AN ELECTRONIC RESOURCE WEBSITE FOR PRIDE INDUSTRIES JOB DEVELOPERS

A Project

Presented to the faculty of the Department of Special Education, Rehabilitation, School Psychology, and Deaf Studies

California State University, Sacramento

Submitted in partial satisfaction of the requirements for the degree of

MASTER OF SCIENCE

in

Counseling

(Vocational Rehabilitation)

by

Spencer W. Hoke

SPRING
2013
AN ELECTRONIC RESOURCE WEBSITE FOR PRIDE INDUSTRIES JOB DEVELOPERS

A Project

by

Spencer W. Hoke

Approved by:

__________________________________, Committee Chair

Guy E. Deaner, Ph.D.

__________________________________

Date
Student:  Spencer W. Hoke

I certify that this student has met the requirements for format contained in the University format manual, and that this project is suitable for shelving in the Library and credit is to be awarded for the project.

______________________________, Graduate Coordinator

Susan Heredia, Ph.D.  

______________________________  Date

Department of Special Education, Rehabilitation, School Psychology, and Deaf Studies
Abstract of
AN ELECTRONIC RESOURCE WEBSITE FOR PRIDE INDUSTRIES JOB DEVELOPERS
by
Spencer W. Hoke

The problem this author identified was that there is a lack of formal training dedicated to serving PRIDE Industries job developers. Because job developers are not required to hold a specific certificate or university degree the variety of experience, education, and backgrounds these professional have can vary greatly. Therefore, there is a need for training as new job developers are hired and for experienced job developers to stay current with rehabilitation practices. In order to provide a solution for this problem the author recognized a purpose. The purpose of this project is to develop an electronic resource website for Employment support professional’s (ESP’s) including PRIDE Industries job developers in the Sacramento County and surrounding areas. This project is needed because there is currently no electronic resource that ESP’s can gain access to while in the office or when in the field. Other than accessibility, this website would serve as convenient tool. As ESP’s become consumed with larger caseloads due to turnover rate, greater demand from DOR counselors, or just as a result of the current economy, they can gain information of current rehabilitation literature, practices, disabilities, and key term definitions on one website and avoid the hassle of a web search. In addition
ESP’s will be able to access web trainings and seminars (PRIDE training) if unable to participate in person.

After this author confirmed there was no other PRIDE affiliated electronic resource web site currently being utilized, he began the process of locating relevant materials and resources. In addition to gaining ample information from the PRIDE Industries job developers, this author visited the Sacramento State career center and Services for Students with Disabilities (SSWD). The author was able gain the following information from the Sacramento State campus including, employment, mental health, physical health, education, and information for individuals with disabilities. The author then contacted and visited Los Rios Community College campus career centers, One Stop Career Center/Sacramento Works and the local Social Security office and collected the agencies information (i.e. pamphlets, handouts, business cards, etc.). Information from other agencies was collected through conversation by phone, through email, in person through informational interviews and through web searches. With all of the data and resources collected, this author assembled the materials and resource and created the electronic resource website.

_______________________, Committee Chair
Guy E. Deaner Ph.D.

_______________________
Date
ACKNOWLEDGEMENTS

Mom, Dad, Pop

Thank you all for your constant phone calls, texts messages, and words of confidence and encouragement. It has been your support and believing in me through my childhood, young adult, and adult life that has helped to get me to where I am today. Because of the consistent love, wisdom, and passion you all have provided and demonstrated to me, I have become a strong and confident man who is willing to stand up for what is best and right for myself and others. I owe a word of thanks to you all, yet words are not enough to show you how much I truly care. Thank you. I love you all.

Sommer

My big sister, your support has always meant the world to me. As I venture into this new season in my life, I can feel confident knowing that you currently and will always have my back. Thanks Bummer aka Bum Bum!

Landon and Layla

My beautiful children, I’m excited for you to watch your father as he walks to receive his diploma. I know I have missed many activities lately, but know that daddy’s project is completed; it is time for us to party! BooYah! And yes Landon, you can be a counselor like your daddy, and of course Layla, you can be a princess.
Mindy, my wife

To my dearest wife, I am so thankful for all of your grace over the last few years. You have been so helpful, caring, and patient as I have spent long hours away from you and the kids and missing many special activities. Now that I have completed this journey, I will take the time to show you how truly blessed I am to have you in life. Thank you again for all that you have done to help me be successful. I love you Babe.

PRIDE South Sacramento

Shawn, Robin, Felicia, Cinda, Diana, Denise, Scott, Arnold, Indar, and Nadine,
Thank you all for putting up with my ever-changing work schedule, my stressful days prior to a test day and/or school project (homework) deadlines, and for being at peace (at least to my face) about having to deal with issues on my caseload. I am so fortunate to have the opportunity to work with a great and amazing team that I do each day.

Bill, Vic, and Sharon, Thank you all for the support and constant feedback you have provided me along this journey. I have enjoyed the opportunities to work with and gain wisdom from you all over the last few years.

C.S.U.S. Vocational Rehabilitation Faculty

Dr. Deaner, Dr. Koch, Professor Mark Frayser, and Susan, I am honored to have been able to receive knowledge and guidance from each of you. I am pleased to have been able to participate as a vocational rehabilitation student at CSUS, and I hope to
maintain a connection to each of you and this program in the future. I began the rehabilitation program youthful in my ways, e.g. academically, maturity, socially (connections), but as I exit the program, no longer do I demonstrate such qualities. I have gained confidence, self-respect, and a hunger to learn and provide for others. It is my goal for the future to pass on what I have learned from this program, and one day, in the near future, stand in each of your presence as a peer. Thank you all.

Thank you Dan Bonachea (website developer) and Erica McNeil (reader and proofer) for the extensive time spent on helping me ensure this project was completed at a caliber level. I appreciate both of you for your time and dedication through this challenging process.

A very special thank you to the following contributors:

Dawn Maria Snodgrass for your suggestion and feedback
Wendy Covell for your suggestions and feedback
Nathan Maruyama for your suggestions and feedback
Tracie Layola for your suggestions and feedback
Caryl Balko for your suggestions and feedback
Vicki Apton for your suggestions and feedback
Debbie Tomlinson for your suggestions and feedback
Sandra Hamameh (VRC for life)
Amy Bennett (VRC for life)
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgements</td>
<td>vii</td>
</tr>
<tr>
<td>Chapter</td>
<td></td>
</tr>
<tr>
<td>1. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>Background of the Problem</td>
<td>1</td>
</tr>
<tr>
<td>Statement of the Problem</td>
<td>3</td>
</tr>
<tr>
<td>Purpose of the Project</td>
<td>5</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>6</td>
</tr>
<tr>
<td>Limitations of Project</td>
<td>13</td>
</tr>
<tr>
<td>Organization of the Remainder of the Project</td>
<td>14</td>
</tr>
<tr>
<td>2. REVIEW OF RELATED LITERATURE</td>
<td>15</td>
</tr>
<tr>
<td>Introduction</td>
<td>15</td>
</tr>
<tr>
<td>Employment for Individuals with Intellectual and Developmental Disabilities</td>
<td>15</td>
</tr>
<tr>
<td>Customized-Employment Model</td>
<td>20</td>
</tr>
<tr>
<td>Promising Practices for Employment Support Professional’s</td>
<td>23</td>
</tr>
<tr>
<td>Issues for Employment Support Professional’s</td>
<td>31</td>
</tr>
<tr>
<td>Summary</td>
<td>37</td>
</tr>
<tr>
<td>3. METHODOLOGY</td>
<td>38</td>
</tr>
<tr>
<td>Review of Sources</td>
<td>38</td>
</tr>
<tr>
<td>Methods</td>
<td>38</td>
</tr>
</tbody>
</table>
4. SUMMARY AND RECOMMENDATIONS ........................................... 45
   Summary ................................................................................. 45
   Recommendations ................................................................... 46

Appendix A. Resources Guide for ESP’s in Sacramento .................. 48
Appendix B. Electronic Resource Website Bibliography .................. 76
Appendix C. Snap Shot (Screen Photo) Electronic Resource Website ...... 86
References ................................................................................... 88
Chapter 1
INTRODUCTION

Background of the Problem

The idea for this project came to this author while working as a case manager at South Sacramento PRIDE Industries. PRIDE Industries is an agency that exists to provide the support, training and opportunity necessary to help people with intellectual and developmental disabilities (I/DD) overcome vocational as well as personal obstacles and find meaningful employment.

PRIDE Industries, through a rehabilitation process, partners adult with I/DD with employment support professionals (ESP). PRIDE Industries refers to these professions as job developers. According to Butterworth, Migliore, Nord, & Gelb, (2012) these professionals are also referred to as employment specialists, career coaches, employment consultants, job trainers, or staffing specialists. Such professionals are trained to provide individuals with I/DD specific vocational skills to effectively assist them in gaining competitive community placement. Callahan, Shumpert, & Condon (2009) argue the rehabilitation literature is full of descriptions of promising practices that professionals can use. Conversely, it is not clear if ESP’s always implement these promising practices (Butterworth et al, 2012).

Through an opportunity to work with many very skilled and creative professionals, many who share in the successful placement for clients with I/DD, it became apparent that there is a need for staff development. Many of these professional are PRIDE Industries employees. However, this author shares the clients on his caseload
with many others affiliates, including but not limited to, Alta California Regional Center (ACRC), California Department of Rehabilitation (DOR), and various mental health and independent living services. By working with other agencies this author gained an opportunity to witness professionalism from organizations aside from his own. Moreover, gaining an opportunity to collaborate and gain wisdom from others in his field.

The information received from these professionals was that the field of rehabilitation is constantly changing. EPS’s in this field must constantly stay connected to current trends in literature and ensure the information being portrayed to the individuals with I/DD being supported is relevant. Citron, Brooks-Lane, Crandell, Brandy, Cooper, & Revell (2003) agree that staff development is an ongoing concern. Furthermore, to ensure that only best-practice, evidence-based methods are at the forefront, a provider (ESP’s) needs to be fully engaged in reading, collaborating and pursuing the most up-to-date training (Citron et al, 2003). However, according to PRIDE Industries job developers, maintaining current status with the rehabilitation literature and training isn’t strictly cut-and-dry. Caryl Balko, PRIDE industries job developer, shares that as a long term employee she has attended many trainings and workshops throughout the years. Currently, because of cost and larger caseloads, all attributed to the economy, she has attended less trainings (personal communication, December 9, 2012). Ms. Balko reflects on the limited flexibility and resources she has to currently gain relevant information on rehabilitation practices. PRIDE Industries regards job developers as key providers in ensuring people with I/DD are work competent and are capable of
transitioning to competitive employment. This is why ensuring PRIDE Industries job developers are receiving sufficient training, resources, and opportunities to stay up-to-date with the current literature should be a top priority.

As it is PRIDE Industries vision to be the prime employer of people with disabilities and be a recognized leader in meeting the needs of individuals in overcoming barriers to employment, it is necessary that all PRIDE ESP’s are provided the training necessary to do so. In an attempt to support PRIDE Industries vision the decision to create a multiple faceted resource to benefit ESP’s was addressed. A web site with ability to upload current web training and seminars, provide definitions of disabilities and key terms related to rehabilitation of individuals with I/DD, local and community resources, current job market and hiring business (local/web job searching sites), available assessment (personality/interest/abilities) and vocational evaluation, personal networking with other ESP’s, and a general how-to-do section. This idea of this web site is endorsed and support by many professionals in the rehabilitation community. Each sections of the web site are current to the rehabilitation literature and consistent to the suggestions of the PRIDE Industries job developers.

**Statement of Problem**

There is a lack of formal training dedicated to serving PRIDE Industries job developers. Because job developers are not required to hold a specific certificate or university degree the variety of experience, education, and backgrounds these professional have can vary greatly. Therefore, there is a need for training as new job
developers are hired and for experienced job developers to stay current with rehabilitation practices.

Without an electronic resource dedicated to the needs of ESP’s, including PRIDE Industries job developers. ESP’s are bound to using materials in print format, which takes an abundance of time to locate, copy, and tote around until such a resource is needed. Also, printed materials are not accessible away from ones office, again binding ESP’s to their home base worksite, which limits them from making meaningful connections with job seekers and employers.

Without the convenience of an electronic resource catered to the specific rehabilitation needs of the ESP’s, one would be required to participate in web searches to locate specific results. According to a web site that tracks web addresses, there are currently 346,004,403 web sites or web hosts in existence (howmanyarethere.net/how-many-websites-are-there-on-the-internet/, n.d.); again binding ESP’s to the worksite or home computer, and further taking them away from networking and developing meaningful opportunities.

ESP’s are consumed with the requirements of their positions; moreover, they don’t have the time participate in formal trainings. With large caseloads, ESP’s are expected to meet needs of not only the job seekers with I/DD they’re working with, but they must meet the need of the DOR counselors and those of the PRIDE requirement. EPS’s have limited time for formal training, but they are expected to be aware of a wealth of knowledge to support job seekers regarding rehabilitation practices, disabilities (e.g.
physical, mental, emotional), community supports, current job market trends, training/teaching/coaching, directions, etc.

**Purpose of the Project**

The purpose of this project is to develop an electronic resource web site for ESP’s, including PRIDE Industries job developers in the Sacramento County and surrounding areas. This project is needed because there is currently no electronic resource that ESP’s can gain access to while in the office or when in the field. Other than accessibility this web site would serve as convenient tool. As ESP’s become consumed with larger caseloads due to turnover rate, greater demand from DOR counselors, or just as a result of the current economy, they can gain information of current rehabilitation literature, practices, disabilities, and key term definitions on one web site and avoid the hassle of a web search. In addition ESP’s will be able to access web trainings and seminars (PRIDE training) if unable to participate in person.

This project will provide ESP’s with the support, resources, and tools they need to be successful in their practices. Because this web site will be monitored, the information provided will be relevant to the needs of the ESP’s and current to that of the rehabilitation literature.
Definition of Terms

Alta California Regional Center (ACRC)

A State of California agency that assists with coordinating the services and supports that are necessary for persons with developmental disabilities to maximize and increase their opportunities and choices. These services and supports could be in the form of natural and/or community supports, or they could be purchased by the regional center from one of their many vendors.

Alta California Regional Center is an agency that can work in collaboration with other community agencies to assist in filling in any gaps that exist in a consumer’s total constellation of life goals and assessed needs.

Alta California Regional Center is a place where families and consumers can bring their ideas, needs, plans and wishes to a team of professionals who partner with the family and consumer to set achievable goals and to assess and determine the best way to meet those goals (Alta California Regional Center, 2008).

Autism

Specifically referred to as Autistic Disorder, is a brain-based disorder that affects a child’s social interaction, communication and causes other behavioral patterns that interfere with daily functioning. It’s a syndrome that appears before three years of age and is considered a lifelong disorder. Autism is characterized by an inability to form emotional ties and includes a lack of responsiveness to other people. Language skills in
children with autism are delayed, abnormal or absent. Language problems are typically present by the second year of life. A third area of concern for children with autism is the presence of odd repetitive movements and routines that are distinctly different from other children. Intellectual ability among children with autism varies greatly from intellectual disability to average intelligence and above (Alta California Regional Center, 2008).

**Causes of Developmental Disabilities**

Developmental disabilities are caused by many different kinds of trauma to the developing brain and nervous system. In many cases it is difficult to pinpoint the exact cause of the damage or time when it occurred. Many specific agents are known to cause developmental disabilities or to be associated with an increased risk of developing a disability and these are divided into nine broad categories, including the following, childhood accidents (including auto accidents, falls, near drowning, burns, and child abuse), drug and toxic substance poisoning (including the use of alcohol, caffeine, cigarettes, and other drugs both prescription and over-the-counter, as well as “street drugs” while pregnant or through ingestion during childhood), genetic disorders (for example: Down syndrome, Tay-Sachs disease), high-risk conditions in women and infants (for example: pregnant women under fifteen years of age or over thirty-five years of age, maternal epilepsy requiring certain drug therapy, maternal diabetes, maternal history of repeated abortions, fetal deaths, delivery of very large or very small infants, infectious diseases during pregnancy, etc.), lead poisoning (including lead from paint, lead-glazed pottery, lead water pipes, and dirt contaminated by automobile exhaust),
metabolic disorders (for example: PKU, hypothyroidism, and galactosemia),
malnutrition, RH blood disease, intrauterine and other infectious diseases (including
rubella, cytomegalovirus infection, toxoplasmosis, syphilis, herpes, or enterovirus
infections) (Alta California Regional Center, 2008).

**California Department of Rehabilitation [DOR]**

A government agency that works in partnership with its clients, other public and
private rehabilitation service agencies and employers to provide rehabilitation services
and advocacy to help persons with disabilities overcome barriers to employment, achieve
independent living and obtain equality (California Department of Rehabilitation [DOR],
2011).

**Cerebral Palsy**

This refers to a non-progressive pathologic lesion in the developing infant or
child’s brain causing permanent motor and/or sensory impairment. (American Academy
of Pediatrics). There are both various types and degrees of cerebral palsy. It may be
diagnosed when delayed gross motor development, abnormal motor performance,
alterations of muscle tone, abnormal postures at rest, and reflex abnormalities become
discernible. The four most common types of cerebral palsy are spastic, athetoid, ataxic,
and mixed.

Cerebral palsy is the most common permanent physical disability of childhood.
Its incidence has been estimated at 5 per 1,000 in the population under 21 years.
Approximately one third of the children with cerebral palsy have normal intelligence
while the remainder may have some deficits in their learning abilities. Approximately half of the children with cerebral palsy have some type of seizure disorder (Alta California Regional Center, 2008).

**Customized Employment (CE)**

This idea refers to the idea of individualizing the relationship between job seekers and employers in ways that meet the needs of both. It is based on an individualized determination of the strengths, requirements, and interests of a person and matching those to the needs of the employer (Office of Disability Employment Policy, 2003)

**Developmental Disability**

According to the Lanterman Developmental Disabilities Services Act (AB 846), a disability attributable to mental retardation, cerebral palsy, epilepsy, autism, or other handicapping conditions found to be closely related to mental retardation or to require treatment similar to that required for individuals with mental retardation (Alta California Regional Center, 2008).

According to the California Code of Regulations, Title 17, Â§54000, a developmental disability originates before the age of eighteen, continues indefinitely (i.e., for a lifetime), and constitutes a substantial disability for the individual (Alta California Regional Center, 2008).
Employment Support specialist

This is a professional who helps identify, coordinate and/or provide individualized employment and related services to persons with the most significant disabilities. Employment support professionals are also referred to as job coaches, job developers, or employment consultants. These professionals assist persons with the most severe disabilities with gaining and maintaining work. This usually includes assistance with locating job opportunities, providing on the job support (i.e. job and related skills training, accommodations, etc.) and ongoing follow up services (Carlson et al, 2007; Unger, Parent, Gibson, & Kane-Johnson, 1998; Wehman & Melia, 1985, Park et al, 1993).

Epilepsy

Also referred to as convulsive disorder, is a clinical disorder involving impairment of consciousness, characterized by paroxysmal attacks of loss of consciousness associated with clinical abnormalities noted on brain wave testing (EEG), convulsive movements, or disturbances of feeling or behavior. These transient episodes (seizures) are associated with excessive nerve cell discharges occurring diffusely or focally in the brain. The sites of the neuronal discharges determine the clinical manifestations of the seizure.

The major types of seizures include grand mal seizures, focal (frontal, parietal, or occipital lobe) seizures, temporal lobe (psychomotor) seizures, and minor (petit mal,
myoclonic, akinetic) seizures. About 3% of all children may have benign febrile convulsions (Alta California Regional Center, 2008).

**Integrated Setting**

A setting typically found in the community in which the applicant or eligible individual interacts with non-disabled individuals other than non-disabled individuals who are providing services to those applicants or eligible individuals to the same extent that non-disabled individuals in comparable positions interact with other persons (DOR, 2011).

**Intellectual and Developmental Disabilities (I/DD)**

A disability characterized by significant limitations both in intellectual functioning and in adaptive behavior, which affects every day social and daily living skills. This disability originates before the age of 18.

The American Association of Intellectual and Developmental Disabilities (AAIDD) has formally defined mental retardation as (1) a significantly sub average intellectual functioning, existing concurrently with related limitations in applicable adaptive skills in two or more of the following areas: Communication, self-care, home living, social skills, community use, self-direction, functional academics, leisure, or work. (2) Mental retardation manifests before age 18. In general, an IQ below 70 falls within the range of mental retardation. With appropriate supports over a sustained
period, the life functioning of the person with mental retardation will generally improve (Alta California Regional Center, 2008).

**Labor Market Survey**

The labor market survey (LMS) is a method of information gathering about particular jobs that are specific to a geographical area for an individual being served. The purpose of conducting a LMS is to look into the place ability factor of employment, i.e., whether clients who have the qualified skills can actually obtain the job (Lee, 2013).

**PRIDE Industries**

PRIDE Industries is a non-profit company with a mission to create jobs for people with disabilities. PRIDE accomplishes their mission through their own business divisions, or by partnering with others. The primary lines of business include Facilities Services (Custodial, Building Maintenance, and Base Operating Support Services) and Manufacturing (Supply Chain, Logistics, Packaging, Fulfillment, Electronics and Medical Device Manufacturing). The PRIDE Rehabilitation Division provides the needed supports and training to prepare people with disabilities for employment (PRIDE Industries, 2012).

**Substantial Disability**

According to (Title 17, Â§54001) a substantial disability means a condition which results in major impairment of cognitive and/or social functioning. A substantial disability means the existence of significant functional limitations in three or more of the
following major life activities: communication, learning, self-care, mobility, self-direction, capacity for independent living, and economic self-sufficiency. Moreover, a substantial disability represents a condition of sufficient impairment to require interdisciplinary planning and coordination of special or generic services to assist the individual in achieving maximum potential (Alta California Regional Center, 2008).

**Supported Employment**

Activities and services, including ongoing support services, needed by a person with a most significant disability to keep a job in an integrated setting for the term of employment (California Department of Rehabilitation, 2011).

**Limitations of the Project**

Limitations of this project include the time frame in which the date was collected. The data for this project was compiled in the spring and fall of 2012. Though this information is current and relevant today, it can possibly be outdated in the future. There are also geographical limitations as this project was designed to meet the needs of the PRIDE Industries job developers in the Sacramento and closely surrounding areas. Author bias is another limitation of the project that needs to be noted. The bias includes the authors focus on including resources that he felt were most valuable to assisting the employment support specialist in meeting their needs of effective job development.
Organization of the Remainder of the Project

The remainder of the project will include the following: Chapter 2, a review of related research, which will provide a current overview of the literature related to the project; Chapter 3 discusses the methodology used to produce the project; Chapter 4 contains the summary of the project with recommendations for further research. Appendix A is a resource guide for ESP’s in the Sacramento County and surrounding areas. Appendix B is the electronic resource website bibliography. Appendix C is a snapshot (screen photo) of the electronic resource website.
Chapter 2

REVIEW OF RELATED LITERATURE

Introduction

This review of literature is divided up into four sections. The first section is a review of literature regarding employment as it relates to placement of individuals with intellectual and developmental disabilities (I/DD). The statistic values in this section provide employment outcome for people with I/DD in the past decade. Secondly, the process of customized employment (CE) is defined and its value to successful supports and placement for people with I/DD is explored. Then promising practices for employment support specialist (ESP’s) is examined. This section provides a compilation of practices that have been deemed important through current rehabilitation literature. The literature reviewed in this section is laid out in chronological order from the beginning of the development process (e.g. learning the job seeker) to post employment support services. The final section investigates common issues and problems for ESP’s. The challenges faced by ESP’s in their practices are reviewed in this section.

Employment for Individuals with Intellectual and Developmental Disabilities

Kiernan, Hoff, Freeze, & Mank (2011) provide that employment is the first question we ask about most adults in society. In part, every adult is defined by their contributions, their work (Kiernan et al, 2011). Even as employment for people with I/DD has gained attention, there has been a growing awareness that the labor force participation for this population has remained flat (Kiernan et al, 2011). Kiernan et al
(2011) further suggest that although there is variability across states, there is an absence of a clear message at the state and national levels regarding employment of persons with I/DD. This has resulted in inconsistencies in employment policies, practices, and procedures (Kiernen et al (2011). According to Kiernan et al (2011) there are an increasing number of states that are taking notice of this and seeking to develop a clear message that employment for persons with disabilities must be a priority. Some state developmental disability agencies have embraced a presumption of employability or the option of employment for all persons with I/DD (Kiernan et al, 2011). Kiernan et al (2011) present the following set of principal guidelines that will help shape these change efforts:

1. Disability is a natural part of the human experience that in no way diminishes the right of individuals with disabilities, including those with the most significant disabilities, to achieve the four goals of disability policy—equality of opportunity, full participation, independent living, and economic self-sufficiency.

2. Self-determination and informed consumer choice are essential elements in all programs and options related to employment.

3. Work for pay (employment) is a valued activity both for individuals and society. While providing both tangible and intangible benefits, employment helps people achieve independence and economic self-sufficiency, giving purpose, dignity, self esteem, and a sense of self accomplishment and pride.
4. It is presumed that all individuals with I/DD can achieve competitive integrated employment with appropriate services and supports.

5. Full membership in society call for a role of contributor in society. Contributing most often means employment.

6. All individuals, including those with the most significant disabilities, should enjoy every opportunity to be employed in the workforce, pursue careers, advance professionally, and engage actively in the economic marketplace.

7. Individuals with disabilities, including those with the most significant disabilities, should be empowered to attain the highest possible wage with benefits consistent with their interest, strengths, priorities, abilities, and capabilities.

8. Employment-related training services and supports should be provided to assist individuals with the most significant disabilities to become employed with the primary or preferred outcome of such services competitive integrated employment.

9. Employment should include career development over time.

10. Based on information from the employment marketplace, employment-related training services and supports should target areas of present and future workforce growth. Input from employers is critical to affectively direct employment related training and services.
11. Services providers are expected to use the best, promising, emerging practices with respect to the provision of employment-related training and services.

12. Technical assistance should be available to service providers for the purpose of expanding and improving their capacity to provide employment and training services and support that will enhance opportunities for competitive integrated employment consistent with the best, promising, and emerging practices.

13. Support should be provided for as long as needed, with a focus on use of natural occurring supports as much as possible.

14. All systems must be aligned to reach the outcome of competitive integrated employment. The establishment of infrastructures and resource allocation (staff time and funding) reflects the priority of competitive integrated employment.

15. Exploitation of workers with disabilities is abhorrent, and workers should enjoy meaningful and effective protections against exploitation.

Kiernan et al (2011) states that the end result for presumptive employment is independence for persons with I/DD. Moreover, the goal is full inclusion and the acknowledgement that the labor participation rate for people with and without disabilities should be the same (Kiernan et al, 2011). Kiernan et al (2011) express that although not every person with I/DD will work, we know that the vast majority want to work and are calling for real jobs. We must assume that all should have the opportunity to work in the
general labor market (Kiernan et al, 2011). For persons with I/DD, there should be no difference in assumptions about employment, a presumption of employment, and the necessary services and supports to make this a reality (Kiernan et al, 2011).

According to Butterworth, Migliore, Nord, & Gleb (2012) the improvements of the employment rate and quality of career opportunities for people with intellectual and developmental disabilities (I/DD) is a high priority across the country, and is supported by legislation such as the Americans with Disabilities Act and the Workforce Investment Act. Butterworth et al, further explain, in 2009 only 23.9% of adults with cognitive disabilities worked compared to 68.2% of their peers without disabilities. Moreover, people with I/DD who have jobs typically earn low wages and often work only a few hours per week (Butterworth et al, 2012). Butterworth et al (2012) argue, one way of increasing the employment rate and quality of jobs of people with I/DD is through ensuring that they are receiving state-of-the-art support from professionals, often referred to as support specialists, job developers or employment consultants. Support strategies include knowing job seeker’s individual preference and needs, finding jobs, negotiating customized job descriptions, facilitating transition, and providing follow-up supports (Butterworth et al, 2012).

Migliore, Cohen Hall, Butterworth, & Winsor (2010) furthermore report, compared with the general population, people with I/DD are less likely to transition into the workforce because of greater challenges. These may include their support needs, the family members’ concerns, availability and accessibility of services, a traditional tendency of public programs to fund sheltered workshops and day centers, the culture and
values of rehabilitation programs, or the difficult socioeconomic circumstances (Migliore et al, 2010). Migliore et al (2010) further agree to assist job seekers with I/DD in overcoming these challenges; a network of employment programs and related professionals—often referred to as employment specialists—are available across the nation.

**Customized-Employment Model**

The U.S. Department of Labor, Office of Disability & Employment Policy (ODEP, 2002) explained in the Federal Register that:

*Customized employment means individualizing the employment relationship between employees and employers in ways that meet the needs of both. It is based on an individual determination of the strengths, needs, and is also designed to meet the specific needs of the employer.*

*It may include employment development through job carving, self-employment or entrepreneurial initiatives, or other job development or restructuring strategies that result in job responsibilities being customized and individually negotiated to fit the needs of individuals with disabilities.*

*Customized employment assumes the provision of reasonable accommodations and supports necessary for the individuals to perform to functions of a job that is individually negotiated and development.*

(ODEP, 2002)

Griffin, Hammis, Tammara, & Sullivan (2008), the promise of Customized Employment (CE) rests in its reliance on the passion and competence of job seekers and those who assist them. The mutual benefits that result when job seekers with disabilities are matched to employers needing their skills and energy have the potential to finally make the employment of people with disabilities a mainstream and natural occurrence.

According to Griffin et al (2008) the following hallmarks and activities of CE include:
- Identifying specific job duties or employer expectations that are negotiated with employers;
- Targeting individualized job goals to negotiate based on the needs, strengths, and interests of the employment seeker;
- Meeting unique needs of the employment seeker and the discrete, emerging needs of the employer;
- Starting with the individual as the source of information for exploring potential employment opportunities;
- Offering representation, as needed, for employment seekers to assist in negotiating with employers;
- Occurring in integrated, non-congregate environments in the community or in a business alongside people who do not have disabilities;
- Resulting in pay of at least the prevailing wage (no sub-minimum wages);
- Creating employment through self-employment and business ownership;
- Facilitating an amalgam of supports and funding sources that may include Workforce Investment (One-Stop/Career Centers), Vocational Rehabilitation (VR), Medicaid, Community Rehabilitation Programs (CRP’s), Schools, Social Security (SSA), families, and other partners coordinated in ways to meet the needs of the individuals.

Griffin et al (2008) further provides CE start with the person and engage employers through an interest-based negotiation revealing that the benefits of hiring a specific job seeker will have for both parties. The promise of this approach is that
stereotypical jobs are reduced and employment better matching individual’s personal genius occurs. Further, through a series of meetings with family and acquaintances, paid work experience, observations of skills, talents, and interest in desired community environments, etc., a vocational profile emerges that reveals the ideal conditions of employment for this individual (Griffin et al, 2008).

Callahan, Griffin, & Hammis (2011) additionally note the important innovation of CE is that when the demands of open jobs create a barrier to employment for the seeker with significant disabilities, even with post-employment supports, it provides as an alternative strategy to accomplish integrated, community employment with pay at or above the minimum wage. Callahan et al (2011) state that this is possible by negotiating with employers to target unmet needs of the workplace, tasks better performed by others at a lower pay grade (but still at or above minimum wage) and tasks that would benefit the employer in some discrete manner. This voluntary relationship goes beyond traditional job carving and restructuring and establishes a fundamentally new conceptualization of the employment relationship (Callahan, 2011).

Further expanding on CE, Inge (2008) suggests that the principle indicators of customized employment have developed over the course of the past two decades with inclusion of individuals with disabilities in their community. Some of the critical components include: 1) customer choice, 2) the belief that individuals should be viewed from an abilities vs. disabilities perspective, 3) individualized and negotiated job descriptions, 4) competitive/prevailing wages, and 5) customer directed services with individualized workplace support (Inge, 2008). Inge (2008) states, in essence,
customized employment involves getting to know the person and the unique skills and talents that he or she can bring to a community business. Customized employment is not driven by the local labor market but by the needs of the individuals with disabilities (Inge, 2008). Inge (2008) explains, once a person’s skills, talents, and interest are identified, employers can be approached, and a customized job negotiation that is of benefit to both the job seeker and the business can take place. The outcome for the negotiation process with employers is that: 1) The employee with a disability has a personalized job description that did not exist prior to the negotiation process. 2) The employer has a qualified worker with a disability to perform valued job duties within the workplace (Inge, 2008).

**Promising Practices for Employment Support Professionals’**

The rehabilitation literature is full of descriptions of promising practices that professionals can use (Butterworth et al, 2012). However, in order for ESP’s to implement these practices, they must be aware that the practices exist and have value (Butterworth et al, 2012). Promising practices for career planning and assessments include developing a detailed understanding of the job seeker’s strengths, skills, and preferences (Morgan, 2008; Randall and Buys, 2006); using job restructuring or job creation to expand employment opportunities (Carlson, Smith, & Rapp, 2008); and using personal and professional networks to identify job opportunities (Burg, 2006; Owens & Young, 2008). Job entry and postemployment supports including transportation, work-incentives planning (e.g. U.S. Social Security), and building; ensuring natural supports are also critical for a smooth transition to employment (Migliore, Cohen Hall,
Morgan (2008) recommends rehabilitation personnel and special education transition specialists need an instrument to assess the degree of match between preferences, skills of job seekers with disabilities, and job requirements. Job matching has been defined as an assessment of job seekers characteristics in relation to job requirements (Morgan, 2008). According to Morgan (2008), assessments of employment preferences may be an important component to job matching because it (a) increases the probabilities of successful employment, (b) establishes a job seeker’s motivation to develop skills necessary to be successful in employment, (c) shows respect for the individuals choices, and (d) is consistent with philosophy of self determination. Numerous job matching services exist for job seekers without disabilities, including some on the internet (Morgan, 2008). Although there are web based assistance available for individuals with disabilities (e.g. www.careeronestop.org; www.peopleresource.org) further assistance for job seekers with developmental disabilities (e.g. intellectual disabilities, autism spectrum disorder) limited in reading skills may limit comprehension of the assessment process (e.g., questioning, rating scales, vocational language) and navigation of the site (Morgan, 2008). According to Morgan, most job matching services begin with assessments of interest and skills, resulting in a list of occupations that are best-matched. Morgan further reported no site was found offering comprehensive
assessments of preferences, skills, and job requirements. Instead, sites assessed competencies or availability of specific employment (Morgan, 2008).

According to Randall and Buys (2006), Entrepreneurial Job Development is an effective, job matching approach to job placement. According to Randall and Buys (2006), Entrepreneurial Job Development is an employer-focused approach that has the potential to address limitations of current job placement models for people with severe disabilities. This approach focuses on meeting the needs of an employer by creating a new position that will be an advantage to the employer’s business and matching this position to the skills of the disadvantaged jobseeker with I/DD (Randall and Buys, 2006). Entrepreneurial Job Development has the potential to enhance the job placement outcomes for people with severe disabilities (Randall and Buys, 2006). Through its capacity to take advantage of untapped labor market opportunities and its focus on both the strengths of the job seeker and needs of the employer, it is the ideal approach to job placement (Randall and Buys, 2006).

Job Restructuring

According to the U.S. Equal Employment Opportunity Commission (EEOC), job restructuring includes modifications such as: reallocating or redistributing marginal job functions that an employee is unable to perform because of a disability, and altering when and/or how a functional, essential or marginal, is performed (askjan.org/erguide/Three.htm#D2). Restructuring a job includes: (1) shifting responsibility to other employees for minor job tasks that an employee is unable to perform because of a disability; and (2) altering when and/or how a job is task is
preformed. If an employee is unable to perform a minor task because of a disability, an employer can require the employee to perform a different minor job function in its place (www.eeoc.gov/eeoc/publications/accommodations/accommodation.cfm). Work Without Limit’s further defines job restructuring as adjustments to work procedures or to the order in which tasks are usually preformed. (www.workwithoutlimits.org/providers/quality_employment_practices/accommodations).

Examples of job reconstruction:

1. change of work schedule
2. rearrangement in the order in which tasks are done
3. decrease (as needed) in the number of non-essential job duties.

(www.workwithoutlimits.org/providers/quality_employment_practices/accommodations)

According to Carlson et al (2008) suggest that the most typical job development strategy includes obtaining job leads from the newspaper; this is an erroneous chore that provides limited fruit for such labor. In fact, the concept of the “hidden job market” introduced by Denise Bissonett (1994) estimates that between 80 and 90% of jobs are filled by someone the employer already knows, and, as a result only 10 to 20% of openings ever reach the open job market (Carlson et al, 2008). Carlson et al (2008) propose practices such as job creation, employer partnerships through understanding employer needs, and providing quality services to employers. Carlson et al (2008) further suggest establishing a strong understanding of salesmanship, in this case using the Conceptual Selling process. Conceptual Selling is a nationally recognized sales call
planning method marketed by Miller Heiman Inc. and is used by many major companies worldwide including Eastman Kodak, Hall Mark, Marriott, and Hewlett Packard. Using the Conceptual Selling process, the employment specialist spends a significant amount of time thoroughly learning the employers’ needs, expectations and perceptions so that they can create a win-win situation for the employer as well as the client who is looking for a job (Carlson et al, 2008). Carlson et al (2008) say to accomplish this, the employment specialist spends time planning out the employer contact by: 1) formulating a valid business reason, 2) obtaining information from the employer, 3) identifying to the employer unique strengths, 4) establishing, checking or improving their credibility with the employer, and 5) asking for an action commitment. After planning out the contact in this way, the employment specialist will then make contact, interacting with the employer using the plan (Carlson et al, 2008).

Networking

Burg (2006), states that despite the fact that networking is one of the most effective ways to connect with business, many job developers and job seekers do not use this job developing tool as effectively as they could. Burg (2006) illustrates how networking is an arrangement of people crossed at regular intervals by other people, all of whom are cultivating mutually beneficial, give-and-take, win-win relationships. When crossing paths with others, you should ensure that those in the center of influence are addressed. Burg explains that a center of influence is someone who has been in the community a long time or has a high profile position. While these individuals may not be able to employ someone, they may be able to connect you with others who can (Burg,
Burg (2006) emphasizes that the key to networking is understanding that we are not dependent on each other nor are we dependent of each other—we are interdependent with each other.

Burg (2006) suggests when meeting with others, job developers should be prepared to communicate. He identified ten networking questions that job developers should add to their collection:

1. How did you get started in XYZ business?
2. What do you enjoy most about your occupation?
3. What separates you and your company from the competition?
4. What advice would you give starting out in the ABC industry?
5. What one thing would you do with your business if you knew you could not fail?
6. What significant changes seen take place in the industry/profession in the last ten years?
7. What do you see as the pending trends in your industry/profession?
8. What was the funniest or strangest incident that you’ve experienced in your business?
9. What ways have you found to be most effective in promoting your business?
10. What one sentence would you like people to use when describing the way you do business?

(pp. 17-19)
Burg (2006) suggests if the person whom you are talking to is not directly or indirectly in business consider changing the questions above to focus on F-O-R-M, in other words Family, Occupation, Recreation, and Message (what the individual deems important).

Further research from Owens and Young (2008) suggest networking is a widely accepted practice in business and it is an important approach for job developers and job seekers to connect with employers and increase success in the labor market. Owens and Young (2008) states that job developers and job seekers must put energy into networking in order for it to be successful. The first step is to understand what networking is. Second, it is essential to organize networks (e.g. using a business card tickler file). The third is to stay in contact with network contacts (e.g. email, periodical phone calls, going out for coffee, birthday or holiday cards). Finally, Owens and Young (2008) elucidate that it is critical to continue increasing your network by setting a goal such as meeting five new contacts per week. Owens and Young suggest that networking is not something that should be done just to find a job; in fact, the time to establish relationships is before a job is needed. Thus, networking is an ongoing process (Owens and Young, 2008).

When networking, follow these guidelines:

1) Be sincere, polite, and formal. Do not use a person’s first name right away (unless they say you can). Make sure to listen and ask questions about the person and their business.

2) Do not ask for (or expect) something in return. Relationships take time and what the person has to offer will probably come at a later time.
3) Follow through with promises. If you say you will get back with them about an issue or concern, make sure you do.

4) Do not wait to be introduced by someone else, practice self-introductions.

5) Always say thank you in a memorable way.

(Owens & Young, 2008)

Post Employment Supports

Findings by Migliore, Cohen Hall, Butterworth, & Winsor (2010) express that after a hire has taken place, emphasis shifts to facilitating transition to the job to support better employment outcomes and retention. The availability of natural supports in the workplace has been associated with higher levels of workplace inclusion, leading to better employment outcomes (Migliore et al, 2010). Referring to the literature, Migliore et al (2010) note that workers are more empowered if they have been instructed on how to take requests of supervisors and/or coworkers, market their skills and abilities, and develop friendships with colleagues.

Maintaining a connection with job seekers after a hire is a strategy used by employment specialists to smooth the transition and increase job retention while building a relationship with the employer (Migliore et al, 2010). Migliore et al (2010) explains that, when employment specialists offer assistance with transportation and provide or facilitate work incentives planning (e.g. Social Security or other supplemental income) to those they assist, it positively influences success on the job. In particular, work incentives planning addresses concerns that family members may have about employment and ensuring that an individual is prepared for changes in benefit levels
(Migliore et al, 2010). Migliore et al (2010) further suggest, because of all these complex factors, successful transition of job seekers with I/DD into employment involves significant knowledge and skills on the part of the employment specialist.

According to West, Wehman, & Wehman (2005), community integration and workplace inclusion remain prominent national goals for persons with disabilities. These needs are paramount in the lifelong acceptance and adjustment of persons with disabilities into their respective communities (West et al, 2005). West et al (2005) state the environment and relationships with coworkers may be the most important factors contributing to job success and satisfaction, particularly with positions requiring less skill and ability. Friendships play an integral role in the quality of one’s working life as evidenced by reports that work performance, job retention, and satisfaction are related to an employee’s participation in social relationships with coworkers (West et al, 2005). Given the importance of coworker involvement to job satisfaction and quality of life, it is evident that workplace inclusion of the opportunity to interact and work with employees who are not disabled, is a critical measure of the quality of competitive employment (West et al, 2005).

**Issues for Employment Support Professional’s**

Test, Flowers, Hewitt, & Solow (2003) suggest that challenges regarding direct support staff (e.g. ESP’s) recruitment, compensation, and turnover rate have been documented since the inception of community support agencies for people with disabilities. These problems of finding, keeping, and adequately compensating direct support staff continue to plague the community support industry today (Test et al, 2003).
Test et al (2003) report, many investigators have argued that the ability to find, train, and keep direct support staff is one of the biggest barriers to continued deinstitutionalization, and the ability to sustain current community support.

Test et al (2003) provide direct support is a high turnover rate position. Burnout for direct support staff is often caused by the working hours, demands of the job, and lack of respect and societal value for this work (Test et al, 2003). Moreover, varied roles and expectations for direct support workers have also played a part in staff burnout and training difficulties (Test et al, 2003). Test et al (2003) further report, in a few state studies, investigators have gathered some data on vacancy rates, turnover, and wage of the direct support workforce. Vacancy rates reported in these studies ranged between 8% and 17%. Average annual turnover rates are reported to range from 45% to 75%. Test et al (2003) also share, direct support staff wages in the field of developmental disabilities have typically been reported to be low. Test et al (2003) also suggest that in addition, many direct support staff members do not have access to benefits, such as paid time off and health care insurance, especially if they work part time.

Migliore (2006) further examines the importance of optimizing the services offered by employment agencies and support staff. Migliore (2006) explains, the effectiveness of employment agencies is threatened by a high turnover of employment specialists. The employment specialists provide fundamental support to job seekers with disabilities (Migliore, 2006). Moreover, Migliore (2006) states that employment specialists, in particular play a crucial role in assisting adults with disabilities to gain and retain individual employment. Migliore (2006) also point out that employment
specialists often lack the necessary experience to play the delicate role that they have in the employment developmental process. Migliore (2006) found that 54% of employment specialists surveyed across the 32 states has less than one year of work experience. Further, after the first year of work, employment specialists’ turnover reached values as high as 50%.

Hewitt & Lakin (2001) further explain that current difficulties in assuring adequate direct support staff recruitment, retention and competence are widely reported as the single biggest barrier to the growth, sustainability, and quality of community services for people with I/DD. These are longstanding challenges in efforts to provide sufficient high quality community supports to people with developmental disabilities; but they are also one of growing concern because the number of people demanding community services is increasing (Hewitt & Lakin, 2001). Hewitt & Lakin (2001) express that concerns about recruiting, retaining, and training direct support staff who can meet the needs for community support services for people with I/DD is not new in the United States. Evidence of such concern can be found since the interception of community supports (Hewitt & Lakin, 2001). According to Hewitt & Lakin (2001) there are a number of reasons for the growing recruitment challenge including as increase demand for workers, a reduced number of people in the traditional demographic “pool” supplying direct support staff, and persistently low unemployment rates. Additionally, there are few career paths within the field to hold workers once engaged (Hewitt & Lakin, 2001). Furthermore, the profession of direct support has a low social status, low
pay, limited access to benefits, and its often considered by educators, economists, and policy makers to be a secondary labor market (Hewitt & Lakin, 2001).

Hewitt & Lakin (2001) explain that the growing phenomenon of high staff turnover and associated vacancies have serious negative consequences. Higher staff turnover has been associated with low morale, absenteeism and the phenomenon of “burn out” in which staff may stay on the job but without commitment to it (Hewitt & Lakin, 2001). Hewitt & Lakin (2001) suggest that training direct support staff presents significant challenges to maintaining and improving the quality of community services. Well-developed pre-service training programs for direct support staff are rare (Hewitt & Lakin, 2001). Ongoing training programs that target developing new skills rather than complying with mandatory topics are also rare (Hewitt & Lakin, 2001). Hewitt & Lakin (2001) add that few states have developed effective training materials and programs for direct support staff, leaving training responsibilities solely to the service provider organizations. Furthermore, direct support staff training is commonly not transportable from one employer to the next and is rarely competency-based (Hewitt & Lakin, 2001). More often then not direct support staff receives up front training that includes up to 40 hours of classroom training and rarely integrates effective adult learning strategies (Hewitt & Lakin, 2001). Direct support staff have reported that this is training is not effective because it is often repetitive and boring for employees who have considerable experience in the field, is too fast and not comprehensive enough for people who come to their new jobs with no experience and it rarely is focused on the specific characteristics
and needs of the people the direct support staff has been hired to support (Hewitt & Lakin, 2001).

According to Stiffler (2007) since the early 1900’s considerable efforts have gone into identifying causes and solutions to the turnover rate of direct support staff working with persons with I/DD. Stiffler (2007) suggests that several challenges to providing quality supports to persons with I/DD in community support agencies have been identified, including high turnover rate, lack of applicants, low pay, poor benefits, poor training, and lack of career opportunities. Further, Direct support staff often work independently, with little or no training, and are provided few opportunities for support, monitoring, and training by supervisors or peers (Stiffler, 2007). Stiffler (2007) states that social service employees (e.g. direct support staff) tend to leave employment for three primary reasons: burnout and stress, lack of satisfaction with the job, and not feeling supported by their supervisor or organization. Research has provided insight into agency support of direct support staff, specifically agency-wide strategies, which can be implemented in order to improve the retention rates of direct support staff (Stiffler, 2007). Stiffler (2007) proposes that realistic job previews, peer-mentoring, credentialing, and apprenticeships are examples of interventions that have proven successful in reducing turnover rates of direct support staff. Moreover, Stiffler (2007) states that the direct consequences of direct support staff turnover rate in community support agencies for people with I/DD are lack of quality and continuity of support and services of untrained staff providing support.
According to Victor Wursten (personal interview, April 9, 2013), Vice President of Site Operations for PRIDE Industries, the cause of turnover rates at Pride Industries facilities have been reported as lack of pay, limited training, unshared business ideas (e.g. direction of company, changes in policy, non-trickling information from corporate/headquarters), and the lack of ability for growth or promotion within the agency. Mr. Wursten suggested that to keep people happy in their positions it is important to create promotable career paths for support staff (e.g. ESP’s). This could include opportunities for certification, taking on more responsibilities, receiving education and training, increase staff competency, and help decrease the staff turnover rates. Mr. Wursten further stated that PRIDE Industries does not require new hire support staff to have any specific certification, degree, or experience. Mr. Wursten reported that Pride Industries provides training for its direct support staff upon hiring; however, additional trainings are done on an as needed basis to meet any specific needs of a PRIDE Industries site. Mr. Wursten explained that PRIDE Industries does employ individuals who are attending local universities or secondary educational programs, however furthering ones education is often for personal gain (e.g. opportunity to promote, earn more money, or gain employment elsewhere) and is a decision made by the employees themselves, not a requirement by PRIDE. Currently, PRIDE Industries employees do not receive specific training from the local universities or higher secondary education programs, unless they are current students attending such programs.
Summary

In summary, the literature reviewed confirms that individuals with I/DD have a lower employment success rate, they receive lower wages, and work less hours than that of their non-disabled peers. However, when these individuals with I/DD collaborate with ESP’s who utilize current rehabilitation literature promising practices through a customized employment process, the success, wages, and hours worked for individuals with I/DD can increase. Such promising practices as job matching, job restructuring, networking, and post employment support service when used during the customized employment process provide opportunities that result in successful, win-win situations for everyone included in the employment process e.g. the individuals with I/DD, the employers, and ESP’s. Furthermore, to have successful employment placement for individual with I/DD, ESP’s must be accessible. Finding, keeping, and compensating ESP’s is a concern that requires addressing. Consistent with feedback from Victor Wursten of PRIDE Industries, the cause of turnover rates at PRIDE facilities have been reported as lack of pay, limited training, unshared business ideas, and the lack of ability for growth or promotion within the agency. To limit the plague of burnout, turnover, and vacancy of these professionals, further addressing the ESP’s needs of appropriate or suitable working hours, demands of the job, and the lack of respect and societal value for this work must be considered.
Chapter 3

METHODOLOGY

Review of Sources

In preparing for the literature review section of this project, this author researched peer-reviewed journals, library resources, EBSCOhost, ERIC Data bases and variety of internet resources. Terms used to locate resources included: employment, job development, employment specialist, job seeking with, intellectual disability, developmental disability, vocational rehabilitation, supported employment, training, mentoring, consultation, networking, job matching, and assessments. In addition, this author maintained structure of his project by utilizing The Vocational Rehabilitation Counseling Masters Project handbook, (Ortman, 2009).

Methods

While working as a case manager at South Sacramento PRIDE Industries during 2011 and 2012, this author had the opportunity to work with the PRIDE job developers and attempt to understand their approach to job development for their job seekers with disabilities. During an informal meeting with PRIDE job developers Dawn Marie Snodgrass and Wendy Covell, it was suggested that formal training specific to needs of job developers would be beneficial. Job developers are expected to know a great deal of information, yet they are provided very few resources to help in this area (Snodgrass & Covell, personal communication, January 5, 2012). After hearing this conversation it became clear to this author that the job developers were in need of formal training.
Furthermore, because it was stated that job developers don’t have enough time to attend trainings, the author would have to find a convenient way to bring the training to them.

This author began his research for relevant materials for his project. What he found was a great deal of written training, power points, lectures, video presentations, printed manuals, thesis projects, handouts and articles related to rehabilitation and rehabilitating those with disabilities. This author realized that the materials collected as individual materials would benefit the job developers; however, he wondered how much more these materials would help job developers if all the information was compiled in an electronic resource web site?

In an attempt to find out if such an electronic resource web site for PRIDE job developers existed the author spoke again with the PRIDE job developers. The job developers explained that there was not a current electronic resource web site they were aware of, but such a resource, especially one that would save time and provide additional resources to what they already have, would definitely be utilized.

During the month of March 2012, with the help of job coach Lena Levels and office assistant Nathan Maruyama this author developed the local community resources section of the electronic resource web site. To gain the information the following resources were used: the Internet as a search tool, contact to professionals in the community was made and information was gathered by phone, email, and/or in person from Los Rios community college, CSU Sacramento (e.g. career center, support for students with disabilities [SSWD]), local and state agencies (e.g. Department of Rehabilitation, Alta California Regional Center), in addition to other local non-profit
agencies and programs. From the information gathered the author created a tangible resource guide. This hard copy was made for the PRIDE job developers to use and handout out as needed. Together Ms. Levels and Mr. Maruyama proofed the information collected, ensured that phone numbers, emails, link/web address, and contact person’s data was inputted correctly. The following resources were collected for the local community resource section of the web site: Referral service, state agencies, local companies, commercial web site, Veteran resources, counseling services, chambers committees (networking), career related, volunteering, crisis lines, and law enforcement.

In an attempt to gain more information as to what the PRIDE job developers would require of a helpful web site this author scheduled a meeting with PRIDE job developers (7 December 2013). The discussion at this meeting helped the author gain the information to answer the following questions: (a) As a PRIDE job developer, what are the areas of your position that you require more knowledge? (b) Do you currently have an efficient resource (i.e. colleges, internet sources, books, scholarly journals) to gain knowledge of your position?

Responses from some of the PRIDE job developer are as followed.

Caryl Balko, job developer, states:

“Areas I would benefit from more information would be networking (business groups), time management (related to job development), organizational skills, information on disabilities (mental health & T.B.I), and employment trends & current job market. I regularly receive mentoring from my peers and supervisor. As a long term employee of PRIDE Industries I have attended many trainings/work shops throughout the years. Currently, because of cost and larger caseloads—all attributes to our economy—we have been able to do less training and need to rely on (DOR) counselors and coworkers for information.” (personal communication, December 7, 2012).
Wendy Covell, job developer, states,

“I learn a lot from coworkers that have been in the field for quite a few years. I also use the internet to search for information I do not fully understand. I would use other resources or trainings on current hires (who’s hiring and where), understanding on the job training through DOR, and new techniques/skills in approaching community businesses (networking).” (personal communication, December 7, 2012).

According to Vicki Apton, job developer,

“The types of resources I use are colleagues, due to the wide range of tried, trusted, & tested knowledge, internet sources for ease; DOR counselors; & print, either paper form or online. Further, anything that would increase the success of my clients while staying organized would be beneficial.” (personal communication, December 7, 2012).

Therefore the request was made and agreed upon by the PRIDE Industries job developers to create a web site dedicated to the following topics (updates will be made upon requests):

1. Networking

2. Disabilities

3. Time management

4. Current job market/Labor market survey/Employment trends

5. On the job training (OJT) – How to get employers to participate

6. Specific individual type e.g. offenders, Veterans, aging, youth, work history (no, some, gaps)

7. Job readiness
On January 23, 2013 this author communicated with Ms. Apton. Ms. Apton was able to provide this author with examples of materials and resources that she, as well as the other job developers, use or should be using regularly in their positions (V. Apton, personal communication, 23 January 2013). Ms. Apton shared the following resources, including, but not limited to, Sacramento job journal, O’Net, Bureau of Labor Services (BLS), Sac Works, Workforce Investment Board (WIA), Job development network, Sacramento Employment Training agency (SETA), State Personnel Board (SPB), Felder Learning Style, Diagnostic and Statistical Manual of Mental Disorders (DSM), and California Career Zone. Ms. Apton’s examples and suggestions helped this author to determine what materials, resources, and rehabilitation literature should be incorporated on the electronic resource web site. Additionally, with Ms. Apton’s assistance a criterion was created in which to determine relevant and beneficial materials. This criterion was used to determine the materials and resources utilized in the electronic resource web site. The following areas were the determining factors:

a) Is the material current? (e.g. published/created post 2005 to current 2013)

b) Is this information congruent to the rehabilitation literature?

c) Can this information be easily accessed and used?

d) Is the information comprehensible, (e.g. limited of jargon, undefined acronyms, and understandable to those new or lay persons in the field)?

In April 2012, this author met with Betty Ronayne, the Education Reference Librarian. Ms. Ronayne provided him with strategies to navigate more sufficiently through the electronic sources database. Ms. Ronayne demonstrated to this author how to
use the Sacramento State library electronic database books and other materials including electronic articles, videos, and other scholarly works, which were used on this project. The author was guided by Ms. Ronayne to search materials in a variety of academic journals including the Journal of Applied Rehabilitation Counseling, the Journal of Rehabilitation, and the Journal of Vocational Rehabilitation.

During the summer of 2012 the author began researching and compiling the web sources for the electronic resource web site. The web sources gained for the electronic resource web site were collected through a variety of search engines. The search engines most commonly used included, Google (www.google.com), and Google Scholar (www.scholar.google.com); however Bing (www.bing.com), DeeperWeb (www.deeperweb.com), Info.com (www.info.com), and others were used to maintain variety in the search results. Using the suggestion of the PRIDE job developers, utilizing the search strategies demonstrated by Ms. Ronayne, and the accompany of the criterion, this author searched to find the web sources that would be utilized in the electronic resource web site. This author found this task challenging due to the fact that many sites and web sources viewed were not sufficient for what this author intended for his project, thus troubling him. However, using the created criterion the author was able to ensure the web sources used were current, consistent to rehabilitation literature, accessible, comprehensive, and mostly sufficient for the professionals he would be presenting to.

With the information gathered from the Sacramento State Library, web searches, PRIDE Industries job developers, and other materials, the author began planning and producing the project. The next step was meeting with a professional web site designer.
The first meeting with the web designer, Dan Bonachea, (13 October 2013) began as a brainstorming session. Mr. Bonachea suggested many thoughts on how to create a web site that would be user friendly, could easily be managed and kept up-to-date, and most importantly could encompass the authors’ vision. Mr. Bonachea collected this authors resources and it was agreed that the two would meet again. During the second meeting with Mr. Bonachea (16 December 2012), the author presented the web designer with the current suggestions from the job developers and his new thoughts for the site. Mr. Bonachea and this author determined the layout and features of the web site (e.g. graphics, font, section titles, and content) during this meeting. The author and Mr. Bonachea agreed to keep in regular contact through email and phone conversations regarding changes and updates on the web. During a meeting (31 January 2013) Mr. Bonachea presented this author with the current resource web site. This author was able to access the site from his laptop, in addition from his smart phone.

The author then shared the created electronic resource web site with many PRIDE professionals and received feedback on it current state. The feedback received was helpful, and the author with the help of the Mr. Bonachea, completed the product and presented the electronic resource as a live web site now available to others to utilize.
Chapter 4

SUMMARY AND RECOMMENDATIONS

Summary

The purpose of this project was to develop a resource web site and community service resource guide for PRIDE job developers and employment support professionals (ESP’s) in the Sacramento County and surrounding areas. Appendix A is the local resource guide for ESP’s in the Sacramento County and surrounding areas, Appendix B is a bibliography of the electronic resource web site and Appendix C is Snap Shot (Screen Photo) of the Electronic Resource Web Site.

Primary sources of information for Chapter 1 and 2 were obtained through Educational Resources Information Center (ERIC), a social service and rehabilitation database located on the CSUS library’s website. This author also explored many internet resources, for statistics and data. The author also went to the CSUS library to examine journal articles, such as articles from The Journal of Rehabilitation.

After this author confirmed there was no other PRIDE affiliated electronic resource web site currently being utilized, he began the process of locating relevant materials and resources. In addition to gaining ample information from the PRIDE Industries job developers, this author visited the Sacramento State career center and Services for Students with Disabilities (SSWD). The author was able gain the following information from the Sacramento State campus including, employment, mental health, physical health, education, and information for individuals with disabilities. The author then contacted and visited Los Rios Community College campus career centers, One Stop
Career Center/Sacramento Works and the local Social Security office and collected the agencies information (i.e. pamphlets, handouts, business cards, etc.). Information from other agencies was collected through conversation by phone, through email, in person through informational interviews and through web searches. With all of the data and resources collected this author began assembling the materials and resource for the electronic resource web site.

The electronic resource web site is intended to provide PRIDE job developers and ESP’s in the Sacramento County and surrounding areas with services that can benefit them and/or the clients they are working with. It is this author’s belief that this electronic resource web site will be used as a tool to educate, network, gain skills, and present current up-to-date information to PRIDE job developers and ESP’s that will make them more successful in their professional practice.

**Recommendations**

It is recommended that this Master’s Project be utilized as an electronic/internet web resource to assist PRIDE Industries job developers throughout their daily professional practice. This resource web site will save ESP’s because many of the resources required will be on one site, job developers will be able to avoid the hassle of web searching. ESP’s will be able to use this resource web site to gain knowledge of skills and strategies needed in their daily work task and professional practice. In addition, this resource web site has the potential to provide trainings to PRIDE Industries as a whole, providing other professionals (e.g. production trainers, rehabilitation
specialists, case managers, site managers) a tool to gain knowledge of rehabilitation practices within the professional’s specific needs.

Other recommendations include:

1. Because the rehabilitation literature is constantly changing it is recommend that the web site be maintained and updated on a regular and ongoing basis.

2. It is also recommended that training be developed to provide Pride job developers with the tools and strategies to maneuver through the web site, locate current scholarly literature, and job development skills.

3. Another recommendation is that an evaluation of this resource web site be conducted by PRIDE Industries job developers.

4. A further recommendation is that an evaluation of the resource web site is conducted by ESP’s not employed by PRIDE Industries.
APPENDIX A

Acknowledgments

A very special thank you to the following organizations and professionals for your assistance and support in planning and creating this resource guide for support persons of individuals with developmental disabilities.

Alta California Regional Center Service Coordinator: Erica McNeil M.S.W.
Pride Industries Job Developer: Dawn Maria Snodgrass M.S.
Pride Industries Job Developer: Wendy Covell
Pride Industries Office Assistant (trainee): Nathan Maruyama
CSUS: Department of Special Education, Rehabilitation School Psychology, and Deaf Studies: Dr. Guy E. Deaner, Ph.D.,C.R.C. and Susan Abrams
Sacramento State University Career Counseling support staff

Published in 2012 by: PRIDE Industries Case Manger Spencer Hoke
## Table of Contents

About this Resource Guide .................................................. 52

Authors Note to Potential Guide Users ................................. 53

Categorical Listing of Local Resources ................................. 54

- Disability Related Resources in the Sacramento Area ...... 54
- Referral Services .............................................................. 56
- State Agencies ................................................................. 57
- Local Companies .............................................................. 59
- Commercial Websites ..................................................... 59
- Veteran Resources ........................................................... 60
- Typing Certificate Issuing Offices ................................. 61
- Community Career Counseling and Employment Service ... 63
- Networking ................................................................. 64
- Career Related Websites ................................................ 65
- Volunteer ................................................................. 67
- Insightful Websites ....................................................... 68
- Transportation ............................................................. 69
- 24-Hour Crisis Lines ...................................................... 70
- Adult/Child Abuse ......................................................... 71
- Additional Resources ..................................................... 71
- Law Enforcement .......................................................... 72
About this Resource Guide

The author of this resource guide realized during his internship with the Department of Rehabilitation that it is very important that the professional Job Developers at Pride Industries be presented with a resource manual of the local area as a means to bring depth to networking and provide them with current information at their finger tips.

The author feels a great compassion in seeing successful job development for the clients of Pride Industries. With the support of Prides professional job developers and other local agency professionals, this resource guide was created.

Please feel free to use this resource guide and Internet Web Page as a way to support your clients, educate yourself on local agencies and networking opportunities, and make strides to being the greatest job developer that you can drive yourself to be.
Authors Note to Potential Guide Users

As you venture upon the vast resources you will find in this guide, I want to leave with this. As a professional job developer, it is imperative that you remember the following: You, the Job Developer, might be the only hope your clients have. You might be the only smiling face they see or be the speaker of the only words of kindness they hear. As the job developer, I hope you understand that to someone on your caseload, your supportive and hopeful words might be the reason they strive to straighten something out in their life; be it vocational barriers, family issues, or substance abuse. Your clients may come to you broken and lost, hoping that you as the job developer will be able provide them a job that might help fill the emptiness inside of them. I ask you to remember, job developers, your clients are coming to you because you are the expert and in their minds you hold the key to their success. You are the job developer, the expert of your domain. Make it your mission to always give your best, and empower your clients to be successful, productive, contributing members of our society.
Disability Related Resources in the Sacramento Area

Assistive Technology (AT) Network
http://www.atnet.org/
Tel: (800) 390-2699
TTY: (800) 900-0706
*The AT Network provides information, referrals, training, and technical assistance to those who share an interest in and commitment to the practical and effective use of technology by people with disabilities.*

Alta California Regional Center
http://www.altaregional.org/
Tel: 916. 978-6400
*Alta California Regional Center creates partnerships to support all eligible individuals with intellectual and/or developmental disabilities, children at risk, and their families in choosing services and supports through individual lifelong planning as a means to achieve healthy and productive lives in their own communities.*

Crossroads Diversified Services, Inc.
www.crossroadsdiversified.com/
Human Resources: Erin Ortiz
Tel: 916. 568-5230
*Crossroads serves persons who have barriers to employment including mental health challenges, physical disabilities, substance abuse history, ex-offenders, and socioeconomic disadvantages.*

Employer Assistance & Resource Network (EARN)
www.askearn.org
Tel: (855) 275-3276 (Ask-Earn)
*EARN provides federal and private employers with free consulting services and resources to support the recruitment, hiring, and retention of people with disabilities. EARN connects employers with national networks of available job seekers. EARN Employment Specialists are available to answer your questions and refer you to employment service providers.*

Governor's Committee on Employment of People with Disabilities
Tel: 916.654-8055
TTY: 916.654-9820
Toll Free: (800) 695-0350
This Governor’s committee is responsible for providing leadership to increase the number of people with disabilities in the California workforce.

Nor Cal Center on Deafness
http://www.norcalcenter.org/
Tel/TTY: 916.349-7500
VP: 916.993-3048

NorCal Services for Deaf and Hard of Hearing is a non-profit, community-based organization serving deaf and hard of hearing individuals, their families and the general public in 24 northeastern counties of California.

Limited Examination and Application Program (LEAP): Offers assistance for disabled persons to obtain state jobs
http://jobs.ca.gov/
Phone: 916.445-0538 x300

The State Personnel Board's Limited Examination and Appointment Program (LEAP) is an alternate examination and appointment process designed to facilitate the recruitment and hiring of persons with disabilities. Individuals who qualify for LEAP will be able to apply for any LEAP specified examination for which minimum qualifications are met.

Resources for Independent Living
www.ril-sacramento.org
Tel: 916.446-3074

Resources for Independent Living, Inc. (RIL) is a cross disability organization serving Sacramento and Yolo Counties. To assist the community, RIL provides the following services: advocacy and legislative monitoring, housing assistance, personal assistant services, information and referral, peer counseling, independent living skills training, and assistive technology.

Social Security Administration
www.ssa.gov
Toll Free: (800) 772-1213
TTY: (800) 325-0778

Directs and manages the planning, development, issuance and evaluation of operational regulations, standards and instructions for the Retirement and Survivors Insurance (RSI), Disability Insurance (DI), Supplemental Security Income (SSI) and international SSA programs.

On the National Alliance on Mental Illness- Sacramento (employment resources)
www.namisacramento.org/resources/locallinks-employment.html
Tel: 916.875-1055
Toll Free: (800) 881-4881
NAMI Sacramento is a grassroots, consumer support and advocacy organization dedicated to improving the lives of individuals and families impacted by emotional and/or psychological challenges. Excellent resource for services, including employment.

Sacramento County Mental Health Services
www.namisacramento.org/resources/locallinks-saccounty.html
Tel: 916.875-1055
Toll Free: (800) 881-4881

NAMI Sacramento is a grassroots, consumer support and advocacy organization dedicated to improving the lives of individuals and families impacted by emotional and/or psychological challenges. Excellent resource for services, including employment.

Turning Point Community programs
www.Tpcp.org
Turning Point Community Programs began in 1976 with a unique vision about offering caring, hope, respect, and support on the path to recovery and mental health.

Youth Development Network
http://www.ydnetwork.org/
Creating life-changing experiences for youth to thrive and succeed

Referral Services

Disability Rights California
www.disabilityrightsca.org
Our vision is a barrier-free, inclusive world that values diversity, culture, and each individual.
Todd Higgins: Advocate
Tel: 916.488-9950
Toll Free: (800)776-5746
TTY: (800)719-5798
todd.higgins@disabilityrightsca.org

Lutheran Social Services
http://www.lssnorcal.org/
Tel: 916.453-2900
Coordinate housing programs for people with disabilities, families, and emancipated foster youth.

Sacramento Gay & Lesbian Center
http://www.saccenter.org/
Executive Director: Sarah Murphy
Tel: 916.442-0185
Shara.murphy@saccenter.org
Information and referral for the LGBT community.

Sacramento Gender Association
www.transgender.org/sga
Tel: 916.442-0185 x141
details@sacramentopride.org
An organization serving the recreational and educational needs of the transgender community, their spouses, significant others, family members and related professionals.

Strategies for Change
www.strategies4change.org
Tel: 916.473-5764
Chemical dependency counseling services for individuals, groups, children and families.

Visions Unlimited
http://www.vuinc.org/index.php
Tel: 916.394-0800
Provides mental health counseling for all ages as well as medication management.

Warm Line Family Resource Center
http://www.warmlinefrc.org/sacramento.html
Sacramento (main office)
2025 Hurley Way, Suite 100
Tel: 916.922-9276
Tel: 916.922-1490 (Espanol)
Toll Free: (800) 660-7995
Providing resources and support to families of children with special needs.

State Agencies

California Department of Rehabilitation (CDOR)
http://www.dor.ca.gov/index.htm
Northern Sierra District Office (130-00)
Tel: 916.558-5300
TTY: 916.558-5302
Capital Mall Branch (130-16)
Tel: 916.558-5300
TTY: 916.558-5302
Laguna Creek Branch (130-03)
Tel: 916.691-1555
TTY: 916.691-1555
Northeast Sacramento Branch
Tel: 916.537-2640
TTY: 916.537-2659
The California Department of Rehabilitation works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living and equality for individuals with disabilities.

State Personnel Board
http://www.spb.ca.gov/
Executive Officer
Suzanne Ambrose
Tel: 916.653-1028
The State Personnel Board was constitutionally created in 1934 to administer the civil service system and ensure that state employment is based on merit and free of political patronage. A career in public service is the most gratifying and challenging work available. The State of California offers careers in almost every occupation with excellent pay and benefits. Job opportunities are available on a full-time, part-time and seasonal basis.

California Department of Transportation
www.dot.ca.gov
Caltrans Improves Mobility across California
Tel: 916. 654-5266.

California Department of Water Resources
www.water.ca.gov
Tel: 916.653-5791
To manage the water resources of California, in cooperation with other agencies, to benefit the state’s people and protect, restore, and enhance the natural and human environments.

California Franchise Tax Board
www.ftb.ca.gov
Tel: 800.338-0505
TTY/TDD: 800.822-6268
We are responsible for administering two of California's major tax programs: Personal Income Tax and the Corporation Tax. We also have responsibility for administering other nontax programs and delinquent debt collection functions, including delinquent vehicle registration debt collections on behalf of the Department of Motor Vehicles, court–ordered debt, and Industrial Health and Safety assessments.

Employment Development Department
www.edd.ca.gov
Tel: 916.653-0707
Assists people in finding jobs and job training sites. Also assists with disability insurance benefits, job search, and peer support for job seeker for people that are disadvantaged.
Local Companies

Sacramento Municipal Utility District  
www.smud.org  
We’re proud of our reputation as one of the best places to work in Sacramento. Happy, satisfied and engaged employees create a workplace that best serves our customers. That’s one reason we’re first among all California utilities in customer satisfaction.

Intel  
www.intel.com/jobs  
At Intel, we see the everyday as a bar that continually needs to be raised. Step inside our world and you’ll find one brilliant mind after another working together in a spirit of collaboration that is simply contagious.

Aerojet  
http://www.aerojet.com/careers/  
We invite you to learn about opportunities to join a world-recognized aerospace and defense leader. At Aerojet, your skills can make a meaningful contribution to one of our exciting projects. We invite you to discover more about our culture and history, view our current job openings, submit your resume and apply for positions online.

Kiewit  
http://www.kiewit.com/careers/  
As one of North America’s most admired companies, we have opportunities for college students, recent graduates and experienced professionals. Whether you’re just starting out or expanding your career, you can make it happen and become part of a team.

Commercial Websites:

Indeed  
www.jobs.ca.org  
Indeed is the #1 job site worldwide, with over 50 million unique visitors and 1 billion job searches per month. Indeed is available in more than 50 countries and 26 languages, covering 94% of global GDP.

Simply Hired  
www.simplyhired.com  
Simply Hired is a vertical search engine company based in Silicon Valley, and we’re building the largest online database of jobs on the planet. Our goal is to make finding your next job a simple yet effective, enjoyable journey. We can't always promise you'll discover your dream job, but we’ll give you the best chance possible to get a bigger paycheck, a more considerate boss, or a shorter commute.
Dice
www.dice.com
Dice, a Dice Holdings, Inc. service, is the leading career site for technology and engineering professionals. With a 21-year track record of meeting the ever-changing needs of technology professionals, companies and recruiters, our specialty focus and exposure to highly skilled professional communities enable employers to reach hard-to-find, experienced and qualified technology and engineering candidates.

Monster
www.monster.com
Monster pioneered the notion of helping people get more out of work by showing them that a better job was out there. And helping them find it at Monster.

Career Builder.com
www.careerbuilder.com
CareerBuilder has the largest online job site in the U.S., but we're more than just a job board. We are a global leader in human capital solutions. Through constant innovation, unparalleled technology, and customer care delivered at every touch point, CareerBuilder helps match the right talent with the right opportunity more often than any other site.

Jobster
www.jobster.com
Find Entry Level or Experienced Positions, Post Jobs, or Search for a New Career. Meet your future employer with Jobster.

Get the Job
www.getthejob.com
Find Job Opportunities, Get Career Advice and More! Job and Salary Listings; Get Advice From Career Experts; Connect With Other Job Seekers.

Jet-X-Job (postings for engineering and computer science)
www.ecs.csus.edu/career/jets/search

Veteran Resources

Veterans Business Outreach Center
Mona Azevedo
Advance the growth and commercial competiveness of Veterans owned small business
Tel: 916.393-1690
www.vboc-ca.org
Cal Vet Corps Member
Joseph Bridger
Assists returning Veterans back into civilian life
Tel: 916.862-4122
Joseph.bridger@edd.ca.gov

The Soldier Project
Carolyn L. Fink
Free psychological treatment to military service members and their families
Tel: 916.772-2444
www.thesoldiersproject.org

Sacramento Vet Center
Albert Revives
Individual and group counseling for Veterans and their families
Tel: 916.566-7430
Albert.Revives@va.gov

Military One Source
Julie Baumgartner
Provides a variety of resources for Veterans, active duty/reserve currently serving, and their families
Tel: 916.386-6421
Julie.baumgartner@militaryonesource.com

Veterans Service Office
Josh Brantley
Assistant Veterans and their dependents with applications for compensations, pension, hospitalization, and other benefits
Tel: 916.874-6730
Brantleyj@saccounty.net

**Typing Certificate Issuing offices**

Barnes Personnel Service
5150 Sunrise Blvd, Suite C-5
Fair Oaks, CA. 95628
Tel: 916.965-6111
http://www.barnespersonnel.com/
Call for an appointment
Cost: $10.00

Business and Technology Training Institute
Community Services Divisions
The Business & Technology Training Institute specializes in training using computer technology. We offer several programs in Business Sciences, Local Area Network and Computer Repair. We are accredited through the Western Association of Schools and Colleges (WASC). BTTI was established in 1993 as a new approach to training that offers a high level of business and technology vocational training in an individualized learning format. In over eight years of operation, BTTI has graduated over 800 full-time students who have entered the California workforce in rewarding careers.

Elk Grove Unified School District
8401 Gerber Road Suite A
Sacramento, CA. 95828
916.686-7783
http://www.egusd.k12.ca.us/BTTI/
Call for an appointment
Cost: $15.00

Kelly Temporary Services
2805 J Street Suite 240
Sacramento, CA. 95816
Rancho Cordova Branch Recruiters:
Maureen Reilly
Coleen Howard
916. 638-8845
Branch Email: 142a@kellyservices.com
http://www.kellyservices.us/
No appointment necessary
Cost: $15.00 (cash only)
We’ll help you simplify your tasks, focus on your goals, and achieve success. That’s because we’re a leading workforce solutions provider that brings the best employees and employers together

Also, see One Stop Career Center (p.65)

Community Career Counseling and Employment Service

American River College, Career Center
http://www.arc.losrios.edu/Support_Services?Career_Center.htm
Tel: 916.484-8492
The ARC Career Center offers an array of resources to assist students in choosing career options, planning for college, and researching current job openings. All services are provided at no charge. The Career Center offers workshops on resume writing, job search strategies, and interview information & techniques each month.
Asian Resources Inc.
www.asianresource.org
Broadway Career Center
Tel: 916.324-6202
Citrus Heights Career Center
Tel: 916.745-4313

*Employment and training programs. Including pre-employment skills, computer literacy, vocational training and job placement for refugees.*

California Indian Manpower Consortium
www.cimcinc.org/
Tel: 916.920-0285

*Employment and training program for certified Native Americans and Native Alaskans. Including job ferrals, job counseling, and emergency.*

Center for Counseling and Diagnostics
http://edweb.csus.edu/ccds/
Tel: 916.278-6252

*Staffed by career counseling graduate inters. Available to any member of the campus and off-campus and off-campus community.*

Sacramento City College, Career Center
http://www.scc.losrios.edu/current_students/student_services/career_center/career_services.htm
Tracey Hodge
Tel: 916.558-2384

*Provides job search resources for Sacramento City College students and members of the community.*

Sacramento Employment and Training Agency
www.seta.net
Tel: 916.263-3800

*Administers State-and-Federally funded human services programs through community based organizations, local education agencies, and private vocational schools.*

Golden Sierra One Stop Career Center
Auburn Office, DeWitt Center
11549 F Avenue
Auburn, CA. 95603
Tel: 530.823-4631
http://www.goldensierrawib.com/

*GOLDEN SIERRA JOB TRAINING AGENCY-O is in the Job Training and Vocational Rehabilitation Services industry in AUBURN, CA.*
Networking

Sacramento Metro Chamber of Commerce
1 Capital Mall #300
Sacramento, CA.
916.552-6800
http://metrochamber.org/
The Metro Chamber is the region’s leading business organization for promoting economic strength and serving as a unified voice of business throughout the six-county Sacramento region. As one of the largest chambers in California, we bring business interests to the forefront of civic and community leaders' agendas, inspiring landmark economic development projects, important public policy issues and business growth.

California Hispanic Chamber of Commerce
1491 River Park Dr #101
Sacramento CA
916.486-7700
http://www.cahcc.com/
California Hispanic Chambers of Commerce (CAHCC) has a network of over 65 Hispanic chambers and business associations throughout the State of California. Through its network of Hispanic chambers and business association, the CAHCC represents the interest of over 700,000 Hispanic business owners in California. The CAHCC is the premier and largest regional ethnic business organization in the nation that promotes the economic growth and development of Hispanic entrepreneurs and California’s Emerging Businesses.

Roseville Chamber of Commerce
650 Douglas Boulevard
Roseville, CA 95678
(916) 783-8136
http://www.rosevillechamber.com/
Since 1947, the Roseville Chamber of Commerce has been providing value to its members, promoting and meeting the needs of business and industry, and creating the best community in which to live, work and do business.

Sacramento Rainbow Chamber of Commerce
http://www.rainbowchamber.com/
Tel: 916.266-9630
Toll Free: (877) RCC-RCC4 (722-7224)
The Rainbow Chamber promotes networking within the gay and lesbian business community and its supporters, enhances the awareness of political and social issues & encourages involvement in charitable causes.
Sacramento Black Chamber of Commerce  
5770 Freeport Blvd # 44  
Sacramento, CA 95822  
(916) 231-4016  
http://www.sacblackchamber.org/  

*Sacramento Black Chamber of Commerce (SBCC)* was organized to bring African American business owners and professionals together to create a solid economic structure within Sacramento’s business community.

The Greater Sacramento Urban League  
3725 Marysville Boulevard  
Sacramento, CA 95838  
(916) 286-8600  
http://www.gsul.org/  

*The Greater Sacramento Urban League*, a traditionally African American organization, assists all people in achieving self-sufficiency and equality. We accomplish our mission through direct service, advocacy and education, and collaborative partnerships.

**Career Related Web Sites**

California Career Zone  
http://www.cacareerzone.org/  
California Career Zone is a new way to explore exciting jobs and occupations that California has to offer and to learn about what career path interests you. Students can choose among three self-assessment exercises, view occupations by industry sectors and assessment results, view videos of occupations of interest, and playing a Reality Check game comparing salary information with lifestyle.

O*NET Online  
http://www.onetonline.org/  
*The O*NET program is the nation’s primary source of occupational information. The database also provides the basis for our Career Exploration Tools, a set of valuable assessment instruments for workers and students looking to find or change careers.

Career One Stop  
http://www.careeronestop.org/  
This web site is sponsored by the U.S. Department of Labor that offers career resources and workforce information, including occupation and industry information, salary data, career videos, education resources, job search strategies, and resume and interview guidelines.
California Labor Market Information
http://www.labormarketinfo.edd.ca.gov/
The Employment Development Department provides labor market information at this site, including occupational information, supply and demand information, local profiles of labor market information by California City, and wage data.

Occupational Outlook Handbook
http://www.bls.gov/OCO/
The Occupational Outlook Handbook is a nationally recognized source of career information, designed to provide valuable assistance to individuals making decisions about their future work lives. The Handbook is revised every two years.

Sloan Career Cornerstone Center
http://www.careercornerstone.org/index.htm
The Sloan Career Cornerstone Center is a non-profit resource center for those exploring career paths in science, technology, engineering, mathematics, computing, and healthcare. Support from the Alfred P. Sloan Foundation has made the resources on this site possible.

Career InfoNet
http://www.careerinfonet.org/
America’s Career InfoNet helps individuals explore career opportunities to make informed employment and education choices. The Web site features user-friendly occupation and industry information, salary data, career videos, education resources, self-assessment tools, career exploration assistance, and other resources that support talent development in today’s fast-paced global marketplace.

Bureau of Labor Statistics
http://www.bls.gov/home.htm
The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics. The Career Guide to Industries tells you about occupations in the industry, training and advancement, earnings, expected job prospects, and working conditions.

Do 2 Learn
http://www.do2learn.com/JobTIPS/index.html
JobTIPS is a free program designed to help individuals with disabilities such as autism spectrum disorder explore career interests, seek and obtain employment, and successfully maintain employment. JobTIPS addresses the social and behavioral differences that might make identifying, obtaining, and keeping a job more difficult for you.
What Do You Want to Be
http://www.whodouwant2b.com/
This site includes information on California high school and community college courses, career options, and financial assistance—all at your fingertips.

Career GPS
http://www.careergps.com/
**CareerGPS.com** makes career exploration in the Sacramento region easy and exciting! Our unique, one of a kind website provides individuals and organizations with one central location to find current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it. All the information you need in one place!

Sacramento Professional Network
(CA State EDD)
http://www.sacpronet.com/
Job search assistance and workshops (resume writing, skills/interview techniques) for and unemployed or underemployed professional, managerial, or technical field.

Idealist
http://www.idealist.org/info/About/Vision
Idealist connects people, organizations, and resources to help build a world where all people can live free and dignified lives. Idealist is independent of any government, political ideology, or religious creed. Our work is guided by the common desire of our members and supporters to find practical solutions to social and environmental problems, in a spirit of generosity and mutual respect.

**Volunteer**

Volunteer Match
http://www.volunteermatch.org/
**Volunteer Match** strengthens communities by making it easier for good people and good causes to connect. The organization offers a variety of online services to support a community of nonprofit, volunteer and business leaders committed to civic engagement. Our popular service welcomes millions of visitors a year and has become the preferred internet-recruiting tool for more than 81,000 nonprofit organizations.

Volunteer Center of Sacramento
http://www.volunteersac.org/
Tel: 916.567-3114
Our passion is connecting local volunteers to important causes like the humane treatment of animals, the fight against hunger, and mentoring our children. Let us help you find your passion.
**Insightful Websites**

National Collaborative on Workforce and Disability (NCWD)
*NCWD/Youth is your source for information about employment and youth with disabilities. Our partners — experts in disability, education, employment, and workforce development — strive to ensure you will be provided with the highest quality, most relevant information available*
http://www.ncwd-youth.info/

Disability Scoop
*Founded in 2008, Disability Scoop is the nation’s premier source for developmental disability news. With daily coverage of autism, intellectual disability, cerebral palsy, Down syndrome and more, no other news source offers a more timely and comprehensive take on the issues that matter to the developmental disability community.*
http://www.disabilityscoop.com/

Disability Benefits 101
*Disability Benefits 101 (DB101) An excellent website that helps workers, job seekers, and service providers understand the connections between work and benefits.*
www.disabilitybenefits101.org/

Sacramento Community Resource Directory
*Offers resources regarding housing, medical and dental, family and parenting resources, food and clothing closets, senior and elderly care, special health, mental health, and employment.*

Sacramento Regional Travel Info
http://www.sacregion511.org/
*511 provides access to information about all modes of travel: traffic conditions for commuters, bus and light rail information for more than 20 transit agencies, paratransit services for the elderly and disabled, ridesharing information and information on commuting by bike. The telephone service is available in English and Spanish.*
Sacramento Business Journal
http://www.bizjournals.com/sacramento/

*The Business Journals* is the premier media solutions platform for companies strategically targeting business decision makers. We deliver a total business audience of over 10 million people via our 42 websites, 62 publications and over 700 annual industry-leading events. Our media products provide comprehensive coverage of business news from a local, regional and national perspective. We have more people, publications and websites covering our nation’s business than any other business media organization.

**Transportation**

Roseville Transit
www.roseville.ca.us/transit
Local and Commuter Service trip planning and Dial-A-Ride reservations
Tel: 916.745-7560
TDD: (888)745-7885
7 days a week, 8 a.m.-5 p.m.

Alternative Transportation
www.roseville.ca.us/
Alternative Transportation Administration (Roseville Transit, Bikeways and Commute Alternatives), transit pass sale, and discount photo ID cards
Tel: 916.774-5293
TDD: 916.774-5220
Monday-Friday, 8 a.m.-5 p.m.
E-mail: transportation@roseville.ca.us

Regional Transit
http://www.sacrt.com/
Tel: 916.321-BUSS (2877)
TDD: 916.483-HEAR (4327)

*The Sacramento Regional Transit District (RT) operates 64 bus routes and 37.5 miles of light rail covering a 418 square-mile service area. Buses and light rail run 365 days a year using 76 light rail vehicles, 182 buses (with an additional 30 buses in reserve) powered by compressed natural gas (CNG) and 11 shuttle vans. Buses operate daily from 5 a.m. to 10 p.m. every 15 to 75 minutes, depending on the route. Light rail trains begin operation at 4 a.m. with service every 15 minutes during the day and every 30 minutes in the evening and on weekends. Blue Line and Gold Line trains operate until 10:30 p.m. and the Gold Line to Folsom operates until 7 p.m.*
YoloBus
http://www.yolobus.com/
Customer Service:
Tel: 530.666-2877 or
916.371-2877
District Phone:
Tel: 530.661-0816
Route and Schedule Information:
Woodland/Davis: 530.666-BUSS (2877)
West Sacramento: 916.371-BUSS (2877)
Rural Yolo County: Toll Free: (800) 371-BUSS (2877)
TTY Machine: 530.666-5842
The Yolo County Transportation District administers YOLOBUS, which operates local and intercity bus service 365 days a year in Yolo County and neighboring areas. YOLOBUS serves Davis, West Sacramento, Winters, Woodland, downtown Sacramento, Sacramento International Airport, Cache Creek Casino Resort, Esparto, Madison, Dunnigan and Knights Landing.

24-Hour Crisis Line
Sacramento Suicide Prevention Crisis Line
Tel: 916.368-3111
24-hour crisis intervention and suicide prevention by highly trained paraprofessionals.

Sacramento Mental Health Crisis 24-Hour Line
Tel: 916.732-3637
24-hour crisis intervention and suicide prevention by highly trained paraprofessionals.

Minor Emergency Response Team (Mert)
Tel: 916.875-1113 or 916.875-1114

Sacramento Mental Health Treatment Center (MHTC)
Tel: 916.875-1000
24-hour emergency psychiatric services for adults and children.

Poison Control
Tel: (800)876-4766

National Suicide Prevention
Tel: Lifeline: 1(800)273-TALK (8255)
24-hour crisis intervention and suicide prevention by highly trained paraprofessionals.
WEAVE Crisis Line  
Tel: 916. 920-2952  
*Provides counseling for men & women and a safe house for women and children.*

Youth Crisis Line  
Tel: 1 (800) 339-7177

Sac County EMS  
Tel: 916.875-9753

**Adult/Child Abuse**

Child Abuse 24-hour Hotline  
Tel: 916.875-KIDS (5437)

Report Senior or Dependent Adult Abuse  
(Adult Protective Service)  
Tel: 916.874-9377

Safety Surrendered Baby 24-Hour Information Hotline  
Tel: 916.679-3604 or (866)856-BABY

**Additional Community Resource**

Bereavement Network  
www.griefhelpsacramento.com  
Tel: 916.557-5882  
*Information and referral and community support groups serving those who are grieving.*

Compassionate Friends  
Tel: 916.457-4096  
*A support group for bereaved parents.*

Loaves and Fishes  
http://www.sacloaves.org/programs  
Tel: 916.446-0874  
*Provides services related to the needs of the homeless and indigent poor.*

River City Community Services  
http://www.rivercityfoodbank.org/  
Tel: 916.446-2627  
*Food bank for families or individuals at or below poverty line. Available for anyone living in the Sacramento County.*
Sacramento Community Health Center
http://www.sacdhhss.com/
Tel: 916.874-9670
*Provides general health care services to members of the Sacramento community.*

2-1-1 Sacramento
http://www.211sacramento.org/
2-1-1 (24 hours a day, 7 days a week)
*Free, confidential information and referral service that is available 24/7. Referrals can be about housing, financial assistance, children’s services, health care, and much more!*  

**Law Enforcement**

Sheriff, Police, Fire, Ambulance
Tel: 911 or 916.264-5151

Sacto, City Police
Tel: 916.264-5471

Folsom Police Dept.
Tel: 916.355-7231

Citrus Heights Police
Tel: 916.568-5115

Galt Police Department
Tel: 209.366-7000

Ranch Cordova Police
Tel: 916.362-5115

Elk Grove Police Department
Tel: 916.714-5115
About the Author

Spencer W. Hoke has extensive experience working with others to create and develop networking opportunities with other professionals. He has worked as a Youth Coordinator for the Antelope Road Christian Fellowship, an Instructional Assistant for students with Learning Disabilities at American River College as well as Los Rios Community College District, a Behavioral therapist with Bridges Behavior Language Learning Systems Inc., and is currently a Case Manager for Pride Industries. Additionally, he is studying at California State University Sacramento, as a Master of Science Graduate Student, Vocational Rehabilitation Counseling discipline.

You can reach the author at: jdresourceguide2012@gmail.com

or

spencer.hoke@g.prideindustire.com
Notes:
Testimonials:
APPENDIX B

Electronic Resource Web Site Bibliography
Electronic Resource Web Site Bibliography

Electronic resource web site

Disability Related Resources & Referral Services in the Sacramento Area

Assistive Technology (AT) Network
http://www.atnet.org/

Alta California Regional Center
http://www.altaregional.org/

Crossroads Diversified Services, Inc.
www.crossroadsdiversified.com/

Employer Assistance & Resource Network (EARN)
www.askearn.org

Governor's Committee on Employment of People with Disabilities

Nor Cal Center on Deafness
http://www.norcalcenter.org/

Limited Examination and Appointment Program (LEAP)
www.rehab.cahwnet.gov/LEAP/index.html

Resources for Independent Living
www.ril-sacramento.org

Social Security Administration
www.ssa.gov

On the National Alliance on Mental Illness- Sacramento (employment resources)
www.namisacramento.org/resources/locallinks-employment.html

Sacramento County Mental Health Services
www.namisacramento.org/resources/locallinks-saccounty.html

Turning Point Community programs
www. Tpcp.org

Youth Development Network
http://www.ydnetwork.org/

Disability Rights California
www.disabilityrightsca.org

Lutheran Social Services
http://www.lssnorcal.org/

Sacramento Gay & Lesbian Center
http://www.saccenter.org/

Sacramento Gender Association
www.transgender.org/sga

Strategies for Change
www.strategies4change.org

Visions Unlimited
http://www.vuinc.org/index.php

Warm Line Family Resource Center
http://www.warmlinefrc.org/sacramento.html

Bereavement Network
www.griefhelpsacramento.com

Loaves and Fishes
http://www.sacloaves.org/programs

River City Community Services
http://www.rivercityfoodbank.org/

Sacramento Community Health Center
http://www.sacdhhs.com/

2-1-1 Sacramento
http://www.211sacramento.org/

State Agencies
California Department of Rehabilitation (CDOR)
www.rehab.cahwnet.gov

State Personnel Board
http://www.spb.ca.gov/

California Department of Transportation
www.dot.ca.gov

California Department of Water Resources
www.water.ca.gov

California Franchise Tax Board
www.ftb.ca.gov

Employment Development Department
www.edd.ca.gov

Internal Revenue Services
www.irs.gov

Electronic Adjudication Management System (EAMS)
www.dir.ca.gov/dwc/eams/eams.htm

Yolo Superior Court Criminal Interactive System
Secure.yolo.courts.ca.gov/GetWeb/YoloCrimTrafStart.html

Local Companies

Sacramento Municipal Utility District
www.smud.org

Intel
www.intel.com/jobs

Aerojet
http://www.aerojet.com/careers/

Kiewit
http://www.kiewit.com/careers/

H.P. Hood
www.hood.com
Ernest Packaging Solutions
www.ernestpacking.com

Commercial Websites

Indeed
www.jobs.ca.org

Simply Hired
www.simplyhired.com

Dice
www.dice.com

Monster
www.monster.com

Career Builder.com
www.careerbuilder.com

Jobster
www.jobster.com

Get the Job
www.getthejob.com

Jet-X-Job (postings for engineering and computer science)
www.ecs.csus.edu/career/jets/search

Veteran Resources

Veterans Business Outreach Center
www.vboc-ca.org

California Veterans Corp
www.californiavolunteers.org/index.php/nosub/calvetcorps
www.calvet.ca.gov

Military One Source
www.militaryonesource.mil

The Soldier Project
www.thesoldiersproject.org
U.S. Department of Veterans Affairs  
www.va.gov

**Community Career Counseling and Employment Service**

American River College, Career Center  
www.arc.losrios.edu/Support_Services/Career_Center.htm

Asian Resources Inc.  
www.asianresource.org

California State University of Sacramento, Career Center  
www.csus.edu/careercenter/

California Indian Manpower Consortium  
www.cimcinc.org/

Center for Counseling and Diagnostics  
http://edweb.csus.edu/ccds/

Sacramento City College, Career Center  
https://sites.google.com/site/sacctycollegecareercenter/

Sacramento Employment and Training Agency  
www.seta.net

Sloan Career Cornerstone Center  
http://www.careercornerstone.org/index.htm

**Networking**

Sacramento Metro Chamber of Commerce  
http://metrochamber.org/

California Hispanic Chamber of Commerce  
http://www.cahcc.com/

Roseville Chamber of Commerce  
http://www.rosevillechamber.com/

Sacramento Rainbow Chamber of Commerce  
http://www.rainbowchamber.com/
Sacramento Black Chamber of Commerce
http://www.sacblackchamber.org/

Sacramento Asian Pacific Chamber of Commerce
www.sacasiancc.org

The Greater Sacramento Urban League
http://www.gsul.org/

**Insightful/Career Related Websites**

Behavenet-APA Diagnostic Classification DSM-IV-TR
Behavenet.com

Boomtrek
www.boomtrek.us

Bureau of Labor Statistics
http://www.bls.gov/home.htm

California Career Zone
http://www.cacareerzone.org/

Career One Stop
http://www.careeronestop.org/

California Labor Market Information
http://www.labormarketinfo.edd.ca.gov/

California Work Force Investment Board
www.cwib.ca.gov

Career InfoNet
http://www.careerinfonet.org/

Career GPS
http://www.careergps.com/

Do 2 Learn
http://www.do2learn.com/JobTIPS/index.html
Disability Scoop
http://www.disabilityscoop.com/

Disability Benefits 101
www.disabilitybenefits101.org/

Epilepsy Foundation
www.epilepsyfoundation.org

EDJoin.org
www.edjoin.org

Glassdoor
www.glassdoor.com/

Idealist
http://www.idealist.org/info/About/Vision

Job Accommodation Network (JAN)
Askjan.org

National Rehabilitation Association
www.nationalrehab.org

National collaborative on workforce and Disability (NCWD)
http://www.ncwd-youth.info/

National Technical Assistance and Research (NTAR) Leadership Center
www.ntarcenter.org/home

Owl Purdue Online writing lab-Resume workshop
Owl.english.purdue.edu/owl/resource/719/1/

Occupational Outlook Handbook
http://www.bls.gov/OCO/

O*NET Online
http://www.onetonline.org/

Purdue University Career Wiki
Wiki.lib.purdue.edu/display/Career/Purdue+University+Career+Wiki
Sacramento Professional Network (CA State EDD)
http://www.sacpronet.com/

Think Beyond the Label
www.thinkbeyondthelabel.com

Sacramento Community Resource Directory

Sacramento Business Journal
http://www.bizjournals.com/sacramento/

Sacramento Job Journal
www.jobjournal.com

Sacramento Works
sacramentoworks.org

What Do You Want to Be
http://www.whodouwant2b.com/

**Volunteer**

California Volunteer
www.californiavolunteers.org

Volunteer Match
http://www.volunteermatch.org/

**Transportation**

Roseville Transit
www.roseville.ca.us/transit

Sacramento Regional Travel Info
http://www.sacregion511.org/

Alternative Transportation
www.roseville.ca.us/

Regional Transit
http://www.sacrt.com/

YoloBus
Adult/Child Abuse

California Department of Social Services (CDSS)
Child Protective services
www.childsworld.ca.gov

California Department of Social Services (CDSS)
Adult Protective Services
www.cdss.ca.gov/agedblinddisabled/PG1298.htm

Law Enforcement

Sacramento Police Department
www.sacpd.org

Folsom Police Department
www.folsom.ca.us/depts/police/default.asp

Citrus Heights Police Department
cops.citrusheights.net

Galt Police Department
www.ci.galt.ca.us/index.aspx?page=735

Rancho Cordova Police Department
www.ranchocordovapd.com

Elk Grove Police Department
www.elkgrovepd.org

Creativity/Development

Avery
www.avery.com/avery/en_us/
APPENDIX C

Snap Shot (Screen Photo) Electronic Resource Web Site
Welcome To The Electronic Resource Website!
Posted on April 7, 2015 by Spencer Hoke

This site is intended for those employment support professionals (i.e., career consultants, job developers, and support specialists) who work closely and support individuals with intellectual and developmental disabilities.

The links Online Courses, Articles, Videos/PPT (top of page, "Training Materials"); Job Listings, Job Search, Community Resources, Disability Related Sites, and Volunteer (sidebar on right of page, "Resources") are the authors compilation of information that will provide ESPs with the support, resources, and tools needed to be successful in their practices.

Explore the Electronic Resource Website with the intention that knowledge of current rehabilitation literature, promising practices, and state-of-the-art job developing techniques will be gained.

Should you have questions, concerns, or comments during the use of the Electronic Resource Website, please contact the site manager with your feedback. (See the contact information below, in addition to the ABOUT link.)
REFERENCES


i


