeing |
| Candice Styer | Seattle School District |
| Cindy Bruner | Alaska Air |
| Colleen Fukui | Nordstrom |
| Erin Leff | Group Health |
| Jim Cunningham | Drugstore.com |
| John Lee Brandt | Gates Foundation |
| Matt Storey | Direct Interactions |
| Pam Blanton | Calliope's Garden/People 4 Housing |
| Pamela Cowles | Seattle Children's Hospital |
| Vicki Denning | K&L Gates LLP |

Cheryl Green from King County developed the idea of a year-long advisory group, and led the efforts to establish the group. Lyn Andrews from O'Neill and Associates helped establish the group and continued the coordination after Cheryl retired mid-year. Porsche Everson from Relevant Strategies facilitated the process, allowing King County staff the opportunity to fully participate in the sessions. Jane Campbell and Ray Jensen provided crucial executive oversight and support to the group. Teri Johnson and Candace O'Neill from O'Neill and Associates also provided additional support.