

## PROPOSED PHASE 1 STRATEGIES

### FOCUS AREA A: How can we promote and create a leadership environment that recognizes, values, and benefits employment of people with disabilities?

R <sup>1</sup>	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
	<p><b>1) Launch a state government leadership-led initiative promoting a culture of valuing people with disabilities.</b> This is the most evidence-based best practice for improving hiring retention and promotion of people with disabilities within an organization. The success of the other best practices depends on this one. This strategy has the immediate benefit of increasing the representation of people with disabilities working for the state, and improving the experience of people with disabilities working for the state or seeking employment with the state. It also has a longer term benefit of building the state’s experience base, credibility and history of success that will be essential foundations if the state is going to become a viable leader and partner in engaging employers outside of state government in a broader initiative to achieve substantial improvements in the employment of people with disabilities throughout the state as a whole.</p>			
H	<p><b>1. Launch a state government leadership-led initiative promoting a culture of valuing people with disabilities;</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Endorses specific USBLN Gold Standard best practices for employment of persons with disabilities (Includes Sec. 508 WCAG 2.0)</li> <li>• Issue agency directive</li> <li>• Dev. assessment tool</li> <li>• Dev. / Imp. Strategies</li> <li>• Dev. Accountability Measures</li> <li>• Launch a marketing strategy, describing WA as a preferred state for disability employment</li> </ul>	State Agencies	<ul style="list-style-type: none"> <li>• TF recommends to the Governor to develop a workgroup of key State Agencies and Service Providers to participate and conduct a gap analysis</li> <li>• TF in partnership with key staff and stakeholder engagement does a full gap analysis based on current practices against the USBLN Gold Standards</li> <li>• TF designs and recommends to the Governor specific best practices based on gap analysis results with key implementation and accountability strategies</li> <li>• Governor adopts and enforces</li> </ul>	<ul style="list-style-type: none"> <li>• Individual initiatives will either face significant obstacles or be unsustainable without demonstrated leadership commitment. USBLN is currently developing an evaluation tool for assessing an employer’s success in adopting ‘best practices’ that result in effective recruitment and retention of persons with disabilities. Washington State has the opportunity to be an early adopter by using the prototype to evaluate and prioritize its own issues and strategies, and demonstrate its utility to other employers.</li> <li>• <i>Additional Considerations</i></li> <li>• Have a baseline to build from, and measure against.</li> <li>• Authority complete</li> <li>• Competition for attention</li> <li>• Needs to be integrated into Results Washington</li> <li>• Gap analysis helps identify other feasibility considerations and common measures</li> <li>• Time commitments to complete gap analysis</li> </ul>

Governor's Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

R <sup>1</sup>	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
	<p><b>2) Create a state facilitated centralized funding pool for reasonable accommodations and technical assistance for State government.</b> The benefits of this strategy have been demonstrated within the federal government and in many larger businesses. The state's current fragmented approach to reasonable accommodation leads to harmful inconsistency. The practice of expecting a small agency director or front line supervisor within a larger agency, to bear the costs associated with a reasonable accommodation contributes to making reasonable accommodation processes unnecessarily protracted and adversarial.</p>			
H	<p><b>2. Create a state facilitated centralized funding pool for reasonable accommodations and technical assistance for State government.</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Leg. Proposal for revolving fund (allocation)</li> </ul>	State Agencies	<ul style="list-style-type: none"> <li>• TF would develop scope, support, and funding mechanism for the legislative proposal.</li> </ul>	<ul style="list-style-type: none"> <li>• It is standard practice among large private employers to have a central funding pool to cover the cost of accommodations. While there is some anecdotal information that disability accommodations have been denied in the state due to cost, removing cost as a factor in the decisions of individual managers will send a powerful message that Washington intends to remove all barriers to employment by persons with disabilities.</li> </ul>

**FOCUS AREA B: How can employers most effectively acquire the talent they need among job seekers with disabilities? To include actions to improve employer access to talent pools of people with disabilities and actions to increase number and/or quality of people with disabilities in those talent pools.**

	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
	<p><b>3) Expand supported employment availability under the state Medicaid Plan.</b> Supported employment is an evidence-based best practice that is effective at moving people with the most significant barriers to employment into increasingly responsible and productive levels of work. Washington State’s current Medicaid plan does not provide for long term supported employment services for many of the people with disabilities who could obtain employment using this approach. Expansion of Medicaid funding for supported employment would be particularly beneficial to Washingtonians with psychiatric disabilities or brain injuries, including many of our veterans.</p>			
<p><b>H</b></p>	<p><b>3. Expand supported employment availability under the state Medicaid Plan</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>This would require a change to the state Medicaid plan via the legislature.</li> </ul>	<p>Public &amp; Private Employers</p>	<ul style="list-style-type: none"> <li>TF review and assess options for expanding Medicaid funding for supported employment, and forward with comments for Governor’s consideration; Governor propose to legislature</li> </ul>	<ul style="list-style-type: none"> <li>There is a currently a work group with stakeholder, HCA and DSHS participation is addressing this – the TF would be looking to that group for recommendations and incorporate those into legislative recommendation.</li> <li>This has an immediate and positive impact on populations with psychiatric disabilities</li> <li>This could impact a high number of veterans and ex-offenders</li> <li>Not a heavy Task Force Lift</li> <li>Big ROI</li> <li>Possible inclusion of the TBI population</li> </ul>

Governor’s Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
	<p><b>4) Promote the use of ‘ticket to work’ hiring incentive in state government, private employers, and other government institutions.</b> Concern about cost of accommodations, cost of workers compensation premiums, cost of health care coverage, and the lack of financial incentives are all barriers to employment of people with disabilities commonly cited by employers. This remains true in spite of widely available evidence showing that most people with disabilities do not need a workplace accommodation. Where accommodations are necessary most have no cost, and two-thirds of those accommodations that do have a cost are less than \$500. This strategy creates a funding stream for employers that will accompany many job seekers with disabilities. Employers would really use these funds to cover the costs of reasonable accommodations, extra training or to subsidize wages, creating a hiring incentive many times larger than the Work Opportunities Tax Credit and extending over several years. This will be an important resource for federal contractors trying to meet their Section 503 obligations.</p>			
H	<p><b>4. Promote the use of ‘ticket to work’ hiring incentive in state government, private employers, and other government institutions.</b></p> <p><u>Strategy Description:</u> Take Ticket assignments on behalf of employers at point of hire. Pass payments to employers to pay for reasonable accommodations, training, job coaches, equipment, or as wage subsidies.</p> <ul style="list-style-type: none"> <li>• Ticket to work pays for employment outcomes for working age social security beneficiaries with disabilities.</li> <li>• Meet with stakeholder groups (GCDE/AWB)</li> <li>• Design a marketing strategy</li> <li>• Dev. / Imp. Strategies</li> </ul>	Public & Private Employers	<ul style="list-style-type: none"> <li>• TF identifies elements of a marketing strategy and hands it off to Governors Committee on Disability Issues and Employment (GCDE) and Association of Washington Business (AWB)</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative capacity of GCDE/AWB</li> <li>• This will depend on employers engagement and acceptance</li> <li>• Creates a strong hiring incentive</li> <li>• Provides funds for reasonable accommodations and training</li> <li>• Generates revenue</li> <li>• Governor and national interest as possible new best practice</li> <li>• Possible high-impact built on existing efforts</li> <li>• Responsive to Sec. 503 contractors</li> </ul>

Governor’s Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

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	<p>5) <b>Create a community forum that supports an electronic pipeline through which employers and potential employees with disabilities can market and recruit.</b> In multiple surveys and studies, conducted over decades, employers of all sizes and from all sectors have consistently reported difficulty in locating qualified candidates as the primary barrier limiting hiring of people with disabilities. With the same consistency, they have also identified assistance in locating qualified applicants as the service that would be most beneficial in supporting increased employment of people with disabilities. The experiences of employers and those of job seekers with disabilities, for whom inability to find a job in their field is the most frequently cited barrier to employment, agree on this need. This will be an important resource for federal contractors trying to meet their Section 503 obligations.</p>			
H	<p><b>5. Create a community forum that supports an electronic pipeline through which employers and potential employees with disabilities can market and recruit.</b></p> <p>Assess utilization of the following mechanisms:</p> <ul style="list-style-type: none"> <li>○ National VR Talent Acquisition Portal (TAP);</li> <li>○ Washington Initiative for Supported Employment (WISE) listing of candidates for supported employment;</li> <li>○ Project Earn - Interviews and ranks college students with disabilities for inclusion in a talent pool.</li> </ul> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• That fosters sharing and learning amongst business and job seekers with disabilities</li> <li>• Develop PR campaign to promote these resources to private employers</li> </ul> <p>Issue agency directive to utilize resources</p>	Both Public and Private Employers	<ul style="list-style-type: none"> <li>• TF performs a gap analysis of the current mechanism of recruitment (I.e., TAP, WISE, Project Earn) as result of the gap analysis the strategies below would follow:                             <ul style="list-style-type: none"> <li>○ TF based on the gap analysis develops a strategy that makes effective use of existing mechanism and develops a comprehensive approach that may better address the identified gaps.</li> <li>○ TF develops a disability specific pipeline that brings together a community of people with disabilities to include:                                     <ul style="list-style-type: none"> <li>○ Learning/Sharing</li> <li>○ Resources/Tools</li> <li>○ Outreach</li> <li>○ Training</li> </ul> </li> </ul> </li> </ul> <p>Specific college student track</p>	<ul style="list-style-type: none"> <li>• Would respond comprehensively to a big need</li> <li>• Good public/private partnership strategy that fills an identified gap</li> <li>• Would be a valuable resource to 503 Contractors</li> <li>• This strategy is complimentary to the strategies for creating a culture shift</li> <li>• <b>TAP</b> not populated yet and initially limited to clients of 80 VR agencies in 50 states.</li> <li>• Plans to expand to Tribal Voc Rehab</li> <li>• <b>WISE</b> listing still in planning, limited to supported employment candidates.</li> <li>• <b>EARN</b> listing has low participation by Washington State colleges and Universities.</li> <li>• Results of gap analysis strategy may result in budget implications</li> </ul>

**BASED ON NEEDED ADDITIONAL INFORMATION – POSSIBLE PROPOSED PHASE 1 or 2 STRATEGIES**

**FOCUS AREA B: How can employers most effectively acquire the talent they need among job seekers with disabilities? To include actions to improve employer access to talent pools of people with disabilities and actions to increase number and/or quality of people with disabilities in those talent pools.**

	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
?	<p><b>6. Allow State employees (DVR, Voc. Rehab. Councilors/Job Developers) to access social media sites on state computers.</b></p>	State Agencies	<ul style="list-style-type: none"> <li>TF develops a recommendation to revise the policy and guidance for state government for social media website use.</li> </ul>	<ul style="list-style-type: none"> <li>This is broadly at agency discretion</li> <li>Cyber security concerns</li> <li>Target policy to specific agencies, positions, business needs</li> <li>Could increase opportunities for misuse, or the perception of misuse</li> <li>May have labor implications</li> </ul>
?	<p><b>7. Raise the income eligibility for Healthcare for Workers with Disabilities</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>This will require a fiscal and policy analysis prior to legislative proposal.</li> </ul>	Public & Private Employers	<ul style="list-style-type: none"> <li>TF develop legislative proposal for Governor’s consideration; Governor propose to legislature</li> </ul>	<ul style="list-style-type: none"> <li>Budget impact</li> <li>This would reduce the barriers to those with disabilities that could otherwise lose benefits if taking a job.</li> <li>This may not impact a large population.</li> </ul>
?	<p><b>8. Implement a pilot project that tests a service model that creates a multi-pathway approach to help transition-age students with significant barriers to employment, by having an individual “navigator”, braided funding, and services from a wide-range of governmental and community providers.</b></p>	Both Public and Private Employers	<ul style="list-style-type: none"> <li>TF would act as an advisory to the pilot test sites based on self-selected communities throughout the state.</li> <li>TF would learn from the pilots and make recommendations going forward depending on success and identified barriers</li> </ul>	<ul style="list-style-type: none"> <li>Would require state commitment greater flexibility and person centered service delivery multiple state agencies and community partners</li> <li>May require waivers by federal funding streams</li> <li>Needs a sponsor organization with broad scope</li> <li>May have labor implications</li> </ul>

## STRATEGIES TO BE RE-CONSIDERED POST PHASE 1 & 2

	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
L	<p><b>9. Implement a brokerage / account mgmt. system to facilitate interactions between employers and vendors</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Develop brokerage scope and definition</li> <li>• Develop Brokerage system</li> <li>• Convene Partners</li> <li>• Determine Model</li> <li>• Identify Broker(s)</li> <li>• Market service</li> </ul>	Public & Private Employers	<ul style="list-style-type: none"> <li>• TF develops proposal to Governor that describe resources necessary, method of implementation, and lead entity                             <ul style="list-style-type: none"> <li>○ TF develops the expectations for a brokerage system</li> <li>○ Recommends design and operating protocol</li> <li>○ Evaluate Microsoft vendor program as a model</li> <li>○ Evaluate City of Seattle as a model</li> <li>○ Select a model</li> <li>○ Identify the stakeholders and describe stakeholder engagement process.</li> <li>○ Specific marketing to 503 contractors</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Resistance from provider community</li> <li>• Would require substantial administrative/monitoring capacity</li> <li>• How do we sustain or replace the marketing efforts of individual providers?</li> <li>• This would require a lot of stakeholder engagement.</li> <li>• Potential high price tag to implement</li> <li>• Has the high possibility to mitigate the perception of risk to the employers</li> </ul> <p><b>Note: High Impact – High Difficulty</b></p>
L	<p><b>10. Integrate and review recommendations to implement the SSB 5180 workgroup recommendations to improve postsecondary education access for students with disabilities</b></p>	Both Public & Private Employers	<ul style="list-style-type: none"> <li>• Monitor progress of workgroup</li> <li>• Review recommendations as they come forward</li> <li>• Recommend those the TF endorses to the Governor</li> </ul>	<ul style="list-style-type: none"> <li>• Work in progress</li> <li>• Two people providing staff support to the TF serve on the SSN 5180 workgroup and will keep the TF informed of developments and opportunities for further collaboration</li> </ul>
L	<p><b>11. Create a process for candidates with disabilities to bypass competitive recruitment processes (similar to federal Schedule A)</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Develop process</li> <li>• Review need for legislation</li> <li>• Develop rules</li> <li>• Bargain for inclusion requirements</li> </ul>	State government	<ul style="list-style-type: none"> <li>• TF endorses in principle</li> <li>• Staff develops a proposal</li> <li>• TF recommends proposal to the Governor</li> </ul>	<ul style="list-style-type: none"> <li>• Division of state positions governed by general rules and those governed by the CBA</li> <li>• Union interest in bargaining this issue</li> <li>• I200 presents no barrier and there is no basis for reverse discrimination complaints under civil rights laws pertaining to disabilities.</li> </ul>

Governor’s Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

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L	<p><b>12. Develop disability enrollment service and outcome measures for public, generic employment programs WorkSource, internship programs, customized training and for public postsecondary education institutions and programs.</b></p>	Public & Private Employers	<ul style="list-style-type: none"> <li>• TF recommend metrics to Governor</li> <li>• TF recommends outcome and performance measures for inclusion in Results Washington (indicator metric)</li> </ul>	<ul style="list-style-type: none"> <li>• Program concerns about limited resources and impacts on other performance measures (metrics should be integrated amongst all service providers) Too “down in weeds”</li> <li>• Complicated by multiple programs</li> <li>• Implications</li> </ul>
L	<p><b>13. Expand and promote the availability of work incentives and benefits counseling to assist people with disabilities in overcoming barriers to level of participating in the workforce.</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• This will require a budget proposal to enhance benefits counseling availability to meet the unmet need of working age populations.</li> </ul>	Public & Private Employers	<ul style="list-style-type: none"> <li>• “Expand”: TF develop legislative budget proposal for Governor’s consideration; Governor propose to legislature</li> <li>• “Promote”: TF meet with disability organizations and employment providers to develop tactics</li> </ul>	<ul style="list-style-type: none"> <li>• Budget impact</li> <li>• Requires State Money</li> <li>• Need more explanation of the need; may be considered later</li> </ul>
L	<p><b>14. Launch a Higher Ed, Local Government leadership-led initiative promoting a culture valuating people with disabilities; with disabilities.</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Endorse the USBLN Gold Standard for employment of persons (Gov. letter)</li> <li>• Meetings with stakeholder groups</li> <li>• Launch a marketing strategy, describing WA as a preferred state for disability employment</li> <li>• Enhance ER Recognition; Scale out GCDE recognition program</li> </ul>	Local Government Higher Ed. Inst.	<ul style="list-style-type: none"> <li>• TF identifies incentives for Local Government and Higher Ed Inst. to conduct a gap analysis and implement best practices</li> <li>• Identifying the appropriate leadership channels for gap analysis and implementation (i.e., local elected officials – associated with workforce development councils WIA)</li> <li>• TF Identifies leaders and organizations to convene for best practice implementation to include the development of a PR campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Will not decide until Strategy #1 is initiated and we have enough experience / data to determine whether to expand to other government entities. Some entities have better history of commitment and success than the state.</li> <li>• Some entities heavily invested in a specific strategy or, partner, or disability.</li> <li>• Governor has limited authority</li> <li>• Competition for attention</li> <li>• May need resources to support local government implementation</li> </ul>



Governor's Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

	Strategy (action to be taken)	Workplace Impacted	How Does The Strategy Move To Implementation	Feasibility & Considerations
L	<p><b>15. Launch a private sector leadership-led initiative promoting a culture-valuing people with disabilities.</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Endorse the USBLN Gold Standard for employment of persons (Gov. letter)</li> <li>• Meetings with stakeholder groups</li> <li>• Launch a marketing strategy, describing WA as a preferred state for disability employment</li> <li>• Enhance ER Recognition</li> </ul>	Private Employers	<ul style="list-style-type: none"> <li>• TF identifies incentives for Private Employers to conduct a gap analysis and implement best practices</li> <li>• Identifying the appropriate leadership channels for gap analysis and implementation (Washington BLN, Private Reps on TF)</li> <li>• TF Identifies leaders and organizations to convene for best practice implementation to include the development of a PR campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Will not decide until Strategy #1 is initiated and we have enough experience / data to determine whether to expand to private employers Some entities have better history of commitment and success than the state.</li> <li>• Some entities heavily invested in a specific strategy or, partner, or disability.</li> <li>• Governor has limited authority</li> <li>• Competition for attention</li> <li>• WA HireAbility Spotlight (<a href="http://www.wahireabilityspotlight.org">www.wahireabilityspotlight.org</a>) is in place and being marketed to the greater business community through AWB</li> </ul>
L	<p><b>16. Establish a state contracting preference for businesses owned and operated by people with disabilities.</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Est. Contracting Pref.</li> <li>• Adopt cert. standard</li> <li>• Adopt. Cont. goals</li> <li>• Develop Leg. Proposal</li> </ul>	Small & Large Business owned by people with disabilities.	<ul style="list-style-type: none"> <li>• TF recommends Governor Proposed Legislation</li> <li>• Governors Proposes to Legislature</li> </ul>	<ul style="list-style-type: none"> <li>• Will wait to decide until Strategy #1 is initiated and we have enough data to indicate that contracting is a priority</li> <li>• Some significant stakeholders will oppose</li> <li>• Logistical challenges in monitoring and tracking</li> <li>• This strategy may be better defined after a true gap analysis</li> </ul>
L	<p><b>17. Create a funding pool or assistive technology loan program for non-state government employers (small businesses)</b></p> <p><u>Strategy Description:</u></p> <ul style="list-style-type: none"> <li>• Leg. Proposal for revolving fund (allocation or bond)</li> </ul>	State Agencies Higher Ed. Institutions Local Government Small business ERs	<ul style="list-style-type: none"> <li>• TF would develop scope, support, and funding mechanism for the legislative proposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Will wait to decide until Strategy #2 is initiated and we have enough experience / data to determine whether to expand to private employers.</li> <li>• Employer uncertainty of costs re: “expensive: accommodations.</li> <li>• State constitution concerns on lending</li> </ul>

Governor's Task Force on Employment of People with Disabilities Strategy List

March 3, 2014

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L	<b>18. Promote Work Emersion Experience Programs for transition-age youth with disabilities</b>	Both public and private sector workplaces	<ul style="list-style-type: none"> <li>• The TF would recommend entity to accomplish this strategy</li> <li>• Assigned entity would develop and conduct an outreach campaign to recruit employers and schools to become partners in offering workplace immersion opportunities for students with disabilities.</li> <li>• TF meet with school to work employment providers to develop implementation tactics</li> </ul>	<ul style="list-style-type: none"> <li>• This compliments the overall goal of creating and changing the culture for disability employment.</li> <li>• This is the most evidence-based practice for transition-age youth with disabilities.</li> <li>• Program concerns about limited resources and impacts on other performance measure</li> <li>• Another task force is working on this</li> </ul>