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*School of Occupational Therapy*

Occupational Therapy and Entrepreneurship: Working as a Consultant in a Community-based

Setting

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A capstone project submitted in partial fulfillment for the requirements of the Doctor of Occupational Therapy degree from the University of Indianapolis, School of Occupational Therapy.

Under the direction of the faculty capstone advisor:

Dr. Jennifer Fogo, PhD, OTR, Faculty Capstone Advisor

## A Capstone Project Entitled

Occupational Therapy and Entrepreneurship: Working as a Consultant in a Community-based Setting

Submitted to the School of Occupational Therapy at University of Indianapolis in partial fulfillment for the requirements of the Doctor of Occupational Therapy degree.

By

Brittany Meyers, OTS

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### Abstract

Work is recognized as an integral component of most adults' lives and personal identities, often viewed as being essential to gain economic self-sufficiency, social connectedness, and good quality of life (Dennis, & Gitlow, 2012). Adults with intellectual and developmental disabilities (I/DD) experience limited abilities to participate in meaningful occupations, including work, being unemployed at 85% in the United States (Anderson, Larson, & Wuorio, 2011). While decades of disability policy has influenced promoting employment first initiatives for adults with intellectual and developmental disabilities, fiscal budgets limit the ability to provide government-funded and non-profit essential services, requiring prioritization when allocating funds (DDRS, 2017; Honeycutt, & Stapleton, 2013). The continued gap in employment for adults with I/DD supports the need for alternative, sustainable, grassroot business models that promote employment for people with intellectual and developmental disabilities. This paper outlines a DCE graduate student's development of a social enterprise to address occupational marginalization in work and employment settings for adults with I/DD..

*Keywords: business model, consultant, employment, entrepreneur, health, intellectual and developmental disabilities, occupational therapy, quality of life, social enterprise, wellness, work*

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Occupational Therapy and Entrepreneurship: Working as a Consultant in a Community-based  
Setting

**The Role of Work as an Occupation**

The profession of occupational therapy emphasizes that engagement in occupations, including skill acquisition and mastery of roles and routines that individuals engage in throughout their lives, provides satisfaction, and improves health, well-being, and overall quality of life (Mee, Sumsion, & Craik, 2004; Minnes et al., 2002). From childhood through adolescence, primary roles and occupations are centered around play and education; as individuals transition from adolescence into adulthood, primary occupations shift from play and education to work and leisure (Maguire, 2009; Wysocki, & Neulicht, 2004).

Work is widely accepted as an integral component of most adult lives, being a source of one's personal identity (Dennis, & Gitlow, 2012). Work is often viewed as being essential to gain economic self-sufficiency, including attainment of resources needed for everyday life (Burge, Ouellette-Kuntz, Lysaght, 2007; Dennis, & Gitlow, 2012). The context of work has been linked to providing a community that can promote belonging and social connectedness (Blessing, 2014; Burge, Ouellette-Kuntz, Lysaght, 2007). Participating in a positive work experience has been linked with promoting self-actualization, including establishing a purpose, developing self-esteem, and self-worth, and improving health, well-being, and overall quality of life (Dragula, 2009; Lawrence, Alleckson, & Bjorklund, 2010; Minnes et al., 2002). However, when work and the surrounding work environment are unable to support the needs of the employed individual, inequity and negative health implications can occur (Ahonen, Fujishiro, Cunningham, & Flynn, 2018; Wysocki, & Neulicht, 2004).

While studies support the potential health benefits of participating in work when individuals are supported in their work environment, there is limited research within the public health community on the impact work in a socioeconomic context has on one's health and well-being. Work is not yet recognized as being a key component of one's health status (Ahonen, Fujishiro, Cunningham, & Flynn, 2018). Without specific research outcomes measuring the impact opportunity for work and its surrounding environment has on one's health, our society is limited in understanding the health inequities that individuals, groups, and populations can experience as a result from potential occupational marginalization (Ahonen et al., 2018; Hammell, 2017).

Adults with intellectual and developmental disabilities (I/DD) often lack the opportunity to exercise autonomy when participating in meaningful occupations (known as occupational marginalization) (Hammell, 2017; Maguire, 2009; Minnes et al., 2002). Occupational marginalization specific to decreased work opportunities can lead to further social isolation and is associated with decreased self-determination, self-worth, health, and well-being (Hammell, 2017; Minnes et al., 2002). Conversely, participation in supported community employment has been linked to increased independence, self-efficacy, and self-esteem for adults with I/DD, while promoting community inclusion, acceptance, and a better understanding of disability (Cimera, 2012; Nord et al., 2013). Disability policy has developed a foundation to improve overall health and well-being of adults with I/DD via re-assessing disability within a social-ecological framework instead of medical model, recognizing that disability is not a pathological condition but rather an individual with an impairment that requires environmental modifications and supports to reduce occupational marginalization (Shogren, & Turnbull, 2014).

Through overarching disability policy, adults with I/DD are better adept to obtain and experience community integration, participation, and occupational engagement, but translating policy into effective practice with appropriate supports has proven to produce variability that allows for continued marginalization of this population (O'Brien, & Callahan, 2010; Shogren, 2013; Shogren, & Turnbull, 2014). Adults with I/DD continue to experience barriers to work and employment opportunities despite these policies due to complex factors including workplace culture, workplace infrastructure, public and societal attitudes towards community and workforce integration, and challenges experienced transitioning from entitlement- to eligibility-based services (Burge et al., 2007; Hagner, Phillips, & Dague, 2014; Monteleone, 2016). Consequently, the purpose of this paper is twofold: to explore the complex surrounding contexts, environments, and policies impacting the opportunity for paid employment of adults with I/DD, and to demonstrate how a sustainable business model that supports integrated, community-based employment for adults with I/DD can address occupational marginalization and improve self-determination, occupational performance, community integration, social participation, and overall health and well-being.

### **Theory: Occupational Participation, Work, Health, and Intellectual Disability**

The complex relationships between autonomy, self-determination, health, well-being, and occupational participation within the context of work for adults with I/DD is better understood when applied within a theoretical framework that highlights the multiple factors and contexts that impact the individual. By utilizing a culmination of social-ecological theories, including the Social Ecological Model of Health and the Ecology of Human Performance model, to provide a framework for analyzing the complex nature of overarching policies and programs, implications on employment for adults I/DD can be obtained (CTSA, 2011; Dunn, Brown, & McGuigan,

1994). The term 'disability' historically was viewed within a medical model as a pathological condition that prevented an individual from being able to participate in occupations. The World Health Organization (WHO) redefined disability within a social-ecological framework (Shogren, & Turnball, 2014). In doing so, the WHO recognized disability as an interaction that occurs between an individual with an impairment and the overarching social, cultural, and physical contexts and environments. This social-ecological model provided an international framework to address disability policy and implications, recognizing that disability can be socially perpetuated when an environment is not structured with supports that enhance the opportunity for success of the individual that has an impairment (Shogren, & Turnball, 2014).

The Social Ecological Model of Health (SEMH) allows for assessing the variability in multiple contexts, environments, and overarching societal structures that influence an individual's roles, experiences, beliefs, relationships, health and well-being over time. The model acknowledges that one context or environment cannot be mutually exclusive of the other, but rather that they are interwoven and embedded within one another (CTSA, 2011). The SEMH recognizes that there are multiple factors that influence an individual's health and well-being. This model takes into consideration how an individual interacts with their surrounding environments and structures, including how the experiences available to them influences their ability to experience personal health, wellness, and quality of life (CTSA, 2011). Public health organizations utilize this model to implement research and disseminate information about populations and communities to improve health and wellness (CTSA, 2011).

The Ecology of Human Performance model (EHP) further considers the impact that multiple contexts have on an individual, identifying a person's capabilities/abilities that are experienced within certain contexts (individual, interpersonal, community, and societal

environments) and how the contexts influence the ability to participate in occupations and roles by performing tasks (e.g. participating in work by performing work-related tasks) (Dunn, Brown, & McGuigan, 1994). How the surrounding contexts and environments influence the individual further dictates a range of an individual's performance and capabilities (performance range) when accomplishing their desired occupations (Dunn, Brown, & McGuigan, 1994). An individual's performance range can be limited or expanded based upon the supports of their external contexts and environments (Dunn, Brown, & McGuigan, 1994). Other health professionals outside of the field of occupational therapy may not utilize this exact model to analyze contexts and environments on occupational performance with adults with I/DD, however professionals recognize that contexts impact performance capabilities and adapting or modifying an environment and supports allows for increased performance range capabilities. The American Association on Intellectual and Developmental Disabilities (AAIDD), the leading United States interdisciplinary organization providing advocacy, research, practice, and policy regarding individuals with I/DD, includes similar concepts within their framework of human functioning (AAIDD, 2018; Buntix, & Schalock, 2010).

By placing the overarching SEMH within the EHP Model, a more structured framework for analyzing the complex dynamic of disability policy and the impact it has on creating and improving current employment services and opportunities for adults with I/DD within the community can be obtained. Review of national, state, and county demographics; disability policy and population statistics; and government-based supports and resources helps determine current employment opportunities available for adults with I/DD. As a result, it helps indicate the prevalence of this population experiencing work-related community integration, social



engagement, and occupational participation with potential implications of improved overall health, and well-being.

### **Intellectual and Developmental Disability, Policy, and (Un)Employment**

In the United States, there are over 4.7 million people with I/DD (Anderson et al., 2016). Less than one-third, 1.4 million people, are known to receive some type of government service support from a state I/DD agency, with over 60% of these individuals being 22 years old or older (Anderson et al., 2016). Two-thirds of these adults with I/DD receive services from a Medicaid waiver authority that provides long-term support services, including residential or in-home supports, day habilitation services, and supported employment services (Anderson et al., 2016). Access to long-term support services, including employment-based supports, have increased from disability policy advocating for equitable opportunities for people with disabilities, however accessibility and sustainability to supported, integrated, community employment continues to be a barrier for adults with I/DD. Approximately 85% of adults with I/DD are unemployed in the United States (Anderson, Larson, & Wuorio, 2011; Brady et al., 2010; Domin, & Butterworth, 2013; Friedman, & Rizzolo, 2017; Hall, Freeze, Butterworth, & Hoff, 2011; Monteleone, 2016).

Variability in employment rates of adults with I/DD across the states is further complicated by the structure of the United States' political governing system. Multi-tiered, states determine its own legislation to effectively delegate the implementation, allocation, and distribution of funds to services that substantiate overarching federal civil right policies (Monteleone, 2016). Due to variability in federal and state funding, service structures, and available resources across states, employment and other positive service-related outcomes for adults with I/DD are inconsistent and often unable to be comprehensive (Honeycutt, & Stapleton,

2013). With Medicaid acting as the primary funding service for adults with I/DD, it is imperative to recognize that adults with I/DD that do not qualify for Medicaid are frequently disqualified from receiving support services, which are primarily funded through Medicaid waivers (Anderson et al., 2016; Hall, Freeze, Butterworth, & Hoff, 2011).

Another complication young adults with I/DD experience transitioning into adulthood, including gaining meaningful employment, stems from a major paradigm shift with policy practices from youth to adulthood as services transition from entitlement to eligibility (Chapman, 2009). Young adults with I/DD are entitled to educational services until they have earned a diploma, a certificate of completion, or have aged out at the age of 22. When a young adult with I/DD no longer qualifies for entitlement-based services within the school system, the individual transitions to qualifying for eligibility-based services. Prior to this transition, an Individual Transition Plan (ITP) should have been implemented to help navigate this transition, although the viability and efficacy of the ITP may be unknown. Even though many adults with I/DD are able to receive eligibility-based services, an alarming number of adults with I/DD do not qualify (Anderson et al., 2016). This creates additional financial and social responsibility on family members of adults with I/DD, and often without any support to successfully navigate transitioning into adulthood (Anderson et al., 2016).

#### **Development of Disability Policy and Employment First Initiatives**

Historically, people with I/DD in the United States were removed from their respective communities and institutionalized to receive care and housing and they were placed in sheltered workshops, segregated from the rest of the community (Dague, 2012; Monteleone, 2016). It was not until the 1970s that services shifted from institutionalization to community based services with community providers and affirmative action plans to promote opportunities for people with

disabilities (Monteleone, 2016). Disability policy continued gaining momentum in the 1980s, promoting community integration, self-determination, and employment opportunities. The Americans with Disabilities Act of 1990 (ADA) prohibited discrimination against people with disabilities in all areas of public life, including employment. The Workforce Investment Act of 1998 (WIA) developed national employment training services, which funded vocational rehabilitation services and other transition service programs for people with disabilities (Monteleone, 2016). Employment first initiatives for people with disabilities has been promoted at state levels, with Indiana recently passing legislation in 2017 to promote competitive, integrated employment as the first, preferred option for any individual of working age with a disability (Monteleone, 2016; General Assembly of the State of Indiana, 2017).

### **Paradigm Shift in Employment-based Supports**

For many adults with I/DD that receive long term support services that have been developed from disability policy, there is a spectrum of employment and day program support settings available, funded primarily through Medicaid waivers and vocational rehabilitation services (Hall et al., 2011). This continuum of settings potentially provide a network of services that allow adults with I/DD to become integrated within the community while receiving additional supports with daily activities, self-care, independent living skills, and employment-based initiatives individualized to appropriately support the adult with I/DD' needs (Friedman, & Rizzolo, 2017). Recent disability policy supports employment first initiatives, encouraging people with disabilities to pursue competitive, integrated employment, shifting away from sheltered employment and day habilitation programs (General Assembly of the State of Indiana, 2017).

In order to best understand the differentiation in the spectrum of employment opportunities available for adults with I/DD, it is beneficial to understand the nature of each employment setting, which will be defined below as noted by the law:

Competitive integrated employment: paid employment including eligibility for benefits similar to employees without disabilities; employees with disabilities have opportunities for advancement that are similar to other employees without disabilities and have equal opportunity to earn fair wages (Rosa's Law, 2017).

Customized employment: strategies used to focus on individualized strengths and interests of the individual with disability, business needs of employer, and developing a working plan with employer to facilitate placement of individual with disability (Rosa's Law, 2017).

Extended employment: work within a non-integrated or sheltered setting for an organization that provides compensation with the Fair Labor Standards Act (Rosa's Law, 2017).

Extended services: ongoing services maintaining supported employment based on the needs of the individual with a disability, is supported through an individualized plan of employment. Extended services do not exceed four years or beyond the age of years old (Rosa's Law, 2017).

Supported employment: competitive integrated, customized employment, or short-term employment working towards competitive integrated, customized employment of individual with most significant disability with anticipation of achieving outcome within six to twelve months, demonstrate progress towards competitive earnings (Rosa's Law, 2017).

### **Government Structures to Promote Employment**

Multiple federal government programs provide systemic structure at the federal and state levels that address the issue of employment for adolescents and adults with I/DD including: the

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Department of Education (DOE); Department of Labor (DOL), including the Office of Disability Employment Policy, Office of Federal Contract Compliance Programs, Office of the Assistant Secretary for Administration and Management, Civil Rights Center, and Employment and Training Administration; the Federal Social Security Administration (FSSA); and Department of Health and Human Services (HHS), including the Administration for Community Living (FSSA, 2018a; United States Department of Labor, n.d.). Each of these larger, overarching federal departments work in conjunction with state level departments to manage designated allocation of funds into appropriate programs for its citizens. In the state of Indiana, employment-based services for adults with I/DD is managed under the Indiana Family and Social Services Administration (FSSA, 2018a). Two major departments, the Division of Disability and Rehabilitation Services (DDRS) Bureau of Developmental Disability Services (BDDS) and Vocational Rehabilitation Services (VRS) work in conjunction to promote employment first initiatives (FSSA, 2018a).

The BDDS promotes services specifically designated to adults with I/DD "...to live as independently as possible in their communities" (FSSA, 2018b). Promotion of these services are provided via eligibility for one of the available Medicaid waivers: Community Integration and Habilitation (CIH) waiver, Family Supports Waiver (FSW) or Supervised Group Living (SGL) waiver. While not every waiver provides support services for employment, the CIH and FSW provide opportunity for prevocational services and workplace assistance (FSSA, 2018b). However, recent changes in policy have eliminated extended supported employment follow-along eligibility for adults with I/DD (FSSA, 2018c).

Vocational Rehabilitation Services (VRS) is a program developed to provide individualized, employment-based services and supports to people with disabilities in order to

obtain employment and promote independence within the work place (FSSA, 2018d). VRS provides a variety of services to help youth and adults with I/DD achieve meaningful employment, providing Pre-employment transition services (Pre-ETS) and vocational rehabilitation employment services through partnership with employment service providers, also known as community rehabilitation providers (FSSA, 2018d).

Pre-ETS is one of the many programs designed from the Workforce Innovation and Opportunity Act (WIOA) of 2014, which has replaced WIA, derived from close collaboration of the Departments of Education, Labor, Health and Human Services, Agriculture, and Housing and Urban Development (Monteleone, 2016; United States Department of Labor, 2017). Through Pre-ETS students and youths with disabilities (ages 14-24) who are potentially eligible or eligible for VRS may receive services that promote post-school activities including post-secondary education, vocational training, competitive integrated employment, supported employment, independent living, and community participation (USDoe, 2017). VRS and Pre-ETS partner with community rehabilitation providers (CRPs), employment network providers, and other government entities including Workforce One to promote employment opportunities for people with disabilities. These opportunities are funded using a combination of Medicaid waivers and VRS funding (Hall et al., 2011; United States Department of Labor, 2017).

In Indiana, VRS and Pre-ETS have demonstrated efficacy providing employment and vocational services for people with I/DD, being the largest population served (55%) by VRS and CRPs (USDoe, 2017). VRS achieved an overall employment rate for individuals with I/DD under the age 25 receiving services in Indiana at ~48% compared to the national average of 56% in 2016 (USDoe, 2017). The majority of students and youths with disabilities (78%) obtained

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eligibility for VRS and received an individualized plan of employment (IPE) within 60 days of application, with the remaining 22% taking 2 months to a year to obtain an IPE (USDoE, 2017).

### **Limitations of Funding Impacting Services**

Fiscal budget limitations impacts the ability to provide government-funded essential services, which may require prioritizing allocation of funds when there is high demand for its resources. While Indiana VRS has been able to serve the majority (78%) of its individuals with I/DD from application to eligibility within 60 days during the year 2016, only 69% of these individuals with I/DD obtained an Individual Plan of Employment (IPE) by the mandated WIOA standard of 90 days (USDoE, 2017). Literature has demonstrated that this waiting period negatively impacts individuals with I/DD seeking employment services, potentially causing economic distress with SSDI applicants and generating less favorable outcomes for employment (Honeycutt, & Stapleton, 2013; USDoE, 2017). In 2017, Indiana was the 35<sup>th</sup> state to implement an Order of Selection (OOS) due to limited funds and resources needed to serve all eligible individuals with disabilities (DDRS, 2017). VRS is mandated by WIOA to implement an OOS that prioritizes service to individuals with most significant disabilities (MSD) first, placing individuals with less significant disabilities on a waiting list for services when there are insufficient funds and resources to serve all eligible applicants (DDRS, 2017; Honeycutt, & Stapleton, 2013).

### **Stagnant Growth in Community Based Employment**

No published reports directly reflect employment-based service outcomes after implementation of the 2017 Indiana VRS OOS. However, other VRS state agencies that have implemented an OOS have demonstrated applicants placed on wait lists may experience negative consequences. These consequences have included not obtaining employment via VRS services,

and experiencing suspension or termination of SSDI or other eligibility-based benefits (Honeycutt, & Stapleton, 2013). Despite decades promoting employment first initiatives and disability policy, there has been limited growth in achieving improved employment and economic self-sufficiency outcomes for adults with I/DD in Indiana (Grossi, 2017).

The Indiana Day and Employment Services Outcomes Systems Report (DESOS) is generated annually and reviews overall outcomes of support services provided by adult service provider agencies (also known as CRPs) to people with disabilities (Grossi, 2017). In 2017, approximately two-thirds of Indiana CRPs participated in reporting on DESOS data. This data revealed that there has been growth in non-employment day programs at a rate of 4% over the past five years, representing 23% of where time is spent the majority of their day for people with I/DD and other disabilities (Grossi, 2017). Sheltered employment and individual, competitive employment services comparatively grew at a rate of 2% each, representing 27% and 29% respectively of these settings (Grossi, 2017). With the majority of individuals served by CRPs having either mild I/DD (31%), moderate I/DD (17%), and Autism (11%), the limited variability and growth with obtaining outcomes of integrated, competitive employment or supported employment demonstrates the stagnancy in achieving improved employment outcomes despite employment first initiatives (Grossi, 2017).

### **Employment, Earnings, and Work Opportunity**

Further concerns are perpetuated by the overwhelming representation in the Indiana DESOS data regarding earnings and paychecks: 40% of individuals did not receive a paycheck and 30% received paychecks from a CRP (Grossi, 2017). Only 30% received paychecks from their employer, demonstrating little improvement towards economic self-sufficiency via sustainable, earned wages that support employment and reduce dependence on federal and state

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funding generated from taxpayer dollars (Anderson, Larson, & Wuorio, 2011; Grossi, 2017). Of the individuals served by CRPs that maintained employment, 80% received no fringe benefits from their employer (Grossi, 2017).

National reports are grimly similar with less than 20% of adults with I/DD having any type of employment income and 25% of adults with I/DD having no personal income (Anderson, Larson, & Wuorio, 2011). Of the percentage of adults with I/DD that are able to obtain employment, 11% have paid community employment and 15% have paid time in a day program, with many of these individuals representing both employment settings (Anderson et al., 2016). Paid employment for adults with I/DD occurred most frequently in the following settings: piece work, assembly, and packaging (32%), facility maintenance and cleaning (19%), office work (16%), and food prep and service (14%) (Anderson, Larson, & Wuorio, 2011). Available work frequently provided limited hours making low, by-piece wages; or provided alternative volunteer, unpaid work located within sheltered workshops or facility-based employment sites (Anderson, Larson, & Wuorio, 2011; Domin, & Butterworth, 2012; Winsor et al., 2017).

#### **(Un)employment, Poverty, and Supplemental Income**

Individuals with disabilities are more likely to experience poverty than people without disabilities at a rate of 20% compared to 13%, with Indiana reporting individuals with disabilities under the poverty threshold line at ~27% (Erickson, Lee, & von Schrader, 2017; Kraus et al., 2018). The majority of adults with I/DD from the DESOS data qualify for supplemental government supports including social security income (SSI) (44%), social security disability income (SSDI) (26%), or Medicaid (71%), but often are unable to achieve economic self-sufficiency even with this income since such government benefits are set below the federal poverty threshold (Anderson, Larson, & Wuorio, 2011; Grossi, 2017; Hughes, & Avoke, 2010).

Adults with I/DD living in poverty continues to increase despite increased funding for government long-term support services including employment (Hughes, & Avoke, 2010). This occurrence is likely due to limited funding focused on supported, integrated, community employment services; insufficient support services needed to serve all adults with I/DD; and due to policies that place adults with I/DD at risk of losing benefits like SSI, SSDI, or health care if an individual with I/DD gains employment that allows them to earn living wages that raise them above the poverty threshold (Hughes, & Avoke, 2010).

### **Johnson County, Employment, and People with I/DD**

Johnson County is located in central Indiana, south of Marion County which houses the state capital Indianapolis. Johnson County, traditionally known for its farming and agriculture, has experienced a population growth at a rate of 10% between 2010-2017 (USDA, 2018). In 2017, the overall population for Johnson County was projected at 153,897 people (USDA, 2018). While the population of young adults with I/DD ages 18-24 for Johnson County is unknown, the population of young adults ages 18-24 represents approximately 9% of the total population, with 13,139 people (Stats Indiana, n.d.). There are approximately 1200 students that are of the transition age (ages 14-22) enrolled in Special Education services in Johnson County that have an Individualized Education Plan, Individualized Transition Plan, or 504, qualifying them for specialized accommodations within the public school system (Dwana Back, Director of PreETS Easterseals Crossroads, personal communication, May 8, 2018). These transition age students with disabilities comprise approximately 15% of the total student body in Johnson County (Dwana Back, Director of PreETS Easterseals Crossroads, personal communication, May 8, 2018).

While there are services available for students with disabilities when enrolled in school due to entitlement-based services and WIOA, some of these students may be at risk of not receiving or qualifying for services due to variability with school corporation policies, limited resources with Pre-ETS and VRS, and pending eligibility status as they transition into adulthood (Anderson et al., 2016; Carla Orr, Adult & Child Manager Pre-ETS, personal communication, May 23, 2018). The Pre-ETS program, designed to supplement provision of transition services and pre-vocational skills, provides individual and group-based services to four of the six public schools in the county, but currently only serves 265 students (Carla Orr, Adult & Child Manager Pre-ETS, personal communication, May 23, 2018).

Within Johnson County, there is only one community rehabilitation provider service that has a location housed within Johnson County: Gateway Services (Indiana Vocational Rehabilitation Services, 2018). Sixteen other CRPs serve Johnson County, however none have a location within Johnson County to increase ease of potential accessibility to community and employment-based services to help streamline services (Indiana Vocational Rehabilitation Services, 2018). Currently, no other CRPs may apply to be qualified by the state of Indiana to provide employment-based services to this population in Johnson County (FSSA, 2018d). With an increase in Johnson County's overall population, CRPs being limited in both physical proximity and human resources to provide essential employment services across multiple counties, and VRS implementing an OOS that triages employment services based on most significant disabilities, youth and young adults with mild to moderate I/DD are at risk of experiencing occupational marginalization and social isolation without access to employment services. There is a significant need for a grassroots movement within Johnson County to promote social enterprise business models utilizing natural supports to assist adults with I/DD in

obtaining and retaining successful, integrated community employment that contributes to the community.

### **Grassroot Business Initiatives to Promote Work Opportunities for Adults with I/DD**

Business initiatives to support work opportunities for people with I/DD is not a novel concept. Disability policy over the past few decades has helped shape the course of promoting employment first initiatives, encouraging federal and state policy to shift from sheltered workshops to supporting competitive integrated employment that is customized to the person with a disability. Complex factors including societal and public attitudes, stigma, businesses unable or uncertain how to provide adequate, appropriate supports, and internal barriers such as inadequate work experience and lack of self-confidence all contribute to high levels of unemployment for people with I/DD (Anderson, Larson, & Wuorio, 2011; Trembath, Balandin, Stancliffe, & Togher, 2010).

Similarly, societal and economic trends have shown there is an increasing demand for social enterprises, forming a new business model as our society seeks alternative solutions to help address societal problems and needs that are left unmet through traditional government, nonprofit, and private organization approaches (Hoefler, & Silva, 2016). A social enterprise is defined as an organization “that address(es) a basic unmet need or solve(s) a social problem through a market-driven approach”, often combining what is thought of as a traditional business model with a nonprofit organization social missions (Social Enterprise Alliance, 2018). A social enterprise utilizes its social mission and ethical values to design how a product or service is produced, how the business treats its employees, the consumers, and the environment, and how the business addresses social problems and demands based on its market-based approach to achieve sustainability (Wilson, & Post, 2013).

Research surrounding businesses, employers, hiring processes, and people with disabilities demonstrates that the majority of employers express interest and desire in hiring and obtaining people with disabilities as employees, but demonstrate lower numbers employing people with disabilities (Siperstein, Romano, Mohler, & Parker, 2006). Employers acknowledged a lack of understanding about how to make appropriate accommodations or modifications to adequately support a person with a disability, often fearing associated costs (Kaye, Jans, & Jones, 2011; Siperstein et al., 2006). Some employers report not knowing what true work level performance a person with a disability may be able to obtain, fearing poor job performance and potential reprimands for firing a person with a disability. Even though there are a variety of services available for businesses and employers to obtain training and additional resources on how to successfully support employees with disabilities, businesses may not know how to obtain these services or feel that they have adequate time to participate in consequential training (Kaye, Jans, & Jones, 2011; Siperstein et al., 2006). A literature review of social enterprise business models was conducted, addressing business culture, ethical practice, and employment of people with I/DD. The most common evidence-based practices regarding efficacy of social enterprise development was discussed to better ascertain the process needed to effectively develop a social enterprise business model.

### **Literature Review**

#### **Alternative Business Models: The Rise of Social Enterprises**

Social enterprises (SE) are seeing rising growth in the business world as consumers demand more environmental and social expectations and responsibility from corporate businesses, valuing businesses' roles as corporate citizens (Santos, Pache, & Birkholz, 2015). SE serve as hybrid business organizations, typically generating commercially run operations

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while maintaining goals of addressing larger societal, social problems within the mission of the business (Santos, Pache, & Birkholz, 2015). Due to its structure, SE must incorporate and achieve both financial sustainability while fulfilling their larger, social mission, managing what is acknowledged as a “double bottom line” (Katz, 2014). SE’s often have a positive impact on society by addressing larger societal problems, however, they must be managed in a way that prevents mission drift while maintaining financial viability to prevent business failure (Santos, Pache, & Birkholz, 2015).

Research on SE has currently been limited due to its more recent formal development and adoption within the business sector despite some long-standing historical existence of SE (Mandiberg, 2016). SE have shown a wide range of perspectives on business structure and management, including efficacy of outcomes based on ability to address the “double bottom line” (Katz, 2014; Smith, McVilly, McGillivray, & Chan, 2018). A review of the most current literature on SE employing people with disabilities was conducted to determine what business structures and strategies have demonstrated efficacy and sustainability as a business.

### **Social Enterprises: Promoting Successful Work Integration for People with Disabilities**

SE have successfully addressed employment for marginalized populations, including people with disabilities, because the primary social mission of the business is providing a service or product to the consumer market. In order for a SE to demonstrate efficacy navigating the double bottom line, the business must support employment of people with disabilities while developing a product or service that has the potential to generate a commercially viable business (Smith et al., 2018). Recommendations are explored to demonstrate strengths and barriers experienced by SE that have employed people with various disabilities.

**Commented [JF12]:** Please read through this section and choose how to appropriately label this. Sometimes you just have SE, sometimes SE business models, sometimes SE business. I started to make it plural by just saying SEs, but I am not sure that is correct. Whatever you select, just be consistent through this section and the rest of your paper.

**Commented [BM13R12]:** Yes, I did struggle with determining how to best discuss the topic. I will adjust and refer to social enterprises as SE.

Many SE emphasize establishing interdisciplinary community development as means to develop community partnerships including beneficiaries during the SE development process as means to create mutually beneficial partnerships (Ersing, Loeffler, Tracy, & Onu, 2007). Through this process, the SE can assist in building assets in the community while improving quality of life and opportunity for integrated work as means of occupational engagement for people with disabilities. The International Labor Organization (ILO) identifies that establishing partnerships, promoting integration, exercising innovation, and promoting transferability are four integral components needed for SE that focus on people with disabilities (Ersing et al., 2007).

Most business and service models that provide supported employment to people with disabilities similarly utilize the strategies identified by ILO. A SE offering employment opportunities for people with disabilities must ensure that they also promote: respect and dignity; skills and competence; presence and participation; and choice and control for its employees (Smith et al., 2018). Respect and dignity recognizes all individuals are employees within an integrated workforce. Individuals with disabilities must have a choice as to if they desire to be employed by the SE. All employees have the opportunity to progress into higher supervisory and management roles (Katz, 2014; Smith et al., 2018). Skills and competence incorporates strengths-based assessment methodology, mentorship, skill development, and intentional celebration of employee success when attaining and demonstrating mastery of skills. SEs address principles of “presence and participation” by insuring employees are integral to the success of the business, recognizing employees as valuable contributors to the community by providing a product or service. Choice and control encourages employees to partake in business planning and decision making within the business enterprise to the extent employees aspire to be involved (Katz, 2014; Smith et al., 2018).

### Barriers to Successful Development and Implementation of a SE

Despite promising results from SE, there are common barriers experienced by social entrepreneurs that could cause a SE to not become viable. Clear, direct communication from social entrepreneurs and developers regarding how SE may serve as an alternative solution to employment models for people with I/DD is necessary (Katz, 2014). If the business model is convoluted, advocates for people with disabilities may misinterpret the business model as a sheltered workshop or a community service provider agency (Katz, 2014). Strong leadership must drive effective change management to advocate for the benefits and efficacy of an alternative business model that implements ongoing support strategies and promotes an intentional work culture of inclusion (Smith et al., 2018). This process requires cultivating key stakeholders in the community to assist with community partnerships and accessing community resources to achieve shared objectives developing the SE (Ersing et al., 2007; Fazzi, 2012). Without buy-in from community key stakeholders, access for community resources and capital for starting up a SE is incredibly challenging (Ersing et al., 2007). If there is no involvement from stakeholders that contribute to knowledge regarding business development and cultivation, the enterprise will likely suffer (Ersing et al., 2007).

### Development of a Social Enterprise

Understanding the benefits, strengths, and barriers to a SE helps structure the foundation needed to make a SE economically viable, sustainable, and able to achieve its social mission.

The graduate student worked as a consultant in the community during the course of the sixteen week Doctoral Capstone Experience (DCE), where she explored the complex surrounding contexts, environments, and policies impacting the opportunity for paid employment of adults with I/DD. In the process of completing a needs assessment of the Johnson County community,

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**Commented [BM15R14]:** Thank you for the clarity. I know APA requires writing in third person. I should have confirmed this with you while writing my paper.



the graduate student provided framework for developing a sustainable business model, outlining plans that supports integrated, community-based employment for adults with I/DD to improve self-determination, occupational performance, community integration, social participation, and overall health and well-being.

### Screening and Evaluation

Initial development of the DCE opportunity at Johnson County Community Foundation (JCCF) derived from completing a University of Indianapolis School of Occupational Therapy Spring 2017 Fieldwork D experience focused on occupational therapy community-based practice. The eight week fieldwork experience was completed at JCCF, which required the completion of a basic needs assessment of Johnson County employment services and opportunities for adolescents and young adults with disabilities. The fieldwork experience was developed from the Chief Financial Officer, Thelma Slisher, after interacting with parents that have children with disabilities expressing concerns of post-secondary school opportunities and uncertainty how to assist their adult children obtain and retain employment.

Thelma has successfully ran a basketball program for children with autism and other disabilities for over ten years. The basketball program allowed the children to thrive in an environment and learn how to play basketball when proper supports were in place. Determined from years of anecdotal evidence via coaching, Thelma desired to help improve the future outcomes of the aging children from the basketball program and other adolescents and young adults with intellectual and developmental disabilities (I/DD) within the community as they transitioned into adulthood. In the process, Thelma sought assistance from the University of Indianapolis School of Occupational Therapy to determine if there was a true need within the

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Johnson County community that validated the parents' concerns about obtaining employment as these children with I/DD transitioned into adulthood.

Through the course of the eight week fieldwork experience, a group of Doctorate of Occupational Therapy students completed a general needs assessment of Johnson County, determining that there was a need for additional supported employment opportunities for adults with I/DD in Johnson County. The group of students suggested as a final outcome for a Doctorate of Occupational Therapy student to continue working with JCCF during a sixteen week DCE to address program development surrounding supported employment for adults with I/DD in Johnson County.

Preliminary meetings and project development for the DCE occurred during the winter and spring seasons of 2018. Thelma and the graduate student met to develop a Memorandum of Understanding between the University of Indianapolis School of Occupational Therapy and Johnson County Community Foundation regarding responsibilities of doctoral student intern and site mentor and address goals and objectives to be completed during the sixteen week DCE. During the development of goals and objectives, Thelma discussed wanting to explore various potential products and/or services that could create a viable business within the Johnson County community, including: flower shop/horticulture, agriculture/produce, and bed and breakfast. A steering committee was developed in February 2018 to brainstorm concepts for a business model, supporting exploration of Thelma's primary business products and services suggestions. The steering committee agreed to commit to monthly meetings to help drive the development of the business model and plan throughout the DCE, facilitating advisement and guidance during the entrepreneurial process as the student intern served roles as researcher and consultant.

In order to best guide and manage the development process of serving as a consultant within a community-based setting focused on business entrepreneurship, the graduate student developed a Goal Attainment Scale with the site mentor addressing desired outcomes at end of the DCE. She developed phases of implementation during the DCE process to address various goals and outcomes anticipated for successful development of a business model. Phases addressed during the DCE included: completing a needs assessment of Johnson County employment services for adults with I/DD, conducting market research of products and services in Johnson County, constructing an organized template regarding legal structure of nonprofit corporations, initiating development of a business model and business plan start-up, initiating exploration of viable financial models to obtain economic viability and sustainability, and initiating program development for effective supported employment services for adolescents and young adults with I/DD.

### Needs Assessment

To determine the best recommendation for a business model providing supported, integrated community employment of adolescents and young adults with I/DD within the Johnson County community, a needs assessment was completed. The graduate student researched current policies and support structures for adults with I/DD, statistics and demographics of adolescents and adults with I/DD in Indiana and Johnson County, current gaps in service provisions, and identification of other effective organization or business models that provide supported, integrated community employment of adults with I/DD. A full report of the needs assessment titled "Johnson County needs assessment: Report on employment for adolescents and young adults with intellectual and developmental disabilities" was generated; refer to Appendix A.

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This DCE student developed.....

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The graduate student collected primary and secondary data, gathering national, state, and county statistics and reports regarding people with disabilities, people with I/DD, and employment and vocational training demographics. She conducted interviews with multiple government and community rehabilitation agencies, including Directors and other leaders of employment and vocational training agencies to obtain clinical and program expertise as well as internal data used for specific program development outcomes. Refer to Appendix B for table of interviews and data obtained. She reviewed interviews and data obtained with the site mentor during the data collection process. Graduate student reviewed National reports and literature regarding current overarching disability policies to determine current, relevant language used and supports driving design and implementation of employment and vocational training support structures within government and community rehabilitation agencies.

The graduate student confirmed that the Johnson County population has been growing at rate of 10% from 2010-2017; young adults ages 18-24 comprised 9% of the total population at 13,139 people (Stats Indiana, n.d.). Transition age students with disabilities (ages 14-22) receive an Individualized Transition Plan (ITP), designed to assist parents and the student with a disability transition from school-based activities to community-based activities and services (IPAS, 2009). The ITP is a requirement for enrollment in Special Education services for students with disabilities (IPAS, 2009).

An unpublished report from Easterseals Crossroads listed Johnson County public schools having a total of 1191 transition age students with disabilities enrolled in Special Education services (Dwana Back, personal communication, May 8, 2018). The National Center for Education Statistics reported that the total transition age student body population for Johnson County was 7956 students (n.d.). Using these statistics, the graduate student proposed 15% of

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She also conducted interviews

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the total student body population was comprised of students with disabilities and enrolled in the Special Education program. When tabulating results from other surrounding counties, including Hamilton, Hancock, Hendricks, and Marion, Johnson County had the highest percentage of students with disabilities within the total student body, followed by Marion at 14.8%, Hancock at 14.0%, Hamilton at 10.8%, and Hendricks at 10.0%. No additional data were collected regarding private or charter schools, focusing analysis on mainstream and public services.

Exploring current employment models and funding demonstrated that the United States government primarily funds employment models and employment first initiatives for adolescents and adults with I/DD through two major departments: Indiana Family and Social Services Administration, the Division of Disability and Rehabilitation Services (DDRS) Bureau of Developmental Disability Services (BDDS) and Vocational Rehabilitation Services (VRS) (FSSA, 2018a). The BDDS provides eligibility-based services to increase independence within the individual's community via Medicaid waivers (FSSA, 2018b). These waivers may provide support services for employment through VRS and community rehabilitation providers (CRPs), but are ineligible for extended supported employment follow-along services (FSSA, 2018c). VRS provides individualized, employment-based services and employment exploration services through the Pre-Employment Transition Services (Pre-ETS) program if an individual is potentially eligible or eligible for VRS (FSSA, 2018d; USDoe, 2017).

Further exploration of funding sources demonstrated that not all adolescents and young adults with I/DD that need support services to transition into employment are able to obtain services based off current eligibility criteria. In 2016, adolescents and adults with I/DD were the largest population served by VRS (55%) and CRPs (36%) (USDoe, 2017). Of the people with I/DD served in VRS, that exited services in 2016, 48% obtained employment (USDoe, 2017).

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No current data outcomes have been published since Indiana VRS implemented an Order of Selection (OOS) in 2017, which is likely to further impact successful employment outcomes (DDRS, 2017; Honeycutt, & Stapleton, 2013). Only one of sixteen CRPs approved by the Bureau of Rehabilitation Services (BRS) to provide vocational rehabilitation and employment services to adolescents and adults with I/DD is currently located within Johnson County (Indiana Vocational Rehabilitation Services, 2018). CRPs located outside Johnson County are able to provide vocational services to people with I/DD that qualify for services, but may require that these individuals travel to their agency for assistance (Dwana Back, personal communication, May 8, 2018). Overall, there has been limited growth in achieving improved employment and economic self-sufficiency outcomes for people with I/DD in Indiana despite promotion of employment first initiatives (Grossi, 2017). The needs assessment demonstrated that national and state concerns regarding unemployment statistics for people with I/DD accurately reflected concerns within Johnson County.

#### **Parents' Perspectives on Employment as Their Student Transitions to Adulthood**

To further validate the outcomes from the needs assessment, the graduate student reviewed literature regarding parents' perspectives on employment opportunities as their adolescent and young adult children transition from school to the community. After a person with I/DD is no longer able to receive entitlement-based and school-based services financial and social supports for people with I/DD may be available via eligibility-based criteria (Honeycutt, & Stapleton, 2013). However, these community habilitation and employment supports require adults with I/DD to complete an application process that can be time consuming and may leave some adults with I/DD ineligible for services (Honeycutt, & Stapleton, 2013).. Parents of children with I/DD often express perpetuating concerns including their child's quality of life and

obtaining opportunities for social participation, community engagement, and meaningful employment when transitioning into adulthood (Gilson, Carter, Bumble, & McMillan, 2018)

The graduate student developed a brief, ten question survey to determine if parent concerns reported in literature were also reflected by parents in the Johnson County community. Two community agencies that provide support services to adolescents and young adults with I/DD and their families, the INSPIRE program of Earlywood Education Services and Franklin College, and Johnson County Autism Support Group distributed the survey via e-mail, newsletter, and/or Facebook group to parents of adolescents and/or young adults with I/DD. The survey was designed to ensure anonymity and voluntary participation of parent participants.

Questions were designed to obtain demographics regarding age of student and current transition services received to identify potential variation in parental concerns. Remaining questions asked parent to respond using a likert scale to indicate level of agreement with provided statements indicating responses from strongly to strongly disagree. One question analyzed the types of employment opportunities parents desired for their adolescent or young adult with I/DD to be able to pursue. Data were collected and analyzed two weeks after the survey was distributed. Nineteen parent completed the survey (N=19), demonstrating a small, convenience sample of parents of children with I/DD in the Johnson County community. Survey results demonstrated evidence supporting a need within the Johnson County community for an alternative business model that addresses vocational training and supported, community employment using natural supports and other evidence-based strategies that promote independence and meaningful employment within an integrated, diverse work environment. A thorough report, "Parents' perspectives on employment as their student transition to adulthood" was generated, reviewing detailed survey results and is located in Appendix C.

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### Evaluation of Phase One

Final evaluation of the Johnson County needs assessment and results from the parent survey regarding Johnson County employment opportunities demonstrated an overwhelming need for a grassroots initiative surrounding alternative business models providing integrated, supported community-based employment for people with I/DD. Consultation with the site mentor was completed to review phase one results. Results confirmed proposed strategies to conduct market research to develop a viable non-profit business model that provides supported employment for people with I/DD while generating a business product and/or service to the Johnson County community. Three primary markets were researched: flowers/horticulture, agriculture/produce, and bed and breakfast.

### Implementation

Occupational therapy is a diverse profession focused on improving holistic health and well-being through engagement in meaningful occupations that are client-centered and may be addressed working with individuals, groups, populations, or communities (AOTA, 2014). This process allows for occupational therapists to work in traditional, medical settings or other emerging, community-based settings. Occupational therapists may fulfill roles as rehabilitation specialists, program developers, community leaders, researchers, consultants, and entrepreneurs (AOTA, 2014). Through completion of the DCE, the implementation phase allowed the graduate student as a burgeoning occupational therapist to gain experience working as a researcher, consultant, and entrepreneur within a community setting.

From previous business and management courses related to occupational therapy program development and business planning, she served as a consultant to the site mentor, recognizing the process needed to complete development of a business plan and proposal.

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Completion of a thorough needs assessment of the Johnson County community identified the need for an alternative business model that provides integrated, supported employment for people with I/DD in Johnson County. Most business models and programs addressing unmet needs of people with I/DD are designed to provide a service to people with I/DD, identifying the population as clients served by the organization or business model. In doing so, the business or organization obtains funding from government allocated funds (e.g. Medicaid waivers) to provide employment and other habilitation services to the client population, competing with each other and a limited pool of financial resources.

**Development of Business Model**

In order to determine efficacy of a SE that provides integrated employment to people with I/DD, a series of interviews were conducted with organizations and businesses that emphasize providing employment and/or other support services to people with I/DD. Some of these organizations or businesses offered a marketable product or service to the surrounding community while employing or training people with I/DD. Interviews with various Directors of community rehabilitation agencies, other non-profit organizations, and for-profit businesses revealed that the majority of agencies or organizations implemented programs providing supported employment for people with I/DD in a later phase of the organization's or business' development. Multiple financial revenue streams from other programs were used to offset potential deficit costs from initiating the new program (See Appendix B). Some for-profit businesses were true start-ups, demonstrating strong economic viability and sustainability. However, these businesses did not promote true integrated, supported community employment. The businesses also had already obtained access to funding to start the new business enterprise.

Due to little experience understanding and navigating business models outside community rehabilitation organizations and medical settings, the graduate student reviewed literature on economics and evidence-based business models and interviewed directors or employees of small business professional development centers to determine the best strategies for identifying a business model. In the process, she collaborated with a SCORE Association business mentor, Mike Crumbo, from the Johnson County community with experience in business entrepreneurship. Through forming these partnerships and exploring business literature, she was introduced to an alternative business model that is recognized as being a blend between for-profit businesses and non-profit organizations; the SE.

Recognizing that the desired business model was being generated to address an unmet need within the surrounding Johnson County community by offering integrated, supported employment opportunities for people with I/DD without utilizing limited government funds, it was necessary to identify the products or services that could be provided by a business that would generate economic sustainability. It was determined that providing a product or service within a competitive market while generating integrated, supported employment opportunities for people with I/DD as a SE was practical. A SE typically generates commercially run operations while maintaining its goals of addressing larger societal, social problems within the mission of the business (Santos, Pache, & Birkholz, 2015).

Significant time was dedicated to completing market research to identify what a SE business in Johnson County could offer as a product or service to this target market (Katz, 2014). Most business and other professional literature discusses how to improve a process, program, or product that already exists. Generating market research to develop a business offering product or service need that uncertain required thinking abstractly. SCORE mentor Mike Crumbo

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recommended utilizing free SCORE resources, including the Canvas Business model, and exploring the concept of the “lean startup” method, an innovative business methodology used to develop new products or services, especially with startup businesses (Reis, 2011).

### **Utilizing the Lean Startup Method**

Lean startup methodology and processes focus on entrepreneurs identifying the customer market and obtaining customer profiles, including demographics, to determine various customer demographics to ascertain a product-market fit (Gupte, 2015). The product or service that the business would provide is likely not built or designed before potential customer markets are identified (Gupte, 2015). A “build-measure-learn” principle is encouraged, demonstrating a feedback loop used to test hypotheses developed surrounding the customer market (Reis, 2011). This process allows entrepreneurs to obtain data regarding customer profiles and understanding the opportunities that may exist through securing customer feedback when testing hypotheses (Monds, 2015). The graduate student utilized the lean startup methodology, including the hypotheses feedback loop during the market research process to support evidence and validate learning required to initiate SE development.

Hypotheses testing helps determining what potential problems customers may experience within their customer market (York, & Danes, 2014). This process requires testing generated hypotheses within potential target customer markets by collecting customer data related to the hypotheses and evaluating the results (York, & Danes, 2014). This method, referred to as validated learning, provides empirical data to confirm or reject hypotheses (Reis, 2011). If hypotheses are validated from empirical data collected through the feedback loop cycle, developing a first iteration of the product occurs (York, & Danes, 2014). This first iteration is commonly referred to as the “minimum viable product” (MVP) in business. After development

of the MVP, the build-measure-learn feedback loop is utilized continuously to test the hypotheses of product-market fit and make appropriate corresponding adjustments to the prototype until a final product has been attained (York, & Danes, 2014). Outlined during market research, the graduate student demonstrated use of lean startup methodology to determine a viable service or product for a SE.

### **Market Research and Competition Analysis**

Completing market research and competition analysis on potential products and services in the Johnson County area was necessary to determine economic viability and sustainability for a start-up SE business. Through collaboration with my site mentor, we discussed exploring three potential business markets: flower shop/horticulture business, produce/agriculture business, and bed and breakfast hospitality. Market research was completed in phases, with a flower shop, produce market, agriculture- and horticulture-related businesses explored first. Focus on these markets were completed due to our hypotheses that these businesses would have lower overhead costs compared to a bed and breakfast.

**Flower/horticulture and produce/agriculture businesses.** Market research surrounding the concepts of a flower shop or horticulture-related business and produce, farm, or agriculture-related business was implemented in three phases: interviewing non-profit organizations operating a flower shop business or agriculture-related business while employing people with disabilities; utilizing a business database to obtain business demographics about local flower shop, horticulture, produce, and agriculture-related businesses; and surveying consumers from Johnson County farmers' markets. Initial research was completed identifying business and/or organization models that provided some type of supported, community employment or vocational training to adults with I/DD. Interviews were coordinated and

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scheduled with organization and/or business leaders after utilizing personalized cold-calling strategies to initiate contact. Interviews of leaders within non-profit organizations revealed that the organization provided other services to people with I/DD prior to developing a business employing and/or supporting people with I/DD (See Appendix B). Development of the business was funded secondary to other previously established monies within the organization and/or business or charged a direct fee to support the people with I/DD.

A Montana-based nonprofit organization developed a flower shop business by buying out a wholesale flower shop in the area that was going out of business, convincing the owner to continue working as a floral specialist for the organization. The Executive Director shared financial records so that the site mentor and graduate student could determine if there was feasibility developing a flower shop business plan in the desired geographic area. They used this information to review credits, debits, and how much income may have to be generated to obtain a sustainable business structure. Through this review, the site mentor and graduate student decided to continue with the market research to determine if Johnson County may have another product need they could base the business upon.

A Michigan-based nonprofit organization developed a vocational and life-skills training program for adults with disabilities through agriculture and farming. The founders of the organization developed a small committee dedicated to creating the foundation for the organization. To initiate financial capital for the startup business, the founders networked, advocated, and developed large fundraising strategies to solidify startup funds. However, the organization charges the adults with disabilities a daily tuition rate and requires an annual financial commitment for participants to attend the organization. While the business model that was desired to be developed in Johnson County included employing people with I/DD with fair

wages, strategies used to initiate a startup business were considered. The benefits and skills the adults with disabilities experienced while working in an agriculture setting, as reported by the organization, were determined significant and worthwhile pursuing further market research.

Initial interviews and financial plans supported continuing to explore the flower shop (retail or wholesale), horticulture, produce, and agriculture-related businesses as a potential SE. Using a common small business reference tool called “ReferenceUSA” that is freely accessible at any Indiana local library, the graduate student researched local business demographics using both the North American Industry Classification System (NAICS) and the Standard Industrial Classification (SIC), codes that are used by the federal government to classify businesses for the purpose of tracking and analyzing statistics (Chapman, 2010). Both the NAICS and SIC are commonly used to identify the primary objective or activity of the business (Chapman, 2010).

Through the “ReferenceUSA” database, the graduate student was able to generate rough estimates of businesses in Johnson County and nearby Indianapolis using search filters for zip codes and SIC codes. SIC codes for flower shops and related businesses generated the following primary SIC descriptions: ornamental floriculture and nursey productions; gift baskets and parcels; gift shops; plants to interior design and maintenance; nurseries to plants, trees, and etc. – wholesale, grocers to retail, and florists: to retail; to wholesale. Primary SIC codes for produce, farm, and/or agriculture-related businesses generated primary SIC descriptions as follows: farms; farm produce; fruits and vegetables – wholesale; fruits and vegetables and produce – retail; grocers to retail; wholesale clubs.

Using comparative statistics to examine preliminary information obtained through the business database helped to confirm that the target consumer market was likely saturated. Results generated from the filtered search for flower and horticulture-related businesses

demonstrated that there were 21 businesses in Greenwood, 11 in Franklin, with another 278 reported to be located in nearby Indianapolis. When exploring business demographics from the initial search, the average business that generated an annual sales range of “\$500,000 to 1 million” or less, the businesses were employing ten employees or less, with the majority supporting no more than four employees. Results generated from the filtered search for produce, farm, and agriculture-related businesses demonstrated that there were 21 businesses in the Johnson County area, with 15 businesses described by the primary SIC as farms. The average employee range for the businesses listed were listed as “1 to 4” employees, unless the retail business produced over one million dollars in annual sales.

**Survey development, implementation, and analyzing hypotheses.** Preliminary results in the Johnson County area were not promising for a viable horticulture- or agriculture-related business due to a wealth of competition. To test these results, the graduate student developed a brief survey to collect customer demographics and opinions within the projected target customer market. The survey included identifying specific customer demographics (e.g. age range, size of household, and household location) and to answer five, simple binary questions surrounding shopping trends and preferences. Simple binary survey questions were selected due to evidence supporting that responses are considered equally reliable to Likert-style scales, but generates quicker responses, are less complex, and more likely for participants to answer (Dolnicar, Grün, & Leisch, 2011). Refer to Appendix D for the survey template used to collect data from target customer market.

Basic market research was conducted at various local farmers’ markets in Johnson County during June 2018 using the above mentioned survey. Three different farmers’ markets in Johnson County (Bargersville, Franklin, and Greenwood) on four different dates generated a

random, convenience sample (N=47) of 47 participants that fit the target customer market (people who shop at farmers' markets). The site mentor and graduate student hypothesized that customers that shop at local farmer's markets are more likely to support local, small businesses and farms that raise flowers or produce and are likely to support small, community-based initiatives.

Market research from the farmers' markets demonstrated no significant variance in responses based on customer demographics (refer to Appendix E for full report). Respondents valued knowing where they purchased their produce and flowers from, indicating supporting local farms and businesses was important to them. Most customers were willing to travel to local farms to purchase produce or flowers and valued businesses that addressed supporting specific social and/or philanthropic missions. Most customers from the target customer market indicated being satisfied with current produce and flower options available at the farmers' market attended. This information validated that the local produce and flower market competition in Johnson County was saturated. However, all customers surveyed indicated willingness to support local businesses that employ people with disabilities at fair wages. This market research data from the target customer market reflected literature demonstrating overwhelming positive public views on supporting integrated, community-based employment for people with disabilities. Identifying a different produce or service was needed.

**Bed and breakfast businesses.** Realizing that the horticulture and agriculture business sectors in Johnson County were already saturated and would likely not provide a variety of transferable skills for employed people with I/DD, a new business service was explored. Similar methods were used to implement initial market research on a bed and breakfast business: interviewing and researching non-profit organizations operating a bed and breakfast business while employing



people with disabilities; obtaining local bed and breakfast business demographics using a business database and internet search engines; and interviewing local Johnson County event organizations and businesses to determine potential consumer market needs.

Interviews were conducted similarly to previous market research conducted for agriculture- and horticulture-based businesses. Internet search engines were utilized to identify bed and breakfast businesses that provided supported employment for people with I/DD. The graduate student initiated cold-calling strategies to contact a Missouri-based organization that demonstrated a grassroots initiative to develop a start-up business model for a bed and breakfast using financial strategies independent of government-funding. See Appendix B . Via interview, the Director of the organization confirmed that the organization, while running a bed and breakfast as a business, also offered community-based living arrangements for adults with I/DD where both the adults with I/DD and their family members pay a monthly rate for the individual to live at the facility. Adults with I/DD that work at the bed and breakfast or restaurant on-site do receive supported employment and earn a fair, living wage. While the Missouri-based organization demonstrated a different business model, extending its services to address additional life opportunities and needs, the organization demonstrated viability to initiate and sustain a bed and breakfast.

During the initial search for a bed and breakfast business model promoting employment for people with I/DD, the graduate student discovered bed and breakfasts that were advertised to provide vacations and getaways for parents of children with disabilities and/or families that have a family member with a disability. Even though there were not many bed and breakfast businesses that promoted this service to families that have a family member with a disability, it

shifted consideration for a potential niche customer target market: universal design and accessibility.

Local and regional business demographics were then explored to determine competition within the Johnson County business market. Using a google internet search engine, she searched for bed and breakfast businesses that were located in central to southern Indiana and within Johnson County, analyzing various demographics: location, number of rooms, average cost per night, and ADA regulated accessibility (See Appendix F). The initial search generated 24 bed and breakfast businesses located in central to southern Indiana. In Johnson County, there were two bed and breakfasts in Franklin and one whole-home property rental that was advertised as a bed and breakfast in Greenwood. None of the bed and breakfast properties in Johnson County were ADA accessible. Of the 24 bed and breakfast businesses searched, only nine businesses were listed as ADA accessible, with the majority having limited accessibility.

To further examine a potential need for a bed and breakfast business within Johnson County, the graduate student researched zoning regulations and policies for bed and breakfast businesses within Johnson County and specific towns. Determining that Bargersville demonstrated recent significant growth and did not have a bed and breakfast, focus on researching this geographic area was prioritized due to limited market competition. The site mentor and graduate student interviewed city leaders, community event organizers, and other businesses to explore their hypothesis. A meeting with a leader from the Plan Commission in the town of Bargersville was conducted to determine the potential impact that future interstate development of I-69 from Indianapolis to Evansville may have on zoning regulations. The meeting leader expressed anticipating re-zoning along SR-37 as it transitions into I-69. Re-zoning was projected to likely occur allowing future commercial growth, anticipating hotel and

business development as increased traffic occurs due to a new interstate. The leader confirmed that the regulations for a Bargersville Bed and Breakfast in the Town of Bargersville Zoning Ordinance was current and could only be located within specific regions zoned as being an agricultural or moderate to rural residential districts (See Appendix B).

The information generated from researching Bargersville zoning ordinances and regulations were used to further determine potential targeted zoning locations for a bed and breakfast business within the town of Bargersville. The graduate student searched a government-based, publicly accessible database that utilizes geographical information systems (GIS) to obtain information about parceled land properties within the targeted areas in the town of Bargersville. A map of parceled land properties were highlighted within the target area for a bed and breakfast, generating an “agricultural comparables” list of properties, including acreage, assessed value of property, and sale price and dates of recently purchased properties to identify potential owners and businesses that may be interested in becoming involved with developing a bed and breakfast or may be selling land properties.

During this time, the site mentor and graduate student collaborated with the SCORE mentor, devising a plan for further market research and competition analysis for a bed and breakfast business model. They contacted and interviewed local Bargersville and surrounding Johnson County organizations and businesses to determine feasibility for a bed and breakfast business. An interview with the Director of Tourism for Festival Country Indiana procured a positive response for another bed and breakfast business in Johnson County, identifying that there are currently limited options available within the area and a new bed and breakfast could be successful if partnerships are developed with venues and other businesses to promote specials.

Festival Country Indiana could assist in promoting the future business and advise in future marketing (See Appendix B).

Interviewing a local travel agent and business owner in the Johnson County area that specializes in booking vacations for people with disabilities seeking accommodations while traveling generated further support for the business model. The travel agent discussed common barriers people with disabilities experience while traveling and seeking accommodations. They identified bathroom accessibility and navigating buildings that do not have zero entry spaces or open spaces as the most problematic (See Appendix B). Bed and breakfasts were discussed as not being commonly sought out as a travel destination for people with disabilities since most bed and breakfasts are conceptually designed within older homes that are typically inaccessible for a person with a disability. The travel agent mentioned having considered developing a bed and breakfast business model that promoted universal design and accessibility in the past and supported the proposed concept.

Focusing within the specific geographical targeted area in Bargersville, an interview was conducted with the owner of Mallow Run Winery to discuss potential future plans and development in business services. Mallow Run Winery and the nearby Sycamore Event Center are large venues in the Bargersville area, generating multiple events monthly for the surrounding area. During the interview, the owner discussed no plans for developing future travel accommodations. Results from the initial market research, including information obtained from target market interviews, further supported developing an initial business plan for a bed and breakfast in Johnson County.

#### **Non-profit Business Research and Indiana Law**

Research surrounding non-profit business and organization structures, regulations, and local, state, and federal legislation was conducted to provide consultation on business development. The graduate student reviewed the Indiana Secretary of State regulations and policies that must be developed to establish a non-profit business in the state of Indiana. This information was used to create an organized, chronological template that can be followed to complete the initial filing process. (See Appendix G). Indiana laws specifically pertaining to nonprofit corporations were identified, saved, and archived for easy reference during future planning and development of the business model with the future board (See Appendix H). She developed an initial draft of the Articles of Incorporation and Bylaws for a proposed nonprofit business model (See Appendix I and Appendix J). The initial draft was reviewed by a law student from Valparaiso University that has experience with corporate law. Suggested revisions to initial drafts of Articles of Incorporation and Bylaws were completed with recommendations catalogued with documents for future reference. An initial, incomplete first draft business plan was compiled utilizing SCORE template resources and other procured, generated content from the evaluation and implementation phases (See Appendix K).

#### **Exemplification of Leadership Development during DCE**

As an Occupational Therapy student navigating a non-traditional internship role in a community-based setting that does not provide direct care or services to individuals, the graduate student was placed in a unique position to develop and demonstrate leadership at programmatic and organizational levels. While working at Johnson County Community Foundation (JCCF), she partnered with the site mentor to work on an independent project conducting research and developing a business model addressing integrated, supported employment for people with I/DD in Johnson County. During time working on the DCE project at JCCF, she had the

responsibility of advocating and educating the board members and staff at JCCF regarding the DCE project, her internship role, and how the DCE project applies to the mission of JCCF. Throughout this process, she educated staff, business professionals, and the community at large about Occupational Therapy and the breadth and scope of its services outside of a traditional medical model.

Being in a community-based setting where no other occupational therapist or other healthcare professional worked, the graduate student spent significant time improving her communication skills with other professionals and community members. When advocating for the DCE project and the potential impact it could have on the Johnson County community, she learned how to eliminate jargon and modify how she presented information based on its relevance to specific targeted audiences. She initiated, scheduled, and interviewed countless community leaders, business owners, and entrepreneurs. Throughout this process, the graduate student collaborated with many professionals and Johnson County community members to access pertinent information required to support various aspects of my DCE project. She developed leadership skills organizing and implementing steering committee meetings with guidance from my site mentor. She generated formal reports that concisely captured outcomes from the needs assessment and market research conducted to support the alternative business plan model. Lastly, she enhanced her communication skills by engaging with the JCCF board members, presenting the final outcomes of the DCE project at the July 2018 JCCF Board of Directors meeting.

### Outcomes

Outcomes for the DCE project were influenced by the initial Memorandum of Understanding (MOU) goals between the site mentor and graduate student intern. The Goal

**Commented [JF37]:** I read through this. You are definitely on the right path. I assume you will be converting this into past tense upon completion of these tasks. As you are writing up the outcomes, just be careful not to be redundant by describing things you have already described. You can always refer to appendices.

Also as you score the GAS, you need to make sure your client/site mentor is the one providing the score. You can do it in collaboration, because you may need to help her identify the specific task you completed to address each goal, but she needs to be involved in the scoring.

Attainment Scale (GAS) was utilized to develop and provide objective, quantifiable measurements to identify and evaluate final outcomes generated from the MOU goals. The GAS allows for measuring attainment of qualitative work, evaluating outcomes from a five point, standardized Likert scale ranking from -2 to +2 (Sharp, 2006). The outcome 0 yields the expected, anticipated outcome for the goal, with -2 demonstrating much less than expected and +2 demonstrating much more than expected (Sharp, 2006). With the MOU serving as a baseline to develop anticipated outcomes, six goals were generated and quantified using the GAS (located in Appendix L ). All goals from the GAS were scored upon completion of the DCE project, determining final outcomes attained from the projected initial MOU.

Goal one of the GAS addressed completing a needs assessment of Johnson County supported employment services for adolescents and young adults with I/DD. The expected outcome required developing and generating a brief report on the projected gap of employment for adolescents and young adults with I/DD, the current Johnson County employment service providers and the provided services, and discussion surrounding the benefits of transition employment services. In addition to a brief needs assessment report that provided visual charts highlighting employment gaps for people with I/DD, a brochure and brief audio visual presentation reviewing details of the needs assessment was completed, achieving +2 as a final outcome. The needs assessment report and additional materials have been constructed to be utilized when presenting the need for an alternative business model to prospective future stakeholders and proprietors.

Goal two of the GAS included conducting market research and competition analysis of products and services in Johnson County using primary and secondary data. The expected outcome required developing and implementing a survey on products and/or services, collecting

projected Johnson County consumer data demographics, and generating a report that proposed a product and/or service to be provided by a social enterprise. The market research report was generated about products that were determined unfeasible to support a sustained social enterprise business. Outlined strategies and market research to support a bed and breakfast social enterprise business model was then constructed. Additional potential partnerships were then identified for proposed collaboration on continued development of the bed and breakfast social enterprise business model (See Appendix M). Attaining these outcomes demonstrated a +2 score for goal two.

Goal three of the GAS focused on initiation of a business plan that was organized and developed as a nonprofit organization. Expected anticipated outcomes were not achieved, earning a score of less than expected (-1). A business plan was written, highlighting the executive summary, the company's mission, services, market analysis, and templates for cash flow, profit and loss tables, and balance sheets. However, no projected expenses were identified secondary to extensive time completing market research. Contacts have been initiated for business mentors to review the business plan and continue to help with collaboration and continued development of the bed and breakfast, including building design. A list of potential businesses and organizations has been generated to increase networking and marketing for prospective partnerships.

Goal four of the GAS required completing a first draft for an Indiana nonprofit business application, including outlining the steps for the filing process and a first draft of the Articles of Incorporation and Bylaws. Articles of Incorporation and Bylaws were presented to the steering committee for review. The graduate student completed the first drafts, outlined references and steps to access business law information pertinent to the development of the social enterprise,



and identified prospective local business attorneys that could provide counsel as the bed and breakfast continues to develop. Completing these goals indicated a score of +2, much more than expected.

Goal five of the GAS focused on initiating the development of a life skills and employment training program for the bed and breakfast business. This goal resulted in a much less than expected score, -2. The graduate student initiated a brief report of the evidence-based employment and social skills training strategies. She did not have enough time to further develop organization policies, procedures, pre-requisite application, or individualized employment plans due to extended time focused on developing the SE business model.

Goal six of the GAS required generating a brief report for nonprofit community fundraising, crowd funding, and grant funding strategies, including identifying potential guarantors. The goal was achieved at a level -2, much less than expected, with fundraising proposal strategies initiated but not completed. The graduate student focused substantial time on researching and generating the reports needed to support development and initiation for a SE.

All components of research, including the needs assessment, market research, business plan and overall strategic plans were organized and presented within an electronic folder on a jump drive and in a printed binder to demonstrate overall completion of goals and objectives towards an alternative SE, including continued recommendations for next steps regarding strategic planning and additional collaborations for continued community and business-related partnerships. A SWOT analysis was completed at the end of the consultation period to identify current status, including threats and opportunities of the SE.. The completed binder of the student DCE project and outcomes was presented to the steering committee to review continued recommendations and propel continuation of SE development.

## Discussion

### Implications for OT Practice

Outcomes from the DCE project demonstrated that there is a large need to generate alternative programs that continue to address quality of life for adolescents and adults with I/DD. Many programs that address outcomes for adolescents and adults with I/DD are focused on maximizing opportunities for independent living and integrated, competitive employment opportunities. However, when outcomes are evaluated for the efficacy of these client-centered programs, it is demonstrated that the government- and community-based programs designed to support adolescents and young adults with I/DD are not achieving these desired outcomes. While many community rehabilitation programs were designed to address supporting people with I/DD to obtain integrated employment, the majority of these clients served do not achieve these goals. Despite decades of disability policy, outcomes for people with I/DD obtaining integrated, community employment continues to demonstrate poor results (Grossi, 2017).

Occupational therapists have commonly worked with people with I/DD, most frequently within pediatric or school-based settings, largely due to the IDEA act (AOTA, 2014). As children with disabilities, including I/DD, transition throughout school and achieve certain goals or outcomes directed in their plan of care or IEP, they may no longer need therapy-based services. Other children that need additional time to achieve outcomes but have not been able to meet certain goals are often forced to be discharged from receiving therapy services due to insurance regulations. Fewer services are offered to adolescents and young adults with I/DD as they age out of entitlement-based services that are protected to these individuals under the IDEA act. Services currently offered to these individuals as they transition from school to employment are typically supported through Vocational Rehabilitation Services or community rehabilitation

providers. Research from the DCE project demonstrated that VRS and community rehabilitation providers alone cannot address this transition due to limited funds and resources.

Occupational therapists have the ability to address this need by advocating for their roles and scope of practice. The profession of occupational therapy demonstrates competence supporting adolescents and adults with I/DD in comprehensive, holistic, client-centered interventions, but typically relies on insurance as payment for services, receiving referrals from physicians within a medical-based setting. Working within a community-based setting, occupational therapists can offer services framed within a health and wellness model. This possibility allows for occupational therapists to explore entrepreneurship and promoting services outside of a medical setting, focusing on providing services and supports that traditionally may not be supported due to lack of insurance coverage. Occupational therapists founding and directing social enterprises have the ability to serve a special social mission or marginalized population while providing a product or service to the community. This allows occupational therapists to address true, client-centered care using occupation as both a means and an end to populations that otherwise may not have access to services.

**Overall Learning**

Throughout the sixteen weeks of the Doctoral Capstone Experience project, the graduate student learned how to navigate a nontraditional role in a community-based setting working as a consultant, advocate, researcher, and entrepreneur. While she has always been passionate about community-based organizations and non-profit organization design, she has not had an opportunity to work with other professionals within a community-based setting, advocating for occupational therapy outside of a medical model and demonstrating professional leadership skills and expertise. With the support of Johnson County Community Foundation and mentorship

from its members and staff, the graduate student had the opportunity to foster her professional development, utilizing effective leadership skills and interacting with other community members, business professionals, agency directors, and other community leaders through written and verbal communication.

Due to the nature of the DCE project and unique opportunity to work with an individual that seeks to help address a larger societal problem, she learned how to advocate for the profession of occupational therapy within a community setting. Additionally, she learned how to drive project management development, navigate working independently, and network to complete interviews and coordinate meetings related to the DCE project. Through collaboration and leadership with JCCF colleagues and the site mentor, the graduate student improved her organization and time management skills as well as learned how to navigate leadership roles within the greater community. As a result, the graduate student demonstrated ability to work independently and be self-directed. She has developed a skill set for advocacy and leadership that will enhance her role as a burgeoning occupational therapist, articulating the needs for occupational therapy based services and improving community-based services.

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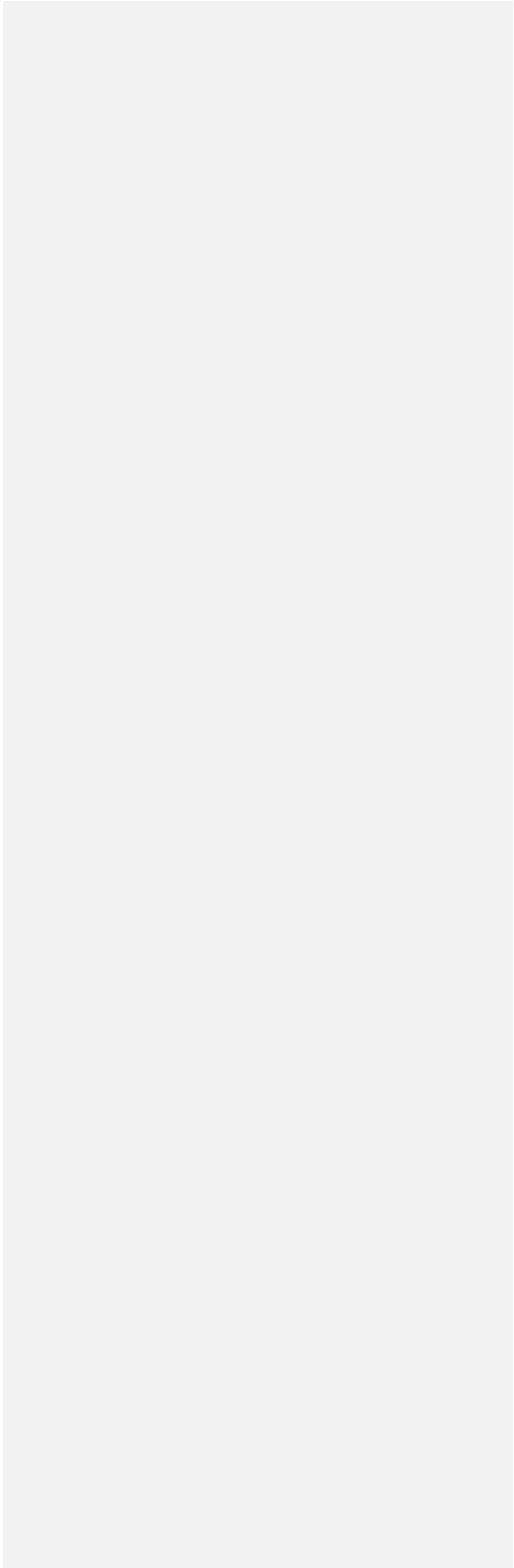
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Appendix A

# JOHNSON COUNTY NEEDS ASSESSMENT

## REPORT ON EMPLOYMENT FOR ADOLESCENTS AND YOUNG ADULTS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

PRESENTED BY: BRITTANY MEYERS, OTS  
UNIVERSITY OF INDIANAPOLIS  
SCHOOL OF OCCUPATIONAL THERAPY



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## DEFINITIONS

**Community Rehabilitation Provider (CRP):** An organization that provides various employment, volunteer, and day program services for adults with disabilities; receive primary funding from BDDS and VRS agencies

**Employment first initiative:** Focus on integrated, community employment with competitive wages for people with and without disabilities

**Individualized Education Plan (IEP):** plan that outlines a student with disability's goals and objectives for upcoming school year; developed in case review conference with parents, teachers, and student

**Individualized Transition Plan (ITP):** specialized plan that is part of IEP; developed annually when student turns age of 14; guides development of special education and preparation for transition into adulthood; indicates if student will pursue a diploma or certificate of completion for graduation

**Individualized Plan for Employment (IPE):** Specific, individual, person-centered plan for vocational training and employment-based supports and plan to help an individual with disabilities obtain and retain employment; typically developed by VRS and partner with CRP to provide necessary supports for individual with disabilities to obtain employment

**Medicaid:** A state-based insurance program that provides medical coverage to adults with disabilities, adults, pregnant women, and children that qualify under specific financial eligibility thresholds

**Pre-Employment Transition Services (Pre-ETS):** Services provided to students with disabilities who are eligible or potentially eligible for Vocational Rehabilitation Services, covering job exploration counseling, work-based learning experiences, post-secondary opportunities counseling, workplace readiness training, and self-advocacy instruction

**Poverty threshold (federal poverty level):** Maximum income eligibility threshold used to determine specific, income-based eligibility services and benefits

**Social Security Disability Insurance (SSDI):** An eligibility, cash benefit for people with disabilities who have previously worked and paid Social Security taxes to qualify or have a parent that is retired or deceased that has paid Social Security taxes

**Supplemental Security Income (SSI):** An eligibility, needs-based income for adults who have disabilities that are unable to participate in work, or have low income and resources

**Special education:** A component of the United States education system that provides fair, equitable, high-quality education and services to children with disabilities, from birth through 21, and their families

**Student with a disability:** An individual with a disability in an education program, secondary, post-secondary, or otherwise recognized for education, and is eligible for receiving special education or related services under Part B of the Individuals with Disabilities Education Act (IEP, 504 plan)

**Transition age:** An age range identified by IDEA that requires special education programs in public schools to provide a transition IEP or ITP to facilitate transition from school-based activities to community-based activities and services; initiated at age 14; ages 14-22 (federal)

**Vocational Rehabilitation Services (VRS):** Individualized services to support people with disabilities as they prepare to obtain and/or retain vocational skills and employment to achieve a greater level of independence

**Workforce Innovation and Opportunity Act (WIOA):** An act of legislation ensuring employment and training workforce services are qualitative, accessible, and improved competitive, integrated employment outcomes for individuals with disabilities, vulnerable, at-risk youth, and helps meet the market demand by working with employers to address workforce needs

**504 plan:** An education plan for students with disabilities and qualify under Section 504, but may not qualify for an IEP, to receive equal access and accommodations, allowing them to participate in school

#### Definitions derived from:

Indiana APSE. (n.d.). *New Employment First Tool: VR Rates and Services*. Retrieved from <http://www.inapse.org/public-policy>

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## EXECUTIVE SUMMARY

The Johnson County Needs Assessment is an independent, academic, project-based report on employment for adolescents and young adults with intellectual and developmental disabilities (I/DD) in Johnson County, Indiana. This report is exploratory, analyzing, synthesizing, and evaluating current Johnson County demographics, federal, state, and county policies addressing employment, current organizations providing employment services, and overall employment outcomes for people with I/DD to determine needs of people with I/DD in Johnson County, Indiana.

Methods of analysis used to generate the follow needs assessment report of Johnson County included primary and secondary data analysis and literature review, including evidence-based literature on intellectual and developmental disabilities, employment, poverty, and support strategies at county, state, and federal levels. Interviews with Directors from Community Rehabilitation Providers, Vocational Rehabilitation Services, and Bureau of Developmental Disability Services as well as Special Education teachers in Johnson County and Marion County were conducted to obtain data representative of Johnson County.

Johnson County, Indiana, known for being a farming and agriculture community, had a population growth rate of 10% from 2010-2017 (USDA, 2018). Young adults ages 18-24 comprise 9% of the total population, with 13,139 people (Stats Indiana, n.d.). The public school student body population for transition age students (ages 14-22) in Johnson County is 7956 people (NCES, n.d.). It was estimated that 15% of the total transition age student body represent special education enrollment, qualifying as students with disabilities based off an unpublished Indianapolis Easterseals Crossroads report and the National Center for Education Statistics (NCES).

Primary models that support employment services for people with I/DD are funded through Vocational Rehabilitation Services and Medicaid waivers from the Bureau of Developmental Disability Services (cite). Outcomes from current employment service models at VRS demonstrate that less than half (48%) of people with I/DD obtain employment when exiting from services (USDoe, 2017). This outcome measurement was prior to implementation of the Order of Selection (OOS) which requires a federal mandate of prioritizing services to people with the most significant disabilities first (DDRS, 2017). Community rehabilitation providers (CRPs) may also provide employment services, serving people with I/DD at 36% (USDoe, 2017). Less than half of people with I/DD obtaining employment despite VRS, and only 30% of people with I/DD obtaining employment and earning a paycheck from an employer outside of VRS or CRP agency, demonstrates stagnancy in achieving improved employment outcomes despite current employment first initiatives (Grossi, 2017).

Development of an alternative business model that does not rely primarily on funding from the government, that is sustainable by generating a viable product and/or service to the Johnson County and surrounding communities while providing integrated, supported employment for people with I/DD within the community can help bridge the employment gap for people with I/DD. Through use of evidence-based natural

supports, outcome tools, and effective, comprehensive training on the business model and culture to all employees, achieving a sustainable business model can be obtained.

It is Recommended:

- An alternative social enterprise business model be developed to address integrated, supported community employment for people with I/DD
- Market research is conducted to develop minimum viable product needed to generate sustainability of social enterprise business model
- Program development to support employment of people with I/DD is designed from evidence-based practices, utilizing natural supports from business and community, with professional development personalized to each employee with or without disabilities

## JOHNSON COUNTY DEMOGRAPHICS

Johnson County is located in central Indiana, south of Marion County which houses the state capital Indianapolis. Johnson County, traditionally known for its farming and agriculture, has experienced a population growth rate of 10% from 2010-2017. As of 2017, Johnson County population was projected at 153,897 people (USDA, 2018).

While the total population of young adults with intellectual and developmental disabilities (I/DD) ages 18-24 in Johnson County is unknown, the population of young adults ages 18-24 represents approximately 9% of the total Johnson County population, with 13,139 people (Stats Indiana, n.d.).

According to an unpublished Indianapolis Easterseals Crossroads report from 2016, there are 1191 students that are of transition age (ages 14-22) enrolled in Special Education services in Johnson County that have an Individualized Education Program (IEP), Individualized Transition Plan (ITP), or 504 plan, qualifying them for specialized accommodations within the public school system. There are 7956 students that comprise the total transition age student body population in Johnson County (NCES, n.d.). Based off the unpublished report regarding transition age students with disabilities, these students comprise 15% of the total student body population in Johnson County. This percentage of students is the highest percent of students with disabilities of all the surrounding counties (refer to Figure 1).

County	Special Education Population (Ages 14-22)	Total Student Body Population (Ages 14-22)	Percentage of Special Education Population
Hamilton	1832	16923	10.8%
Hancock	589	4218	14.0%
Hendricks	895	8908	10.0%
Johnson	1191	7956	15.0%
Marion*	5026	33887	14.8%

Figure 1.

Marion\* Excludes students from Indiana School for the Deaf, Indiana School for the Blind and Visually Impaired, and RISE Learning Center. Both Indiana School for the Deaf and Indiana School for the Blind and Visually Impaired receive services outside of where provider service information from Easterseals Crossroads was obtained. RISE Learning Center student demographics were unable to be obtained.

While there are services available for students with disabilities when enrolled in school due to entitlement-based services from IDEA and WIOA, some of these students may be at risk of not receiving or qualifying for services due to variability with school corporation policies, limited resources, and stringent eligibility standards with Pre-ETS, VRS, and other eligibility-based services (Anderson et al., 2016; Carla Orr, Adult & Child Manager Pre-ETS, personal communication, May 23, 2018).

The Pre-ETS program, designed to supplement provision of transition services and pre-vocational skills, provides individual and group-based services to four of the six public schools in the county, but currently only serves 265 students that are eligible or potentially eligible to receive Vocational Rehabilitation Services (Carla Orr, Adult & Child Manager Pre-ETS, personal communication, May 23, 2018).

## CURRENT EMPLOYMENT MODELS

Traditional employment models and employment first initiatives for adolescents and adults with I/DD are funded primarily through two major departments within the Indiana Family and Social Services Administration, the Division of Disability and Rehabilitation Services (DDRS) Bureau of Developmental Disability Services (BDDS) and Vocational Rehabilitation Services (VRS) (FSSA, 2018a).

### BUREAU OF DEVELOPMENTAL DISABILITY SERVICES

The BDDS provides eligibility-based services designed for adolescents and adults with I/DD to increase independence within their prospective communities. Promotion of these services are provided via Medicaid waivers: Community Integration and Habilitation (CIH) waiver, Family Supports Waiver (FSW) or Supervised Group Living (SGL) waiver. While not every waiver provides support services for employment, the CIH and FSW provide opportunity for prevocational services and workplace assistance (FSSA, 2018b). However, recent changes in policy have eliminated eligibility for extended supported employment follow-along services for adults with I/DD (FSSA, 2018c).

### VOCATIONAL REHABILITATION SERVICES

Vocational Rehabilitation Services (VRS) is a program developed to provide individualized, employment-based services and supports to people with disabilities in order to obtain employment and promote independence within the work place (FSSA, 2018d). VRS provides a variety of services to help adolescents and adults with I/DD achieve meaningful employment, providing Pre-Employment Transition Services (Pre-ETS) and vocational rehabilitation employment services through partnership with

Community Rehabilitation Providers (CRPs), many of which are also employment network providers (FSSA, 2018d).

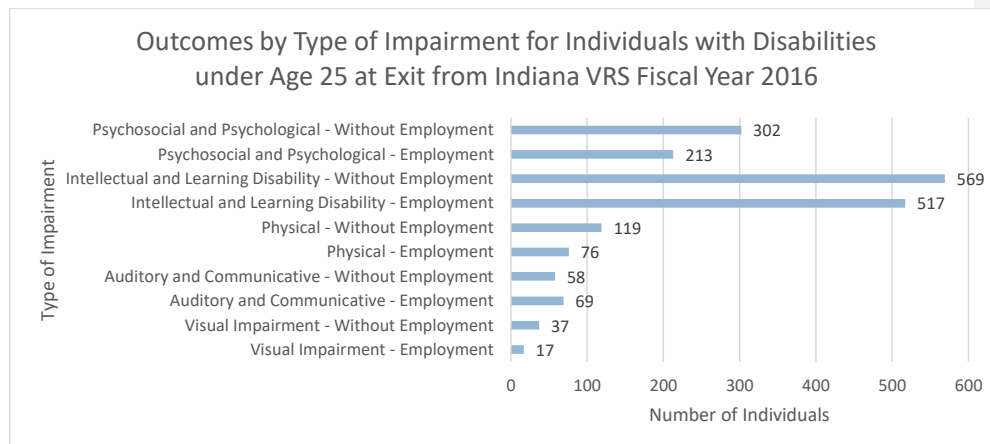
### **PRE-EMPLOYMENT TRANSITION SERVICES**

Pre-ETS is one of many programs designed from the Workforce Innovation and Opportunity Act (WIOA) of 2014, developed from close collaboration between the Departments of Education, Labor, Health and Human Services, Agriculture, and Housing and Urban Development (Monteleone, 2016; United States Department of Labor, 2017). Through Pre-ETS, students and youths with disabilities (ages 14-24) who are potentially eligible or eligible for VRS may receive services that promote post-school activities including post-secondary education, vocational training, competitive integrated employment, supported employment, independent living, and community participation (USDoe, 2017). VRS and Pre-ETS partner with community rehabilitation providers (CRPs), employment network providers, and other government entities including Workforce One to promote employment opportunities for people with disabilities. These opportunities are funded using a combination of Medicaid waivers and VRS funding (Hall et al., 2011; United States Department of Labor, 2017).

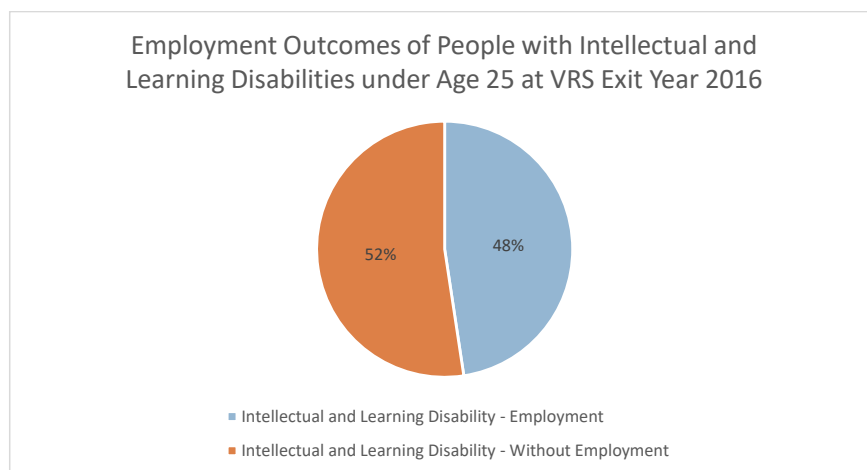
### **EFFICACY OF EMPLOYMENT MODELS**

VRS and Community Rehabilitation Providers (CRPs), typically through Medicaid funding, provide services to people with disabilities (Hall et al., 2011). In Indiana, adolescents and adults with I/DD are the largest percentage of all populations served by these VRS (55%) and CRPs (36%) (USDoe, 2017).

The Workforce Innovation and Opportunity Act (WIOA) of 2014 mandates that all individuals receiving services from VRS obtain an Individualized Plan for Employment (IPE) by 90 days after qualifying for VRS. The majority of students and young adults with disabilities that obtained eligibility for VRS received an IPE within 60 days of application approval (78%), and 93% obtained an IPE within 90 days. However, these percentages reflect IPE plans for individuals with any type of disability and is not exclusive to individuals with I/DD (USDoe, 2017).



In 2016, achieved employment outcomes for individuals with I/DD compared to other individuals with disabilities under age 25 at exit from VRS in Indiana was 58% compared to the national average of 63% (USDoE, 2017). Of the total population served in Indiana that exited the VRS system, individuals with I/DD represented 55% of all persons with disabilities served. 48% of individuals with I/DD obtained employment at exit of VRS; the remaining 52% did not achieve employment outcomes (USDoE, 2017).



Numbers and percentages do not address individuals with I/DD outside transition age (ages 14-24). Employment of individuals with I/DD over age 25 is difficult to obtain due to no primary funding source or agency tracking and reporting data.

Charts above were generated from data in the USDoE report: *Fiscal year 2017: Monitoring report on the Indiana Bureau of Rehabilitation Services, Vocational Rehabilitation, and Supported Employment Programs*.

### FUNDING STRUCTURE FOR CURRENT EMPLOYMENT MODELS

Fiscal budget limitations impacts the ability to provide government-funded essential services, which may require prioritizing allocation of funds when there is high demand for its resources. Literature has demonstrated that this waiting period negatively impacts individuals with I/DD seeking employment services, potentially causing economic distress with SSI/SSDI applicants and generating less favorable outcomes for employment (Honeycutt, & Stapleton, 2013; USDoE, 2017).

In 2017, Indiana was the 35<sup>th</sup> state to implement an Order of Selection (OOS) due to limited funds and resources needed to serve all eligible individuals with disabilities (DDRS, 2017). VRS is mandated by WIOA to implement an OOS that prioritizes service to individuals with most significant disabilities (MSD) first, placing individuals with less significant disabilities on a waiting list for services when there are insufficient funds and resources to serve all eligible applicants (DDRS, 2017; Honeycutt, & Stapleton, 2013).

There are no current published reports that directly reflect outcomes from the most recent changes of employment-based services after implementing the 2017 Indiana VRS OOS. Research from other VRS state agencies that have implemented an OOS have demonstrated that applicants placed on wait lists and do not obtain employment at VR closure experience negative consequences to other eligibility benefits, including suspension or termination of SSI/SSDI (Honeycutt, & Stapleton, 2013). Despite decades promoting employment first initiatives and disability policy, there has been limited growth in achieving improved employment and economic self-sufficiency outcomes for adults with I/DD in Indiana (Grossi, 2017).

### JOHNSON COUNTY COMMUNITY REHABILITATION PROVIDERS

Employment service providers are synonymous with community rehabilitation providers (CRPs), organizations that are approved vendors to serve communities by providing rehabilitative and habilitative services to people with disabilities. The Bureau of Rehabilitation Services (BRS) approves CRPs to provide vocational rehabilitation in conjunction with VRS via a fee-for-service financial model (cite).

There is only one community rehabilitation provider service that has a location housed within Johnson County: Gateway Services (Indiana Vocational Rehabilitation Services, 2018). There are sixteen other CRPs that serve Johnson County, however, none have a location within Johnson County to increase ease of potential accessibility to community and employment-based services to help streamline services (Indiana Vocational Rehabilitation Services, 2018). Currently, no other CRPs may apply to be qualified by the state of Indiana's BRS to provide employment-based services to this population in Johnson County (FSSA, 2018e).



## EMPLOYMENT DEMOGRAPHICS

### EMPLOYMENT SETTING AND INCOME

Indiana Day and Employment Services Outcomes Systems Report (DESOS) is generated annually, reviewing overall outcomes of support services provided by adult service provider agencies (also known as CRPs) to people with disabilities (Grossi, 2017). In 2017, approximately two-thirds of Indiana CRPs participated in reporting on DESOS data. Data revealed that non-employment day programs have grown at a rate of 4% over the past five years, while sheltered employment, and individual, competitive employment services have grown at a rate of 2% respectively. When analyzing which primary setting people with I/DD spend the majority of their days in, it was reported: 23% non-employment day programs, 27% sheltered employment, and 29% individual, competitive employment (Grossi, 2017).

With the majority of individuals served by CRPs having either mild I/DD (31%), moderate I/DD (17%), and Autism (11%), the limited variability and growth with obtaining outcomes of integrated, competitive employment or supported employment demonstrates the stagnancy in achieving improved employment outcomes despite employment first initiatives (Grossi, 2017).

The 2017 DESOS reported that of the individuals with disabilities that are employed and receiving earnings and/or paychecks: 40% of individuals did not receive a paycheck and 30% received paychecks from a CRP (Grossi, 2017). Only 30% received paychecks from their employer, demonstrating little improvement towards economic self-sufficiency via sustainable, earned wages that support employment and reduce dependence on federal and state funding generated from taxpayer dollars (Anderson, Larson, & Wuorio, 2011; Grossi, 2017). Of the individuals served by CRPs that maintained employment, 80% received no fringe benefits from their employer (Grossi, 2017).

National reports are grimly similar with less than 20% of adults with I/DD having any type of employment income and 25% of adults with I/DD having no personal income (Anderson, Larson, & Wuorio, 2011). Of the percentage of adults with I/DD that are able to obtain employment, 11% have paid community employment and 15% have paid time in a day program, with many of these individuals representing both employment settings (Anderson et al., 2016). Paid employment for adults with I/DD occurred most frequently in the following settings: piece work, assembly, and packaging (32%), facility maintenance and cleaning (19%), office work (16%), and food prep and service (14%) (Anderson, Larson, & Wuorio, 2011). Available work frequently provided limited hours making low, by-piece wages; or provided alternative volunteer, unpaid work located within sheltered workshops or facility-based employment sites (Anderson, Larson, & Wuorio, 2011; Domin, & Butterworth, 2012; Winsor et al., 2017).

### EMPLOYMENT, INCOME, AND POVERTY

Individuals with disabilities are more likely to experience poverty than people without disabilities at a rate of 20% compared to 13%, with Indiana reporting individuals with disabilities under the poverty threshold line at ~27% (Erickson, Lee, & von Schrader, 2017; Kraus et al., 2018). The majority of adults with I/DD from the DESOS data qualify for supplemental government supports including social security income (SSI) (44%), social security disability income (SSDI) (26%), or Medicaid (71%), but often are unable to achieve economic self-sufficiency even with this income since such government benefits are set below the federal poverty threshold (Anderson, Larson, & Wuorio, 2011; Grossi, 2017; Hughes, & Avoke, 2010).

### SUMMARY

Through review of the data regarding CRPs, VRS, Pre-ETS, and Medicaid, it is clear there are primary resources available for adolescents and young adults with I/DD to receive support services to obtain employment. However, these resources alone are not viable to support all individuals with I/DD transition into adulthood and pursue employment.

An increase in Johnson County's overall population, combined with CRPs being limited by physical proximity and available human resources when providing employment services across multiple counties, and VRS limiting employment services to people with the most significant disabilities demonstrates current service agencies cannot meet the needs of all people with disabilities (DDRS, 2017; Stats Indiana, n.d.). Youth and young adults with mild to moderate I/DD are at risk of experiencing occupational marginalization and social isolation without having potential access to employment services (DDRS, 2017; Hammell, 2017; Stats Indiana, n.d.). There is a significant need for a grassroots movement within Johnson County to promote social enterprise business models utilizing natural supports to support adults with I/DD in obtaining and retaining successful, integrated community employment that contributes to the community.

Adults with I/DD living in poverty continues to increase despite increased funding for government long-term support services including employment (Hughes, & Avoke, 2010). This occurrence is likely due to limited funding focused on supported, integrated, community employment services; insufficient support services needed to serve all adults with I/DD; and due to policies that place adults with I/DD at risk of losing benefits like SSI, SSDI, or health care if an individual with I/DD gains employment that allows them to earn living wages that raise them above the poverty threshold (Hughes, & Avoke, 2010).

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## Appendix B

<b>Nonprofit Organization and/or Community Rehabilitation Provider Agency</b>	<b>Date</b>	<b>Meeting Outcomes</b>
Adult and Child Services Carla, PreETS Manager corr@adultandchild.org	5/23/18	Efficacy of Pre-ETS implementation in Johnson County; data/statistics regarding current services and involvement of public schools
AgrAbility Danyelee Clingan, OT Intern clingand@uindy.edu	4/18/18	Collaboration and education/resources on agriculture-related businesses, environmental modifications, strategies to support entrepreneurs and farmers with disabilities
Ariel Clinical Services Becky Hobart, CEO, Director bhobart@arielcpa.org	5/24/18	Discussion on organization model, implementation of vocational programs, how organization affords to run programs
Benjamin's Hope Krista Mason, Director, CEO k.mason@benjaminshope.net	4/25/18	Discussion on organization model, strategies to develop nonprofit organization and how to use strategic planning to achieve outcomes
Brandywine Creek Farms Sierra Nuckols sierra@brandywinecreekfarms.org	5/31/18	Attempt initial contact to discuss potential collaboration regarding farming/agriculture; did not hear back from owner
Earlywood Education Services Stephanie Lawless slawless@earlywood.org	5/29/18	Collaboration to provide access for parent survey responses
ESC Pre-ETS Program Dwana Black, Program Mgr. dback@eastersealscrossroads.org	5/8/18	Information regarding Pre-ETS services, provided data for Johnson County student IEP and special education statistics
Festival Country Indiana Ken Kosky – Director of Tourism ken@festivalcountryindiana.com 317-903-1627	7/2/18	Information regarding potential business services and future collaboration when marketing bed and breakfast opportunities
INSPIRE Program – Franklin College and Earlywood Education Lisa Whitlow-Hall Lwhitlow-hall@earlywood.org	5/29/18	Collaboration to provide access for parent survey responses
Johnson County Autism Support Group Amanda Cooper, President acooper728@yahoo.com	Multiple meetings	Collaboration to provide access for parent survey responses; helped provide contact information for additional interviews
Joy's House Leah Jones, Family Care Mgr.	2/15/18	Outlined content and expectations for community rehabilitation provider agencies
S.H.A.L.O.M. Kelly Lewis, Service Provider, OT lewiskellymichelle@gmail.com	4/19/18	Organization structure and model, including farming, sheep wool production, store; community rehabilitation provider agency
Special Dreams Farms Larry Collette, President & CEO lcollette@specialdreamsfarm.org	4/19/18	Interview regarding start-up business/organization structures, how to complete fundraising, etc.

Sycamore Services Virginia Bates, Day/Comm. Director vmbates@sycamoreservices.com	4/25/18	Interview discussing structures of community rehabilitation providers and vocational rehabilitation services, how structures are funded, etc.
UIndy School of Business Dr. Marcos Hashimoto mhashimoto@uindy.edu Dr. Timothy Zimmer zimmer@uindy.edu	5/24/18	Interviews with professors to discuss how to complete market research, business plan development, how to collect data to support or refute business plans
Valparaiso University – Law Maxwell Boris maxwell.boris@valpo.edu	5/14/18	Reviewed Articles of Incorporation and Bylaws, provided recommendations for draft
Village of the Blue Rose Rose Gronemeyer (573) 242-3539		Discussed organization structure of nonprofit bed and breakfast, provide services and employment but charge fee for cost of living/housing
West Mont Services Ashleigh Heimbach, Director aheimbach@westmont.org	4/12/18	Interview regarding organization structure/model, efficacy of business services and supports provided to people with I/DD
<b>External Individual with Specialized Expertise</b>	<b>Date</b>	<b>Meeting Outcomes</b>
Cardinal Point Farms Anne Young, Retired Special Education Teacher		Interview/discussion of experience developing special education program (Clark Pleasant Academy), how to run small farm, agreed to trial pilot program at farm with future outcomes
JC Trading Post Steering Committee Kristina Watkins, Roger Graham, Thelma Slisher	Multiple meetings	Steering committee development/guidance on next steps for business plan, strategies to use throughout internship for future development
Retired – Eli Lilly, Parent of Adolescent with I/DD Kelli Webb	Multiple meetings	Collaboration on how to develop business models, consideration of lean start-up techniques with lean six sigma methodology
<b>Government-Based Agency/Business or For-Profit Business</b>	<b>Date</b>	<b>Meeting Outcomes</b>
Bargersville Town Meeting	6/26/18	Zoning regulations, variances, town meetings, future development and rezoning Bargersville
Bureau Developmental Disability Services (BDDS) Lisa Wilson		Parent transition meeting discussing BDDS, Medicaid waiver, access to services, etc.
Central Nine Nicole Otte, Director		Tour of facility, discussion on how provision of services completed, how projects are selected and implemented within community
The Greater GO Becky Kirby rkirby@thegreatergo.com	7/2/18	Interview/collaboration on ADA accessibility and regulations for bed and breakfasts, common barriers experience for people of disabilities when traveling

Small Business Development Center (SBDC) Andrew Carty acarty@isbdc.org Curtiss Quirin cquirin@isbdc.org	5/30/18	Limited collaboration and interview on strategies for business plan development and completing market research; identified unable to help with nonprofit start-up development, out of scope of services for SBDC
SCORE Mike Crumbo, Mentor mike.crumbo@gmail.com	5/25/18 6/8/18	Free small business service, mentorship and guidance offered during development of business plan
Vocational Rehabilitation Services Jonathan Kraeszig, Director of Youth Services and Pre-ETS Jonathan.Kraeszig@fssa.in.gov	5/31/18	Interview regarding VRS and Pre-ETS program, initial implementation of Pre-ETS, outcomes, future development of VRS services and projected outreach strategies
Whiteland High School Special Education Teacher Emily Benhke ebehnke@cpcsc.k12.in.us	5/18/18	Discussion of Special Education services and programs available at high school, Certificate of Completion typically leaves individuals unable to apply for jobs that require a HS Diploma

Appendix C



06.29.18

REPORT ON EMPLOYMENT FOR  
ADOLESCENTS AND YOUNG ADULTS WITH  
INTELLECTUAL AND DEVELOPMENTAL  
DISABILITIES



National statistics and literature demonstrate that adolescents and young adults with intellectual and developmental disabilities (I/DD) are unemployed at significantly higher rates than people with other disabilities or no disabilities. A brief survey was administered to parents of adolescent and/or young adult children with I/DD in Johnson County to determine if parents perceive their children to have significant opportunities to obtain employment in their community.

## REPORT ON EMPLOYMENT FOR ADOLESCENTS AND YOUNG ADULTS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

### NATIONAL STATISTICS ON PEOPLE WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES (I/DD)

In the United States, there are over 4.7 million people with intellectual and developmental disabilities (I/DD) (Anderson et al., 2016). Less than one-third, 1.4 million people, are known to receive some type of government service support from a state I/DD agency, with over 60% of these individuals being ages 22 or older. Two-thirds of these adults with I/DD receive services from a Medicaid waiver authority that provides long-term support services, including supported employment (Anderson et al., 2016). While access to employment-based services has increased equitable opportunities for people with disabilities, accessibility and sustainability to supported, integrated, community employment continues to be a barrier for adults with I/DD; approximately 85% of adults with I/DD are unemployed in the United States (Anderson, Larson, & Wuorio, 2011; Brady et al., 2010; Domin, & Butterworth, 2013; Friedman, & Rizzolo, 2017; Hall, Freeze, Butterworth, & Hoff, 2011; Monteleone, 2016).

**"Work gives us access and opportunities." – Sunday Adelaja**

### Benefits of Employment for People with I/DD

Adults with I/DD often lack the opportunity to exercise autonomy when participating in meaningful occupations (daily activities, routines, tasks) (Hammell, 2017; Maguire, 2009; Minnes et al., 2002). Within occupational therapy, this lack of opportunity to exercise autonomy is called "occupational marginalization" (Hammell, 2017). Occupational marginalization with work opportunities leads to social isolation and is associated with decreased self-determination, self-worth, health, and well-being (Hammell, 2017; Minnes et al., 2002). Participation in supported community employment is linked to increased independence, self-efficacy, and self-esteem for adults with I/DD, promoting community inclusion, acceptance, and improved understanding of disability (Minnes et al., 2002; Nord et al., 2013; Nord, & Nye-Lengerman, 2015). Since work is widely accepted as an integral component of most adults' lives, including gaining means to economic self-sufficiency, attaining resources, and providing a source of personal identity, it is imperative to address employment and its work environment to support the needs of its employees in order to prevent inequity and negative health implications (Ahonen, Fujishiro, Cunningham, & Flynn, 2018; Burge, Ouellette-Kuntz, & Lysaght, 2007; Dennis, & Gitlow, 2012; Wysocki, & Neulicht, 2004).

## PERSPECTIVES ON EMPLOYMENT OF PEOPLE WITH I/DD

Historically, people with I/DD in the United States were removed from their respective communities and institutionalized to receive care or were placed in sheltered workshops, segregated from the rest of the community (Dague, 2012; Monteleone, 2016). It was not until the 1970s that services shifted from institutionalization to community-based services with community providers and affirmative action plans to promote opportunities for people with disabilities (Monteleone, 2016). Disability policy continued gaining momentum in the 1980s, promoting community integration, self-determination, and employment opportunities. The Americans with Disabilities Act of 1990 (ADA) prohibited discrimination against people with disabilities in all areas of public life, including employment. The Workforce Investment Act of 1998 (WIA) developed national employment training services, which funded vocational rehabilitation services and other transition service programs for people with disabilities (Monteleone, 2016). Employment first initiatives for people with disabilities has been promoted at state levels, with Indiana recently passing legislation in 2017 to promote competitive, integrated employment as the first, preferred option for any individual of working age with a disability (Monteleone, 2016; General Assembly of the State of Indiana, 2017).

### Business Perspectives on Employment of People with I/DD

The majority of employers express desire in hiring and obtaining people with disabilities as employees, but demonstrate lower numbers employing people with disabilities (Siperstein, Romano, Mohler, & Parker, 2006). Many employers have acknowledged a lack of understanding how to make appropriate accommodations or modifications to adequately support a person with a disability, often fearing associated costs (Kaye, Jans, & Jones, 2011; Siperstein et al., 2006). Some employers report not knowing what true work level performance a person with a disability may be able to obtain, fearing poor job performance, liability, and potential reprimands for firing a person with a disability (Kaye, Jans, & Jones, 2011; Siperstein et al., 2006). Other employers have expressed concerns regarding work hours, flexibility, and the impact of other benefits the employee with I/DD may depend on for economic self-sufficiency (Irvine, & Lupart, 2008).

**“There is no greater disability in society than the inability to see a person as more.”**

**– Robert M. Hensel**

### Public Perspectives on Employment of People with I/DD

Public views on employment of people with I/DD has drastically shifted perspectives since the mid-20<sup>th</sup> century, with increasing positive support towards integrated community employment (Burge, Ouellette-Kuntz, & Lysaght, 2007; Siperstein et al., 2006). Most participants from studies regarding public consumers beliefs reported having worked with a person with a disability and were favorable to supporting companies that promote inclusivity and diversity in the workforce, including people with disabilities. The majority of public and consumer attitudes reported they did not view people with disabilities causing problems in the workforce and promoted integrated community employment as being the best outcomes for people with I/DD (Burge, Ouellette-Kuntz, & Lysaght, 2007; Siperstein et al., 2006).

## Parent Perspectives on Employment of Their Family Members with I/DD

Studies about parents' perspectives on employment for adolescent or adult children with I/DD show a variety of concerns as the children transition into the workforce. Family members have expressed prioritization in their children with I/DD having access to inclusive, integrated workplaces where employment based off individualized interest was a priority (Gilson, Carter, Bumble, & McMillan, 2018). Concerns regarding accessibility and availability for supports within the workplace, including opportunities for on-the-job supports, and community supports, including reliable transportation and programming designed to help promote job supports and supported employment, were common themes for parents (Gilson et al., 2018).

## JOHNSON COUNTY EMPLOYMENT OPPORTUNITIES

In order to determine if parents of adolescents and adults with I/DD in Johnson County, Indiana may reflect the concerns expressed in literature pertaining to people with I/DD obtaining employment and having access to employment opportunities, a brief, 10 question survey was developed and distributed to two community agencies that provide support services to adolescents and young adults with I/DD and their families: the INSPIRE program of Earlywood Education Services and Franklin College, and Johnson County Autism Support Group. Each organization distributed the survey via e-mail, newsletter, and/or Facebook group. The survey was designed to ensure anonymity and voluntary participation. Prior to parent participation in the survey, parents were asked to review the following definitions to reduce confusion and address operationalization of vocabulary utilized within the survey. Definitions were presented as follows:

To make better sense of the survey, please review these definitions prior to completing the survey:

- **student:** your adolescent or young adult child
- **vocational training:** any work-related training or skills

Data was collected and analyzed two weeks after the survey was distributed. Total participants obtained from the survey were 19 parents (N=19), demonstrating a small, convenience sample of parents of children with I/DD in the Johnson County community.

Questions were developed to determine where students currently were within the school to workforce transition, what ages the students were at the time of survey completion, and how parents perceive current vocational and employment related opportunities for their students in the Johnson County community. The 10 questions are listed on the following page with further review of results for each question in the report.

Survey results of this exploratory study are discussed, reflecting similar themes to current literature about parents' perspectives on employment opportunities for their adolescent and adult children with I/DD. The survey results demonstrate evidence supporting a need within the Johnson County community for social enterprise business models that address vocational training and supported, community employment using natural support and other evidence-based strategies that promote independence and meaningful employment within an integrated, diverse work environment.

**Question 1:** Where is your student currently in the school to workforce transition?

- School-based vocational training and transition living skills (e.g. work, independent living)
- Work and employment related IEP
- Post-secondary educational plans: INSPIRE, community college, 4-year college/university
- Vocational training program: Project SEARCH, Pre-Employment Transition Services, Vocational Rehabilitation Services
- Independent community employment working in the community
- Community Rehabilitation Program Employment (organization that helps provide employment opportunities) (e.g. Easterseals Crossroads, Gateway Services, etc.)
- Non-work and volunteer-based programs: Community, organization, or independent
- Other

**Question 2:** How old is your student currently?

**Question 3:** I am concerned about my student's work opportunities and community involvement as they transition into adulthood.

**Question 4:** My student has adequate opportunities to obtain vocational training and/or employment.

**Question 5:** It is important to my student that he/she gains meaningful employment.

**Question 6:** It is important to me that my student gains meaningful employment.

**Question 7:** It is important that my student earns a fair, competitive wage while employed.

**Question 8:** My student requires assistance when completing new work or vocational related tasks/skills.

**Question 9:** It is important to me to support businesses that promote community inclusion and employment opportunities for people of all abilities.

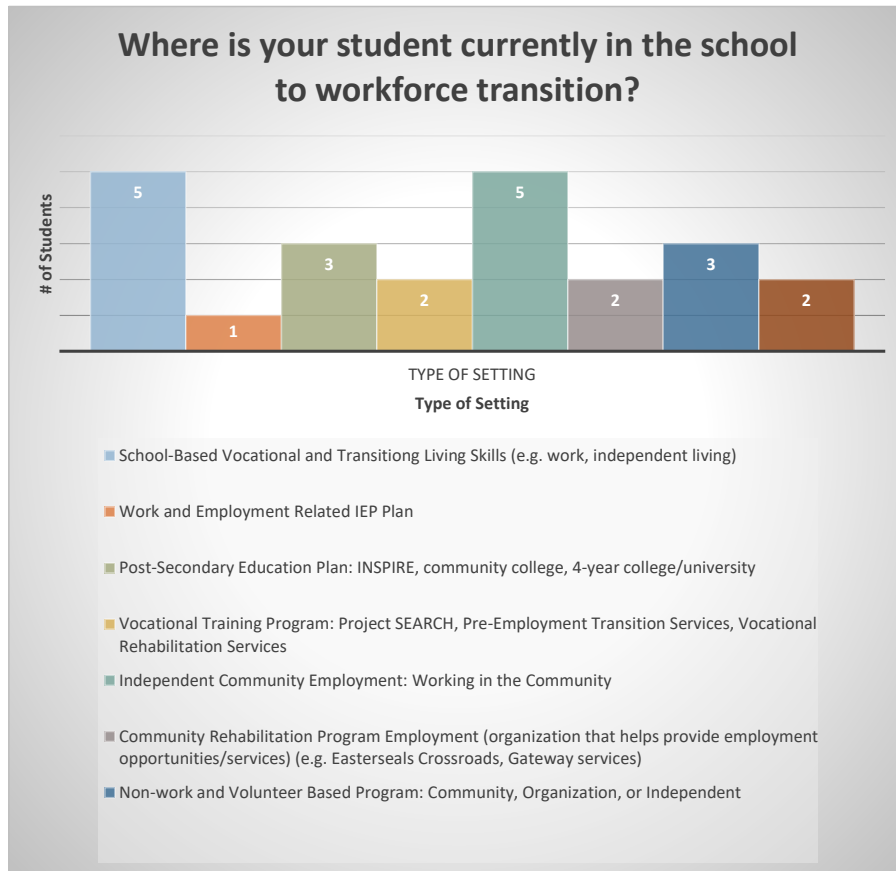
**Question 10:** I would like to see my student work in an environment that encompasses which of the following (Please mark all that apply):

- Integrated, competitive employment with fair wages (Independent or minimal hours with job coach)
- Supported community employment with fair wages (Staff or ongoing supports)
- Supported community volunteer work
- Sheltered employment with wages (Employment within day program, etc.)
- Sheltered employment volunteer work
- Day program participation only
- Business entrepreneur
- Other

**Question 1: Where is your student currently in the school to workforce transition?**

Of the (N=19) total parent participants:

- **4/19** parents identified their student (ages 19-22) being in more than one setting within the “school to workforce transition” with the most commonly identified overlapping work settings being “Community Rehabilitation Program Employment” and “Post-secondary Education Plans”, both appearing 2/4 times. Additional settings that were obtained simultaneously included: “Non-work and volunteer-based program”, “Work and employment related IEP”, “School-based vocational and transitioning living skills”, and “Vocational training program”.
- These settings are frequently obtained simultaneously within the age range of young adults ages 19-22 due to eligibility to receive educational support services via an “Individual Transition Plan” mandated by the Department of Education until a student has obtained either a High School Diploma, Certificate of Completion, or has aged out of “entitlement” services.
- **2/19** parents identified their student did not fit within the listed settings, indicating “other”.

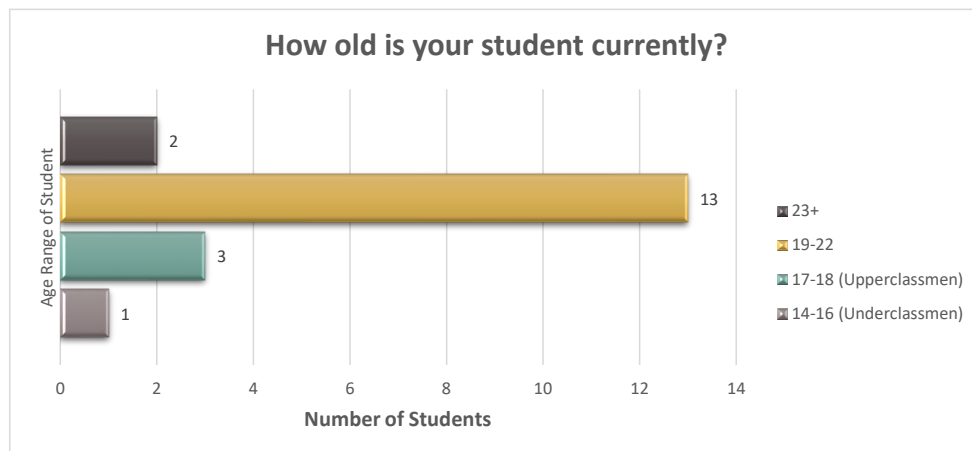


- The most commonly reported settings were “School-based vocational training and transitioning living skills” and “Independent community employment” (N=5) each setting. Targeted age ranges for “School-based vocational training and transitioning living skills” encompassed ages 17-18 (N=2) and ages 19-22 (N=3). “Independent community employment” reflected age ranges 19-22 (N=3) and ages 23+ (N=2).

**Question 2: How old is your student currently?**

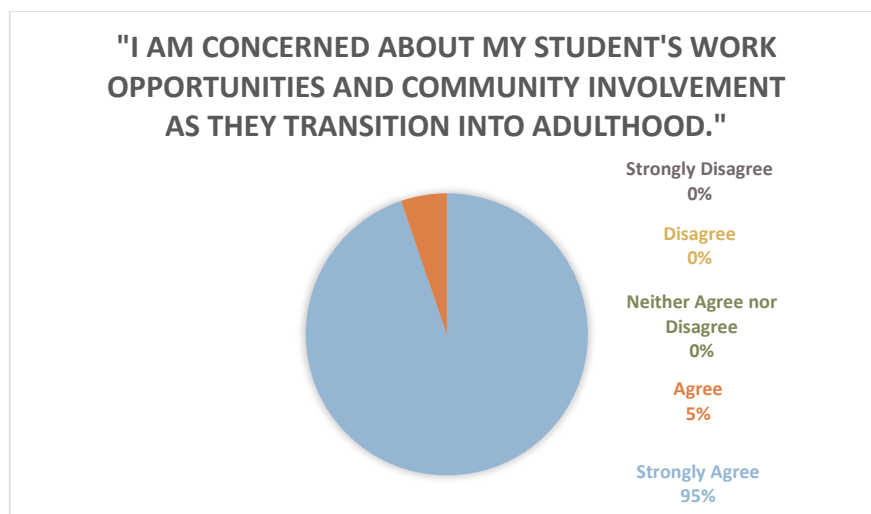
Parent respondents voluntarily participating in the “school to workforce” transition survey demonstrate a random, bell-curve distribution reflecting an appropriate age range of random, convenience sampling for the “transition age” targeted group, identified by the IDEA act as ages 14-22.

- **13/19** parent respondents reported their student was between the ages of 19-22, the targeted age range for implementing Vocational Rehabilitation Services and other school-to-work transition planning to obtain employment.



**Question 3: I am concerned about my student's work opportunities and community involvement as they transition into adulthood.**

- 18/19 parents **STRONGLY AGREE** with this statement.
- 1/19 parents **AGREE** with this statement.



- With all parent respondents demonstrating that they either **STRONGLY AGREE** or **AGREE** with the statement expressing concern for their student's work and community integration opportunities as they transition into adulthood, it supports national statistics and literature demonstrating concerns parents have for their children with I/DD as they transition into adulthood. Adolescents and young adults with I/DD experience barriers, including high rates of unemployment and community integration compared to adolescents and young adults without disabilities.



**Question 4: My student has adequate opportunities to obtain vocational training and/or employment.**

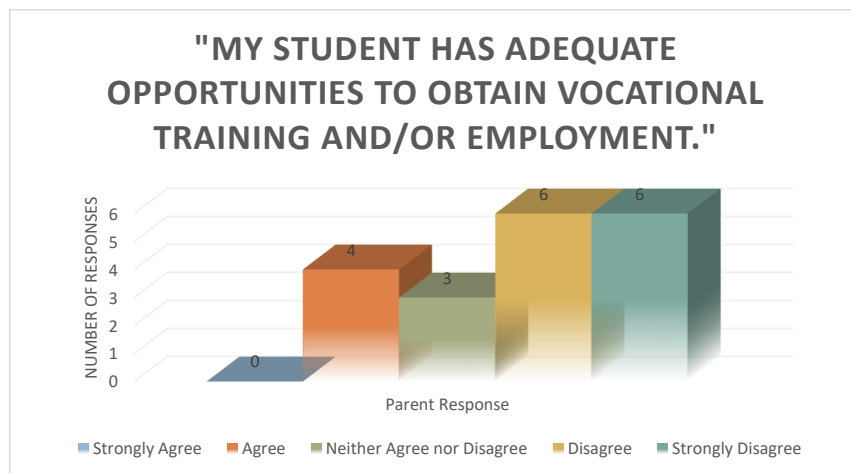
Of the total (N=19) participants:

- 6/19 parents **Strongly Disagree**
- 6/19 parents **Disagree**
- 3/19 parents **Neither Agree nor Disagree**
- 4/19 parents **Agree**
- 0/19 parents **Strongly Agree**

**Two-thirds (66%)** of parents that strongly disagree have children ages 19-22, and 83% of parents with children ages 19 or older strongly disagree.

**63%** of parents do not believe their children have adequate opportunities to obtain vocational training or employment.

**16%** of parents do not have a strong opinion and may be uncertain as to whether they believe their children have adequate opportunities for vocational training or employment. 100% of these parents have children ages 19-22.



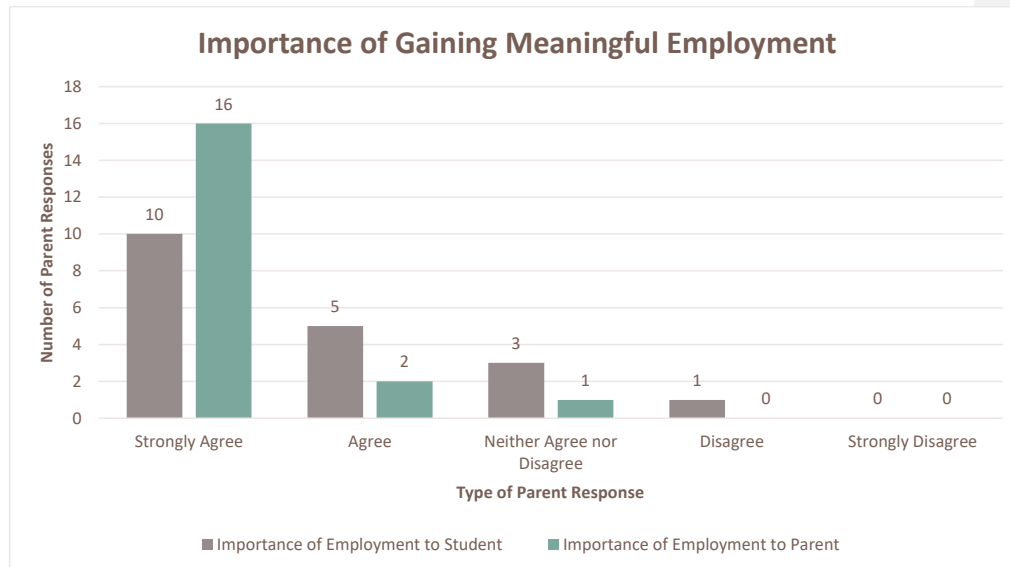
- The responses from parents reflect similar national surveys, demonstrating that there are a range of opinions regarding access to vocational training and employment opportunities of people with I/DD. Most parents express concerns that there are not adequate opportunities for their children to obtain employment.

**Question 5: It is important to my student that he/she gains meaningful employment.**

- **10/19** parents (53%) STRONGLY AGREE that their child values gaining meaningful employment.
- **15/19** parents (79%) AGREE or STRONGLY AGREE that their child values gaining meaningful employment.

**Question 6: It is important to me that my student gains meaningful employment.**

- **16/19** parents (84%) STRONGLY AGREE it is important to them that their child gains meaningful employment.
- **18/19** parents (95%) AGREE or STRONGLY AGREE it is important to them that their child gains meaningful employment.

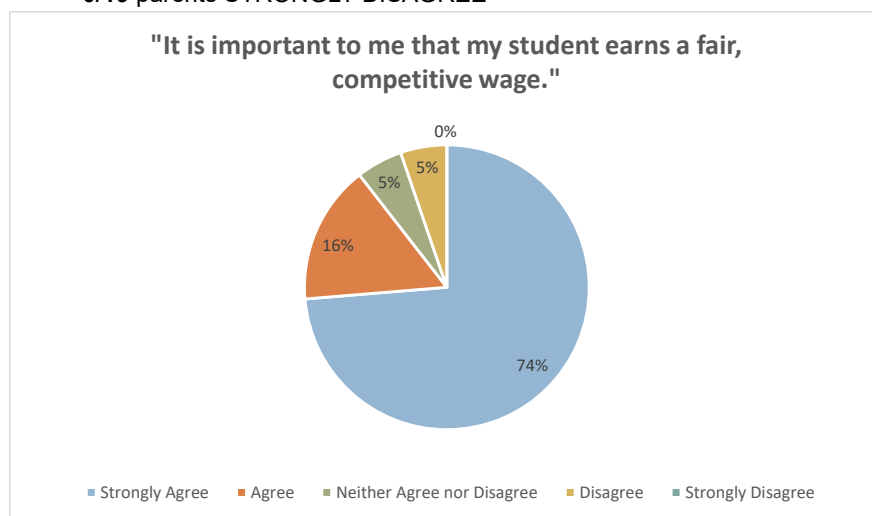


- Results from the parent survey reflect similar national statistics and literature that employment and vocational opportunities that are meaningful provide significance that allow individuals to potentially obtain social connectedness, community inclusion, increased self-esteem, and improved quality of life.

**Question 7: It is important that my student earns a fair, competitive wage while employed.**

Of the (N=19) participants:

- **14/19** parents STRONGLY AGREE
- **3/19** parents AGREE
- **1/19** parents NEITHER AGREE NOR DISAGREE
- **1/19** parents DISAGREE
- **0/19** parents STRONGLY DISAGREE



- **74%** of parents expressed STRONGLY AGREEing, desiring their child to earn fair, competitive wages, approximately three-quarters of the entire sample respondents.
- **90%** of parent respondents expressed desiring their child to earn fair, competitive wages while employed.
- **10%** of parent respondents expressed either having no strong opinion or disagreeing with it being important for their children to earn fair, competitive wages while employed.

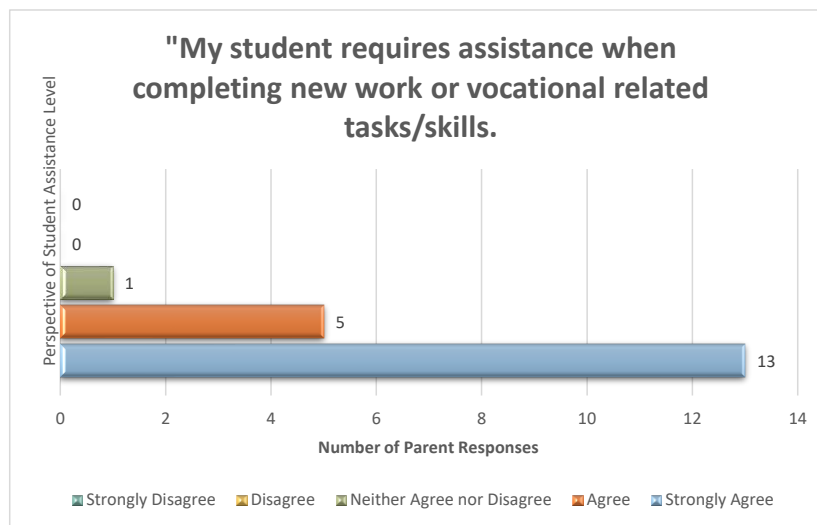
These percentages reflect national survey results and literature, showing initiative to promote integrated, competitive employment with fair wages equal to that of people without disabilities completing similar work tasks.

Variation in parent responses were not followed up to determine reasons it may not have been identified as important. Literature has demonstrated parents may feel more strongly about their children obtaining meaningful community participation, work-related

experiences, or maintaining other eligibility-based benefits like SSDI, SSI, etc. that may be impacted by increased income.

**Question 8: My student requires assistance when completing new work or vocational related tasks/skills.**

- 69% parents **STRONGLY AGREE**
- 26% parents **AGREE**
- 5% parents **NEITHER AGREE NOR DISAGREE**



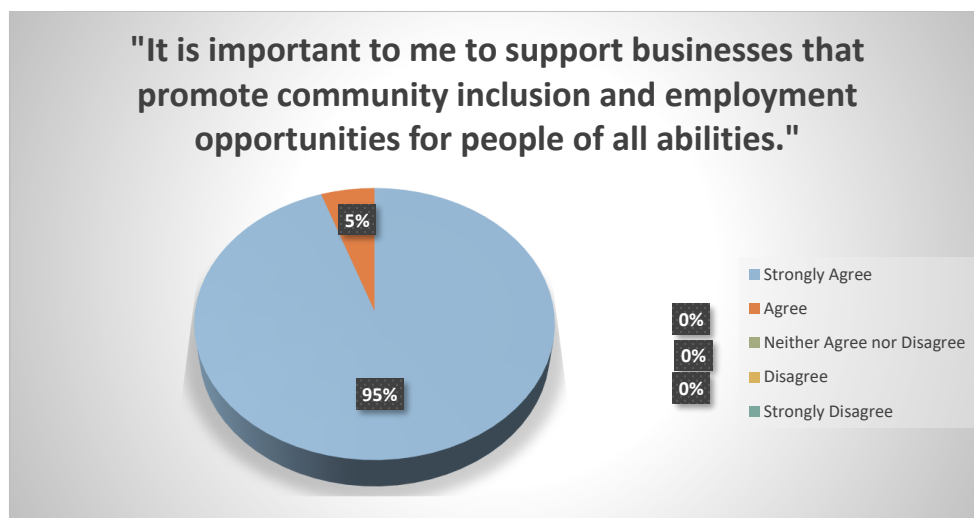
Of the (N=19) sample:

- 10/13 parents with children ages 19-22 **STRONGLY AGREE**
- 1/3 parents with children ages 17-18 **STRONGLY AGREE**
- 2/2 parents with children ages 23+ **STRONGLY AGREE**
- 3/13 parents with children ages 19-22 **AGREE**
- 2/3 parents with children ages 1-18 **AGREE**
- 1/1 parent with children ages 14-16 **NEITHER AGREE NOR DISAGREE**
- While there is a trend that demonstrates positive correlation of increased supports with increased age, this trend is limited by small convenience sampling

and may be influenced at home much exposure a child may have currently obtained with exposure to learning new vocational skills.

**Question 9: It is important to me to support businesses that promote community inclusion and employment opportunities for people of all abilities.**

- **18/19** parents STRONGLY AGREE
- **1/19** parents AGREE



- From this small (N=19) sample, parents of children with intellectual and developmental disabilities demonstrate that they may be huge advocates and supporters of businesses that promote community inclusion and employment for individuals of all abilities. This data supports further literature that demonstrates society has an overwhelming positive outlook on supporting businesses that promote employment for people with all abilities.

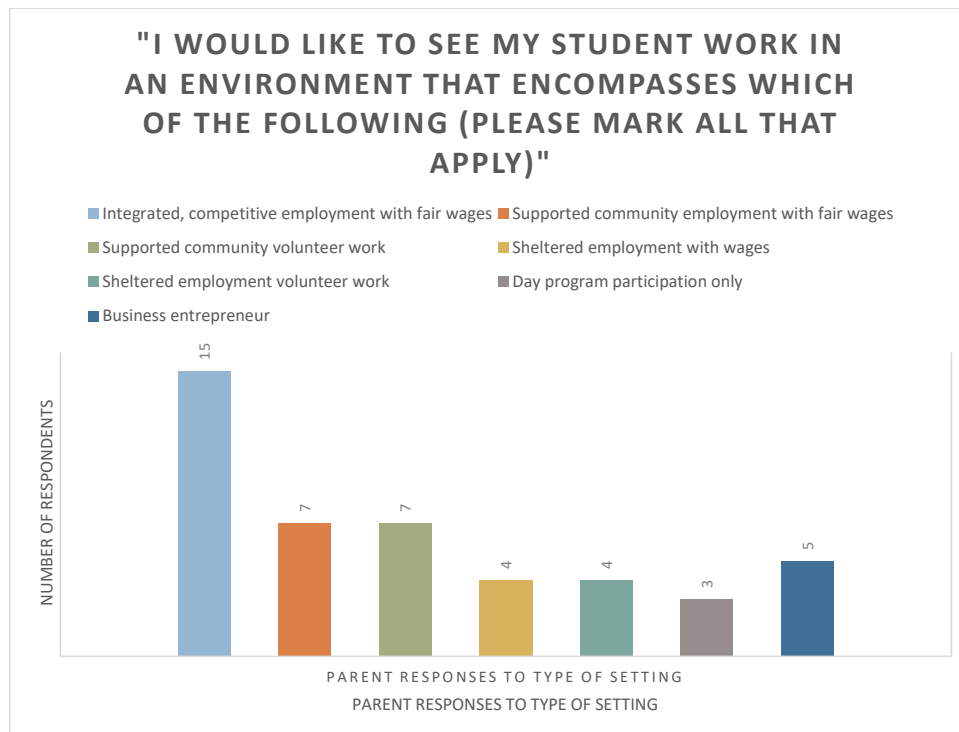
**Question 10: I would like to see my student work in an environment that encompasses which of the following (Please mark all that apply):**

Parents were able to identify more than one work environment when expressing what type of work environments they would desire to see their child be employed. As a result, when totaling the number of responses over each setting, the responses total over 100%.

When analyzing the most desired settings, the most frequently selected responses were:

- **15/19** Integrated, competitive employment with fair wages
- **7/19** Supported community employment with fair wages
- **7/19** Supported community volunteer work
- **5/19** Business entrepreneur

All most frequently reported work environments, listed above, promote community integration and inclusion compared to further removed settings including sheltered employment and day program participation only.



When examining parent responses where only ONE work environment was identified (N=8), responses were as follows:

- 7/8 identified desiring Integrated competitive employment
- 1/8 identified desiring Supported community employment

When examining parent responses where TWO work environments were identified (N=4), responses were as follows:

- 4/4 identified desiring Integrated competitive employment as 1 of 2 settings
- 2/4 identified desiring Supported community employment as 1 of 2 settings
- 2/4 identified desiring Business entrepreneurship as 1 of 2 settings

## CONCLUSION

### Results

Results from this small, convenience sample survey of 19 parents who have adolescent or young adult children with intellectual and/or developmental disabilities reiterates the concerns of parents of children with I/DD throughout the United States. While Johnson County offers some long-term support services and employment opportunities for adolescents and young adults with I/DD, most parents surveyed believed that there are not adequate opportunities and accessible supports in place to allow their children to obtain meaningful employment. Parent responses reflect that earning fair, competitive wages are a priority, but may not be as significant as obtaining meaningful employment within the community. Parents that have children with I/DD demonstrated overwhelming support towards businesses that prioritize community inclusion and employment opportunities for people of all abilities.

While Johnson County does have overarching support services offered to adolescents and young adults with I/DD, these resources are largely based off “eligibility” which can leave certain individuals with I/DD unable to qualify for these services. Without additional community supports in place, these individuals with I/DD are susceptible to experiencing occupational marginalization and social isolation. Developing a business model that promotes community inclusion and diversity, emphasizes natural supports, and creates appropriate accommodations so that people of all abilities can have the opportunity for supported, community employment could help resolve some of the unmet community needs.



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## Appendix D

Farmers' Market Survey      Location: \_\_\_\_\_      Date: \_\_\_\_\_

Age Range	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15
18 – 29															
30 – 39															
40 – 49															
50 – 59															
60 +															
<b>Household Size</b>															
Single (self)															
Couple															
Small (1-2 children)															
Large (3+ children)															
<b>Location</b>															
Bargersville															
Edinburgh															
Franklin															
Greenwood															
Indianapolis															
Whiteland															
Johnson county															
Other															
<b>Question 1</b>															
Yes															
No															
<b>Question 2</b>															
Yes															
No															
<b>Question 3</b>															
Yes															
No															
<b>Question 4</b>															
Yes															
No															
<b>Question 5</b>															
Yes															
No															

**Question 1:** Does it matter to you where your produce or flowers are grown/come from?**Question 2:** Would you travel to a farm to purchase fresh produce or flowers?**Question 3:** Would you be more inclined to purchase farm fresh produce or flowers if the business donates a portion of its products and/or proceeds to address food insecurity in Johnson county?**Question 4:** Would you be more inclined to purchase farm fresh produce or flowers if the business employs people with disabilities at fair wages?**Question 5:** Are you satisfied with the current options at the farmers' market?  
if no: What else would you like to have offered?

Appendix E

Market Research

Farmers' Markets

In gathering secondary data for business concepts pertaining to a flower shop or produce market, basic market research was conducted at various local farmers' markets in Johnson county during the month of June. Three different farmers' markets (Bargersville, Franklin, and Greenwood) on four different dates generated a random, convenience sample (N=47) from 47 polled people. Data collection was based on basic consumer demographics (e.g. age range, household size, and household location) and five simple binary questions used to target basic consumer behavior within projected target markets.

- Question 1: Does it matter to you where your produce or flowers are grown/come(s) from?
- Question 2: Would you travel to a farm to purchase fresh produce or flowers?
- Question 3: Would you be more inclined to purchase farm fresh produce or flowers if the donates a portion of its products and/or proceeds to address food insecurity in Johnson County?
- Question 4: Would you be more inclined to purchase farm fresh produce or flowers if the business employs people with disabilities at fair wages?
- Question 5: Are you satisfied with the current options at the farmers' market?

Age Range	Number of Responses	Household Size	Number of Responses
18-29	8	Couple	6
30-39	26	Large (3+ children)	10
40-49	12	Self	1
50-59	1	Small (1-2 children)	30
Grand Total	47	Grand Total	47

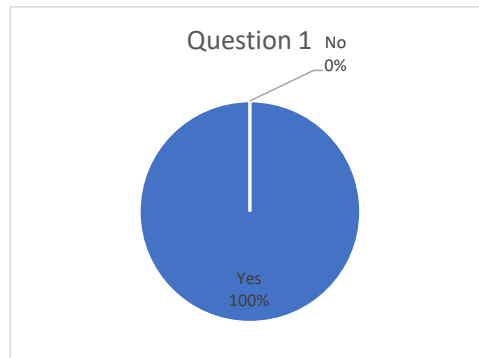
Location	Number of Responses
Bargersville	14
Franklin	8
Greenwood	12
Indianapolis	2
Other	9
Whiteland	2
Grand Total	47

Basic consumer demographics reflect the age ranges, household size, and household locations of random participants surveyed. This content provides information about the target consumer market.

Question 1: Does it matter to you where your produce or flowers are grown/come(s) from?

100% YES

ALL RESPONDENTS PARTICIPATING IN SURVEY ANSWERED THEY VALUED WHERE THEY PURCHASED PRODUCE AND FLOWERS, DESIRING TO SHOP LOCAL.

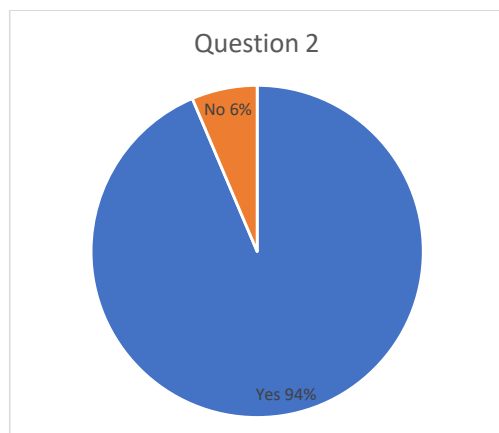


Question 2: Would you travel to a farm to purchase fresh produce or flowers?

94% YES

44/47 PERSONS RESPONDED THEY WOULD TRAVEL TO A FARM TO PURCHASE FRESH PRODUCE.

3/37 PERSONS RESPONDED THEY USE FARMERS' MARKETS TO SUPPLEMENT THEIR HOME GROWN FRESH PRODUCE.

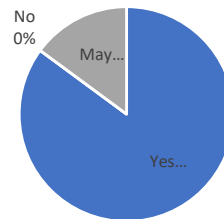


Question 3: Would you be more inclined to purchase farm fresh produce or flowers if the business donates a portion of its products and/or proceeds to address food insecurity in Johnson County?

15% MAYBE

**7/47 PERSONS SURVEYED INDICATED THAT IT MATTERED TO THEM WHAT SPECIFIC ORGANIZATION WAS RECEIVING DONATIONS OR PROCEEDS WHEN ADDRESSING FOOD INSECURITY IN JOHNSON COUNTY.**

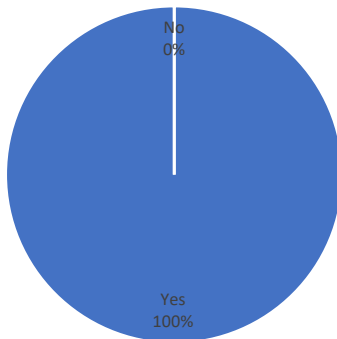
Question 3



Question 4: Would you be more inclined to purchase farm fresh produce or flowers if the business employs people with disabilities at fair wages?

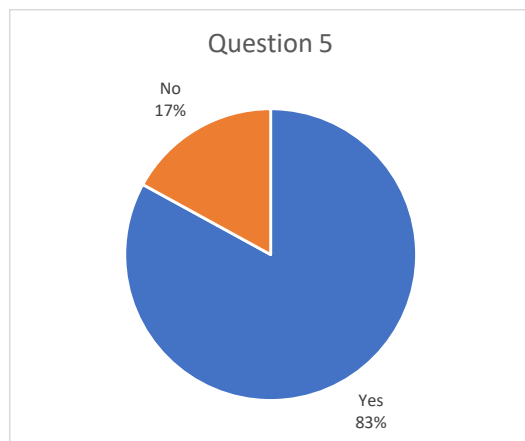
100% YES

Question 4



**ALL PARTICIPANTS SURVEYED WERE UNANIMOUS IN SUPPORTING A LOCAL BUSINESS THAT EMPLOYS PEOPLE WITH DISABILITIES AT FAIR WAGES.**

Question 5: Are you satisfied with the current options at the farmers' market?



83% YES

**39/47 PERSONS INDICATED BEING SATISFIED WITH OPTIONS AVAILABLE AT THE FARMERS' MARKETS.**

**8/47 PERSONS INDICATED NOT BEING SATISFIED WITH CURRENT OPTIONS AT THE FARMERS' MARKETS.**

## RESULTS

Results from preliminary data collected from surveying 47 consumers at five farmers' markets in Johnson County during the month of June 2018 indicated that:

- Consumers at farmers' markets value where they purchase their produce and flowers, seeking to support local farms and businesses.
- Majority of consumers that value farm fresh produce and flowers are willing to travel to local farms to purchase products.
- Most consumers value supporting businesses that demonstrate philanthropic missions, including addressing food insecurity in Johnson County.
- Consumers value knowing specific social and philanthropic missions of businesses, influencing their purchasing practices.
- Consumers reflect literature, demonstrating overwhelmingly positive public views on supporting businesses that employ people with disabilities at fair wages.
- Majority of consumers attending the farmers' markets are satisfied with current options for produce and flowers available.

The target consumer market indicates that, while consumers are supportive of local business initiatives and philanthropic efforts, the current fresh flower and produce market is likely saturated in Johnson County with no overwhelming, unidentified product need indicated.

## Appendix F

<b>Bed and Breakfast Name</b>	<b>Location</b>	<b>Number of Rooms</b>	<b>Average Cost \$ Per Night</b>	<b>ADA Accessibility</b>
Brick Street Inn	Zionsville	8	189-229	Yes
Buck Creek Farm	Indianapolis	2 (3 BD suite)	150-300	Limited
Nestle Inn	Indianapolis	6 (all private baths)	169-289	No
Harney House Inn	Indianapolis	3 (2 - 1 BD suites)	139-159	No
Ivy House	Fortville	3	145-165	No
Inn at Irwin Gardens	Columbus	5	185-300	Limited
Looking Glass Inn	Indianapolis	7	109-149	No
Old Northside	Indianapolis	7	135-215	No
Stone Soup Inn	Indianapolis	10	89-179	No
Speedway Legacy	Speedway	6	125-?	No
Ruddick Nugent	Columbus	4	94-134	No
Allison House	Nashville	7	125-195	Yes
Artists Colony	Nashville	23	92-195	Yes
Oak Haven	Nashville	4	75-215	Limited
Lil Black Bear	Nashville	6	119-199	Yes
Brown County Getaways	Nashville	5	200-350	Yes
Yellowwood	Nashville	4	150-250	Yes
Rawhide Ranch	Nashville	14	85-139	No
Cabins & Candlelight	Colfax	2	179-229	No
Big Locust Farm	Paoli	3	75-95	No
Ashley-Drake Historic Inn	Franklin	4	100-115	No
Flying Frog Inn	Franklin	4	Unlisted	No
Corner at Broadway	Greenwood	7	400-500	No
Acorn Ridge	Morgantown	4	~125	No



## Appendix G

**Steps for Establishing a Nonprofit Business in Indiana**

1. File with Indiana Secretary of State.
  - a. Determine business name is distinguishable from others by completing a name availability check. File an application to reserve the name for 120 days or file documents to organize business under name.
  - b. Register and create INBiz account (Access Indiana Account) to file with the Secretary of State. (INBiz.in.gov)
2. File for an Employer Identification Number (EIN) (aka Federal Tax Identification Number).

<https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>

This application process should be completed by the true principal officer/owner. The IRS will assume this individual to be the true “responsible party”, meaning the entity is responsible for controlling, managing, and directing the applicant entity and disposition of its funds and assets.
3. File for incorporation via Articles of Incorporation and Bylaws at the state and federal levels. (This officially marks beginning of corporation). Filing may be done on-line via INBiz portal. Access to documents for paper business forms located: <https://www.in.gov/sos/business/2426.htm#>
  - a. Articles of Incorporation must include following:
    - i. Name/address of Registered Agent
      1. Cannot have P.O. Box address
      2. Business cannot serve as own registered agent
    - ii. Federal tax exemption: purposed clause and dissolution of assets provision
    - iii. IC 23-17-3-2
    - iv. IC 23-17-22-5
  - b. Filing fee: \$30 (Secretary of State)
4. File for tax exempt status with Internal Revenue Service (IRS).
  - a. Form 1023-series application (I-XI)
  - b. Form 8718 (User Fee for Exempt Organization Determination Letter Request) and user fee (check or money order payable to United States Treasury) \$600
5. File for tax exempt status with Indiana Department of Revenue. Use INBiz portal.
  - a. Application of Form NP-20A, Nonprofit Application for Sales Tax Exemption (<120 days after organization’s formation).
  - b. Include copy of federal nonprofit status determination letter from IRS with NP-20A if available.
  - c. File annual report Form NP-20 with the department on or before the 15<sup>th</sup> day of the 5<sup>th</sup> month following the close of the taxable year.

- d. **Complete Business Tax Application (BT-1) online.**
  - e. **File business entity report annually. Due the month the corporation is incorporated. Fee: \$10**
- 6. **File with Department of Workforce Development (DWD). Use INBiz portal.**
  - a. **Must access DWD with each new hire employee completed.**
- 7. **File for local tax exempt status. (If necessary)**
- 8. **Determine if Need for solicitation license or Form 990**
- 9. **File a Certificate of Assumed Business Name with county recorder and Secretary of State (IC 23-15-1-1) to have business use name other than official name.**
- 10. **File business entity reports via INBiz portal (nonprofits required to file annually - \$10.00 filing fee). Access copies of certificates and renew certificates via website.**
- 11. **Use INBiz portal to manage any changes of the following: Articles of Amendment, Change of Registered Agent, Change of Registered Office, Change of Officer, or Change of Principal Address.**

**If appropriate, register a trademark or service mark for the business to protect identification and symbols used to distinguish goods and services. Use INBiz portal to complete filing.**

## Appendix H

**NONPROFIT CORPORATION AND BUSINESS LAW****References for Indiana Business Law and Related Business Services Documents**

- Nonprofit Corporation formation: must file Articles of Incorporation (see drafted Articles of Incorporation and printed, blank templates)
  - <http://www.in.gov/sos/business/2428.htm>
  - <http://iga.in.gov/legislative/laws/2018/ic/titles/001>
- Nonprofit Corporation Business Forms
  - Located and may be filed on-line via INBiz Portal account (refer to “Steps for Establishing a Nonprofit Business in Indiana”)
  - <https://secure.in.gov/sos/business/2426.htm>
- Indiana Department of Revenue Services
  - Addresses various taxes required when registering/operating a new business
  - <https://www.in.gov/dor/3744.htm>
- Internal Revenue Service: Required to obtain an EIN #
  - <https://www.irs.gov/>
- Department of Workforce Development: Guides responsibilities and requirements of business owners with employees, including mandatory state and federal requirements, OSHA, etc.
  - <https://www.in.gov/dwd/>

**Local Prospective Business Counsel**

- Justia website: Business lawyers, profiles, years of experience, specializations, potential free consultation offered
  - <https://www.justia.com/lawyers/business-law/indiana/johnson-county>
- Cornell University Law School search engine: profile/website links
  - <https://lawyers.law.cornell.edu/lawyers/business-law/indiana/johnson-county>

## Appendix I

**ARTICLES OF INCORPORATION  
OF  
JC TRADING POST, INC.**

The undersigned, desiring to form a Corporation (hereinafter referred to as the "Corporation") pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991 (hereinafter referred to as the "Act"), execute the following Articles of Incorporation:

**ARTICLE I – Name and Location**

Section 1.1. Name. The name of the Corporation shall be JC Trading Post, Inc.

Section 1.2. Location. The place in the state where the principle office of the Corporation is to be located at \_\_\_\_\_ in the city of \_\_\_\_\_, Johnson County, Indiana \_\_\_\_\_.

**ARTICLE II – Statement of Purpose**

Section 2.1. Statement of Purpose. The Corporation shall be organized and operated at all times exclusively for charitable, religious, educational, literary, scientific and other purposes, the making of distributions to organizations that qualify as exempt organizations described in section 501(c)(3) of the Internal Revenue Code, or corresponding provisions of any subsequent federal tax code.

- (a) JC Trading Post, Inc. is organized exclusively for public, charitable purposes to create opportunities and maximize potential of youth and adults with disabilities by providing an inclusive, supportive, integrated, community work environment.

**ARTICLE III – Type of Corporation and Purpose**

Section 3.1. Nonprofit Corporation and Purpose.

- (a) The Corporation is organized and operated exclusively as a public benefit corporation for public, charitable purposes. No net earnings of the Corporation shall inure to the benefit of any member, trustee, director, officer, or other private person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Section 2.1 of these Articles.
- (b) No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

(c) Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on:

- i. By a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or
- ii. By a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or section 2522(a)(2) of the Code, or the corresponding sections of any future federal tax code.

#### **ARTICLE IV – Registered Agent and E-mail Address**

Section 4.1. Registered Agent. The name and street address of the Corporation's registered agent and registered office for service of process are \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, Indiana \_\_\_\_\_.

Section 4.2. E-mail Address. The e-mail address of the registered agent at which the registered agent will accept electronic service of process is as follows: \_\_\_\_\_.

#### **ARTICLE V - Members**

Section 5.1. Members. The Corporation shall have no members.

#### **ARTICLE VI – Board of Directors**

Section 6.1. Qualifications. Membership on the Corporation's Board of Directors shall be governed by these Articles of Incorporation and the Corporation's Bylaws. Each director shall either reside or be employed in the State of Indiana and shall have such qualifications that may be specified from time to time in the Bylaws of the Corporation or required by law.

Section 6.2. Number. The exact number of directors shall be specified from time to time in the Bylaws of the Corporation. The number of directors shall not be less than three (3) members, according to IC 23-17-12-3.

Section 6.3. Name and Post Office Addresses of Directors. The names and post office addresses of the members of the Board of Directors that serve as the board members at the time of the adoption of the Articles of Incorporation are as follows:

<b>Name</b>	<b>Post Office Address</b>
Brittany Meyers	1099 Coventry Ct. Apt 1101 Greenwood, IN 46142
Thelma Slisher	3760 North 75 West Franklin, IN 46131

Kristina Watkins                      864 Revere Ct  
Greenwood, IN 46142

Section 6.4. Bylaws. The Board of Directors shall have the power to adopt and amend the Bylaws of the Corporation, which may contain other provisions consistent with the laws of the State of Indiana, for the regulation and management of the affairs of the Corporation.

#### **ARTICLE VII – Indemnification**

Section 7.1. Indemnification. The Corporation does indemnify any directors, officers, employees, and incorporators of the Corporation from any liability regarding the Corporation, including the affairs, debts or obligations of the Corporation in any nature whatsoever, nor shall any of the property of assets of any directors, officers, employees, and incorporators be subject to the payment of the debts or obligations of the Corporation, unless the person fraudulently and intentionally violated the law and/or maliciously conducted acts to damage and/or defraud the Corporation, or as otherwise provided under applicable statute.

#### **ARTICLE VIII - Other Provisions**

Section 8.1. Bylaws. Other provisions for the regulation of the affairs of the Corporation shall be set forth in the Bylaws.

#### **ARTICLE IX – Duration and Dissolution Distribution of Assets**

Section 9.1. Duration.

- (a) The duration of the Corporation shall be perpetual until dissolution.
- (b) In the event the Corporation shall at any time be a private foundation within the meaning of Section 509(a) of the Code, then:
  - i. The Corporation will distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by section 4942 of the Code, or the corresponding section of any future federal tax code.
  - ii. The Corporation will not engage in any act of self-dealing as defined in section 4941(d) of the Code, or the corresponding section of any future federal tax code.
  - iii. The Corporation will not retain any excess business holdings as defined in section 4943(c) of the Code, or the corresponding section of any future federal tax code.
  - iv. The Corporation will not make any investment in such manner as to subject it to the tax under section 4944 of the Code, or the corresponding section of any future federal tax code.

- v. The Corporation will not make any taxable expenditures as defined in section 4945(d) of the Code, or the corresponding section of any future federal tax code.

Section 9.2. Dissolution Distribution of Assets.

- (a) Upon the dissolution of the Corporation, the Board of Directors, after paying or making provision for the payment of all the liabilities of the Corporation, shall turn over all of the assets of the Corporation, subject to any contractual or legal requirement, to one or more other organizations that have been selected by the Board of Directors that are organized and operated for purposes substantially the same as those of the Corporation and that are described in Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.
- (b) Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

In witness whereof, the undersigned incorporators of said Corporation executes this document, and verifies subject to penalties of perjury, that the facts contained herein are true, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

---

Signature

Printed

This instrument was prepared by \_\_\_\_\_,  
\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, Indiana \_\_\_\_\_.

## Appendix J

**JC TRADING POST, INC. BYLAWS****ARTICLE I – NAME**

*Section 1 – Name:* The name of the Corporation shall be JC Trading Post, Inc. It shall be a nonprofit organization incorporated under the laws of the State of Indiana.

**ARTICLE II – PURPOSE**

*Section 1 – Purpose:* JC Trading Post, Inc. is organized exclusively for public, charitable purposes to provide supported, community-based employment and pre-vocational skills to youth and adults with intellectual and developmental disabilities (I/DD) to increase social participation, occupational justice (i.e. opportunity to participate in meaningful activities), community inclusivity, personal and professional health and well-being.

*Section 2 – Mission:* To create opportunities and maximize potential of youth and adults with disabilities by providing an inclusive, supportive, integrated, community work environment.

*Section 3 – Vision:* To promote acceptance for people with disabilities as capable individuals by supporting their ability for meaningful contribution, participation, and purpose as active members in the community.

**ARTICLE III – MEMBERS**

*Section 1 – Members:* The JC Trading Post, Inc. shall not have members.

**ARTICLE IV – BOARD OF DIRECTORS**

*Section 1 – Board role and size:* JC Trading Post, Inc. shall have a Board of Directors consisting of not less than three (3) members as indicated in IC 23-17-12-3 and will not exceed ten (10) members. The number of members on the Board of Directors may adjusted in accordance with these bylaws.

*Section 2 – Duties:* The business and affairs of the Corporation shall be managed by the Board of Directors, with overall policy, direction, and delegation of responsibilities and operations of the Corporation to staff and committees determined by the board members.

*Section 3 – Terms of office and qualifications:* All board members, including the Executive Committee, except for the Executive Director, shall serve two-year terms, but are eligible for re-election by the Board of Directors at its annual meeting according to term year. Each board member shall hold office as long as he/she meets the qualifications to hold office, and until the term of his/her duly elected successor shall begin, or until resignation, or removal. The Executive Director shall serve at the discretion of the Board of Directors.



*Section 4 – Board elections and nominations:* New board members and current board members, including officers on the Executive Committee, shall be elected or re-elected by a majority vote of board members at the annual meeting, upon the year that board members are to be appointed or re-appointed. Nominations for new board members and current board members, including officers on the Executive Committee, shall be submitted to the Secretary prior to the annual meeting being held.

*Section 5 – Election procedures:* Officers and board members will be elected by a simple majority of members of the board present at the annual meeting. Prior to election during the annual meeting, nominations must be submitted to the Secretary with acceptance of nomination from appointed nominee.

*Section 6 – Vacancies:* Vacancies in the offices of Vice President, Secretary, or Treasurer may be filled for the balance of a non-expired term through appointment by the Board of Directors with two-thirds (2/3) vote. Vacancies in the office of President shall be filled by succession of the Vice President.

*Section 7 – Resignation, termination, and absences:* Any board member may resign by filing a written resignation with the Secretary. Resignation shall not relieve a board member of unpaid dues, or other charges previously accrued. Any board member, including an officer from the Executive Committee, can have their officer role terminated for just cause of significant harm to the organization by a two-thirds (2/3) vote of the Board of Directors. Any board member to be removed shall be advised in writing thirty (30) days in advance of such action or vote and shall have the right to be present and provide pertinent evidence or information for decision.

*Section 8 – Officers and duties:* Four officers serve as the board members of the Executive Committee, along with the Executive Director of JC Trading Post, Inc. consisting of the President, Vice President, Secretary, and Treasurer.

Duties of officers shall include, but not necessarily be limited to the following:

a. President

1. Preside at all meetings of the Board of Directors and the Executive Committee,
2. Convene regularly scheduled board meetings,
3. Arrange for other members of the Executive Committee to preside at each meeting in the following order: Vice President, Secretary, Treasurer,
4. Manage and supervise all the affairs of the Corporation,
5. Responsible for implementation of policies and procedures established by the Board of Directors,
6. Shall perform all the usual duties of the Chief Executive Officer (CEO) of the Corporation and such other duties as the Board of Directors may prescribe.

b. Vice President

1. Assist the President in discharging duties of that office,
2. In the absence of the President, shall perform the duties of President,
3. Chair committees on special subjects as designated by the Board of Directors,

4. Shall have other powers and duties as these bylaws or the Board of Directors may prescribe.

c. Secretary

1. Responsible for keeping records of board actions, including overseeing the recording of the minutes of the meetings of Board of Directors and members,
2. Authenticating and maintaining the books and records of the Corporation, except for books of account and financial records,
3. Sending out meeting announcements,
4. Distributing copies of meeting minutes and the agenda to each board member during meetings of the Board of Directors,
5. Shall perform the usual duties of such a position and such other duties as the Board of Directors or President may prescribe.

d. Treasurer

1. Deposit or cause to be deposited the funds of the Corporation with such depositories as the Board of Directors shall designate,
2. Reports the financial budget of the Corporation at each board meeting,
3. Serves to assist in preparation of financial budget of the Corporation,
4. Prepare and maintain correct, complete records of account showing the financial condition of the Corporation,
5. Procure financial information to board members and the public,
6. Perform all duties pertaining to the office of treasurer as these bylaws or the Board of Directors may prescribe.

e. Officers

1. May be appointed and elected to sit as board members on the Board of Directors,
2. Performing all duties as these bylaws, Articles of Incorporation, and Executive Committee may prescribe,
3. May be elected to assist other officers who shall have powers and duties as the officers whom they are elected to assist shall specify and delegate to them, or other powers and duties as the bylaws or Board of Directors may prescribe.

*Section 9 – Compensation of Directors:* No net earnings of the Corporation shall inure to the benefit of any board member, board director, officer, or other private person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in section 501(c)(3) of the Internal Revenue Code, or corresponding provisions of any subsequent federal tax code.

#### ARTICLE IV – MEETINGS OF DIRECTORS

*Section 1 – Annual meetings of Directors:* Annual meetings of the Board of Directors, Executive Committee, and Executive Director shall be held to preside over annual elections of terms of Board of Directors and Executive Committee, and be determined by the Board of Directors. Any other business which may be brought before the meeting may be considered for the annual meeting after elections have been completed.

*Section 2 – Other regular meetings of Directors:* Other regular meetings of the Board of Directors may be held upon resolution of agreement of the Board, and held whenever convenient for the Board of Directors. If a special, or emergency, board meeting may need to be called, either the President may address a meeting with permission of the Executive Committee, or by a majority vote of action from the Board of Directors.

*Section 3 – Quorum:* A quorum must be attended by at least one-third (1/3) of board members for business transactions to take place and motions to pass.

#### ARTICLE V – COMMITTEES

*Section 1 – Committee formation:* The Board of Directors may create and dissolve committees as needed, such as fundraising, data collection, public relations, advertising, etc. The board chair appoints all committee chairs.

*Section 2 – Executive Committee:* Except for the power to amend the Articles of Incorporation and bylaws, the Executive Committee shall have all the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, and is subject to the direction and control of the full board.

#### ARTICLE VI – DIRECTOR AND STAFF

*Section 1 – Executive Director:* The Executive Director is hired by the Board of Directors. The Executive Director has day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The Executive Director will attend all board meetings, is responsible for bylaw revisions, reports on the progress of the organization, answers questions of the board members, and carries out the duties described in the job description. The Board of Directors can designate other duties as necessary.

#### ARTICLE VII – INDEMNIFICATION

*Section 1 – Indemnification:* The Corporation does indemnify any directors, officers, employees, and incorporators of the Corporation from any liability regarding the Corporation, including the affairs, debts or obligations of the Corporation in any nature whatsoever, nor shall any of the property of assets of any directors, officers, employees, and incorporators be subject to the payment of the debts or obligations of the Corporation, unless the person fraudulently and intentionally violated the law and/or maliciously conducted acts to damage and/or defraud the Corporation, or as otherwise provided under applicable statute.

#### ARTICLE VIII - POLICIES AND PROCEDURES

*Section 1 – Policies and procedures:* The Board of Directors shall approve and adopt policies and procedures for the operation of the Corporation and management of its component funds as required by law and/or determined from time to time by the Board. All policies and procedures shall be consistent with the Federal tax laws applicable to public charities and any state law requirements. Policies and procedures shall be reviewed periodically and may be amended from time to time by Board action. The Board may consult with outside advisors including accountants and attorneys as necessary to ensure compliance.

*Section 2 – Conflicts of interest:* The Board of Directors shall approve and adopt a Conflict of Interest Policy consistent with the requirements of the Internal Revenue Code as applicable to charitable organizations. The Conflict of Interest Policy shall apply to all Board members, officers, employees, volunteers, agents, and contractors of the Corporation. Board members shall be required to provide an annual acknowledgment and disclosure statement with respect to conflicts and potential conflicts.

*Section 3 – Execution of contracts:* Unless otherwise ordered by the Board of Directors, all written contracts and other documents entered into by the Corporation shall be executed on behalf of the Corporation by the President and Executive Director, and, if required, attested by the Secretary.

#### ARTICLE IX – AMENDMENTS

*Section 1 – Proposed amendments:* These bylaws and Articles of Incorporation may be amended when necessary by two-thirds (2/3) majority of the Board of Directors, and cannot be addressed exclusively by the Executive Committee. Proposed amendments must be formally written and submitted to the Secretary prior to the next meeting. The Secretary shall send out the proposed amendments with the regular board announcements prior to the next Board of Directors meeting.

#### ARTICLE X– DISSOLUTION OF THE ORGANIZATION

*Section 1 – Dissolution:* Upon the dissolution of JC Trading Post, Inc., the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the organization, dispose of all of the assets of JC Trading Post, Inc. in such manner, or to such organizations organized and operated exclusively for the benefit of persons with intellectual and developmental disabilities in the most liberal interpretation for charitable, educational, or scientific purposes as shall at the time qualify an exempt organization under section 501(c)3 of the Internal Revenue Code, as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the County in which JC Trading Post, Inc. is then located, exclusively for such or to such organizations, as said Court shall determine, which are organized and operated for such purposes.

#### CERTIFICATION

These bylaws were approved, passed, and adopted at a meeting of the Board of Directors by a \_\_\_\_\_ vote on \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
Chair, Board of Directors of JC Trading Post, Inc.

Attest: \_\_\_\_\_

Secretary, Board of Directors of JC Trading Post, Inc.

Appendix K

# JC Trading Post, Inc.

*A Place to Hang Your Hat and Boots:*

*A Bed & Breakfast with a Special Touch*

## Business Plan

Prepared by Brittany Meyers, OTS

### Contact Information

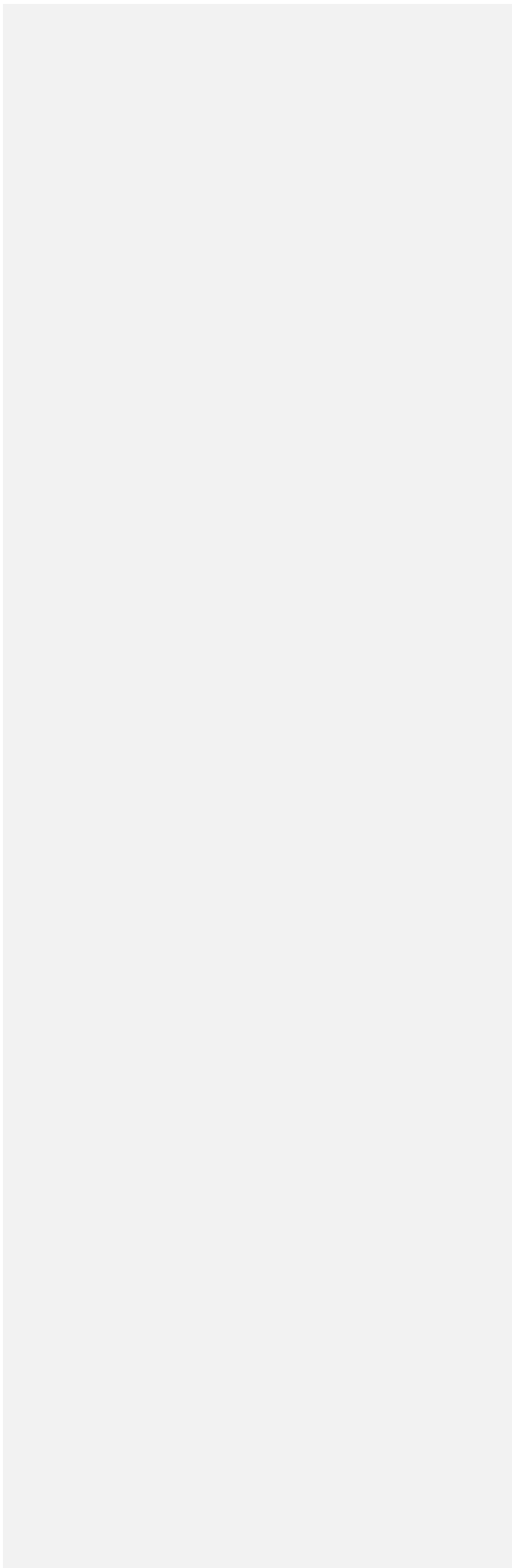
Thelma Slisher

thelmas@jccf.org

317-738-2213 X 105

[www.jctradingpost.org](http://www.jctradingpost.org)

Bargersville, IN



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## 1.0 Executive Summary

### The Company

JC Trading Post, Inc. is a start-up nonprofit corporation and social enterprise business developed to create opportunities and maximize potential of youth and adults with disabilities by providing an inclusive, supportive, integrated, community work environment. The corporation is founded upon the belief that meaningful employment and community connection provides meaning, purpose, and increases quality of life for people of all abilities.

JC Trading Post, Inc. will implement its first phase by operating a ranch-style bed and breakfast in Bargersville, IN. The bed and breakfast is designed to provide guests with reasonable, affordable, accessible accommodations that allow our guests to feel at home. We value community, diversity, opportunity, acceptance, and relationships. We believe in providing an inclusive environment where all of our guests belong. After establishing and solidifying our first phase as a bed and breakfast, we will diverse into other ventures to ensure a steady flow of patrons (tourists and locals) through its doors, providing a variety of handmade goods through operating a general store.

### Our Services

JC Trading Post, Inc. will be a ranch-style bed and breakfast that is designed to promote accessibility and inclusion for all our guests. We plan to create a warm, family-friendly bed and breakfast that proudly offers zero entry spaces; open, spacious guest suites with accessible bathrooms; a sensory garden; and a Snoezelen sensory room. We seek to provide and support accommodations for all of our guests, partnering with other community agencies and businesses to access additional accommodations as needed.

Our cozy bed and breakfast offers four spacious rental suites with accessible, attached, private bathrooms to provide maximum comfort and relaxation for our guests. We serve breakfast daily to all guests, who may select if they would enjoy the company of our innkeeper, staff, and fellow guests while eating at our community-style farm table, or would prefer to enjoy their meals while relaxing in their private suites. Future plans project development of a general store where handmade goods are produced and sold to interested consumers.

### The Market

The JC Trading Post, Inc. will provide quality, affordable, accessible lodging for guests interested in exploring the Johnson County agricultural community, agritourism, and surrounding beautiful, serene agrarian venues. This area, with the upcoming development of I-69 from Indianapolis to Evansville, is quickly developing



and expanding with local businesses while preserving its agrarian roots. There are currently no local lodging opportunities available within the Bargersville community and no ADA accessible or family-friendly bed and breakfasts in Johnson County.

### **Financial Considerations**

A comprehensive financial plan for JC Trading Post, Inc. is still being developed. Consideration for a small business administration (SBA) loan and bank mortgages are being explored. We are assuming some initial start-up capital for building and operating expenses. We are currently developing fundraising and crowdfunding strategies to support the nonprofit corporation business venture, including an initial down payment to purchase land and build the site.

### **1.1 Objectives**

1. Open JC Trading Post, Inc. as a fully-accessible bed and breakfast located in Johnson County, Indiana.
2. Demonstrate a minimum of 50% occupancy averaged throughout Year one.
3. Increase exposure and marketing using the internet and direct advertising within Johnson County, Indiana, and the United States.
4. Through incentives, packages, and increased exposure on the internet, we hope to increase occupancy by 15% after the first year.

### **1.2 Mission, Vision, and Values**

The mission of JC Trading Post, Inc. is to create opportunities and maximize potential of youth and adults with disabilities by providing an inclusive, supportive, integrated, community work environment. The organization is founded upon the belief that meaningful employment and community connection provides meaning, purpose, and increased quality of life for people of all abilities.

The JC Trading Post, Inc. is a bed and breakfast that was born out of our vision to promote acceptance for people with disabilities as capable individuals by supporting their ability for meaningful contribution, participation, and purpose as active members in the community. We believe that meaningful employment and community connection provides meaning, purpose, and increased quality of life for people of all abilities.

Our ranch-style bed and breakfast is designed to promote accessibility and inclusion for all our guests. We plan to create a warm, family-friendly bed and breakfast that proudly offers zero entry spaces; open, spacious guest suites with accessible bathrooms; a sensory garden; and a Snoezelen sensory room. We seek to provide

and support accommodations for all of our guests, partnering with other community agencies and businesses to access additional accommodations as needed.

The JC Trading Post guest will be served breakfast daily at a community-style farm table. We pride ourselves on growing produce and supporting farms within our local Johnson County agricultural community. Guests will have a unique experience sharing a family-style breakfast made with fresh, quality ingredients and foods. We seek to support special dietary accommodations so that all guests may enjoy a meal together.

Our nonprofit corporation values the importance of community, belonging, diversity, acceptance, opportunity, and relationships. We strive to promote an atmosphere of inclusion, acceptance, and comfort for all of our guests.

As our bed and breakfast becomes more established, we plan to expand our services to include the Trading Post general store. The general store will offer a variety of handmade goods that will be available to purchase during general store hours or from our website.

Guests of JC Trading Post, Inc. will want to explore local businesses throughout the Bargersville and surrounding Johnson County area, taking advantage of the unique experiences agritourism has to offer. In addition to providing information about different locations for agritourism, wineries, breweries, and other events in the area, we plan to collaborate with tourism agencies and businesses throughout the local area. Through these community partnerships, we plan to offer packages and special rates with in-kind incentives for the cooperating merchants.

### **1.3 Keys to Success**

In order to succeed, the JC Trading Post, Inc. will strive to achieve the following goals:

- Position JC Trading Post, Inc. as the only bed and breakfast in Indiana that has fully accessible accommodations throughout our facilities.
- Build strong market position among the local community, wedding parties, and families and/or travelers seeking specific accommodations.
- Maintain sound financial management of the venture as the organization grows and expands.

## **2.0 Corporation Summary**

JC Trading Post, Inc. is a start-up nonprofit corporation and social enterprise business. After establishing and solidifying its first phase as a bed and breakfast, we will diverse into other ventures to ensure a steady flow of patrons (tourists and locals) through its doors, providing a variety of goods and services.

### **2.1 Corporation Ownership**

The JC Trading Post, Inc. will be a nonprofit corporation, overseen by a Board of Directors to advise and manage the structure and finances of the nonprofit corporation and its business ventures. An Executive Director will run and manage programming and staff to maintain the bed and breakfast business.

### **3.0 Services**

JC Trading Post, Inc. is a ranch-style bed and breakfast and general store in Bargersville, IN. JC Trading Post, Inc. is designed to provide guests with reasonable, accessible accommodations for people and families of all abilities. We value community, diversity, opportunity, acceptance, and relationships. We believe in providing an inclusive environment where all of our guests belong.

### **4.0 Market Analysis Summary**

The JC Trading Post, Inc. will focus on quality, affordable, accessible lodging for guests interested in exploring the Johnson County agricultural community, agritourism, and surrounding beautiful, serene agrarian venues. This area, with the upcoming development of I-69 from Indianapolis to Evansville, is quickly developing and expanding with local businesses while preserving its agrarian roots. There are currently no local lodging opportunities available within the Bargersville community.

Our most important groups of potential customers are those who traditionally choose the bed and breakfast climate over the more traditional or popular surroundings of hotels, motels, and AirBnBs, and those who may opt out of traveling because they are unable to locate lodging that meets their necessary accommodation standards. We recognize and value the importance of these needs, and have designed “a place to hang your hat and boots”, a home away from home.

#### **4.1 Market Segmentation**

Our major customer segments are tourists who are seeking specialized accommodations within the Johnson County area, and patrons who seek the cozy, specialized environment of a bed and breakfast while attending local area events. The table below outlines the total market potential for our business.

Projections for rental unit price percentages within the competition market are yet to be determined. Bed and breakfast inn competitors in the Johnson County and surrounding communities average cost of lodging accommodations ranging from \$129-198 per night. Within Johnson County, lodging accommodations range from \$100-115 per night or requires the entire home to be rented at \$400-500 per night. No bed and breakfast lodging accommodations in Johnson County are ADA accessible.

**Table: Market Analysis**

<i>Market Analysis</i>		2013	2014	2015	2016	2017	
Potential Customers	Growth						CAGR
Tourists	%						%
Local Patrons	%						%
<b>Total</b>	%						%

#### 4.2 Target Market Segment Strategy

History of competing bed and breakfasts in Johnson County demonstrates that money can be made in this area simply by existing. We continue to see that Johnson County, in general, has a growing population with expanding agritourism and other events generating tourists to travel to the area. We plan to aggressively pursue marketing and community business partnerships to promote our bed and breakfast, advertising as a premiere, accessible, inclusive bed and breakfast and lodging accommodation that is suitable for all people. Subscriptions to various Web services will provide international exposure for nominal annual fees.

##### 4.2.1 Market Needs

Bed and breakfast customers seek relaxation, fun and stress-reduction management while on vacation, preferring accommodations in a cozy, family environment. These patrons are sociable, typically enjoying meeting and interacting with new people. Guests become temporary members of a larger family, allowing them to participate and share in the richness of a community, while still allowing whatever degree of privacy may be preferred.

Travelers with disabilities and their families seek lodging accommodations that also provide relaxation, fun and stress-reduction management while on vacation. However, often these travelers are restricted to lodging that is ill-equipped to support additional accommodations, making traveling difficult. Most bed and breakfasts are unable to support customers that have disabilities, making their lodging not accessible by ADA standards.

A variety of settings available in our bed and breakfast are situated to enable customers, whether individuals, families, or groups, to locate the perfect setting to support the mood or activity one is seeking. We have designed specific accommodations including a sensory garden and Snoezelen sensory room, to support our employees and guests that have specialized sensory needs. JC Trading Post, Inc. is designed to support all of the necessary facilities and accommodations to attract customers from all markets.

## 5.0 Strategy and Implementation Summary

We are committed to creating a wonderful lodging accommodation from the very beginning at JC Trading Post, Inc. As a brand new, innovative business and nonprofit corporation, we view all of our time and money spent developing a brand-new facility with amenities and accommodations that provides accessible lodging for all customers as a return on our investment.

Our bed and breakfast employs people with and without disabilities. We implement natural support strategies and develop individualized employment plans to help all our employees develop personally and professionally; we recognize that each employee has unique needs and strive to provide a supportive work and community environment that allows for their success. We strive to provide lodging and amenities that are designed to accommodate the needs of our guests, recognizing that all people, whether it is our guests or our employees are happiest and most successful when their environment supports their needs,

With the right exposure, we believe that an un-tapped market of vacationers can be enticed to JC Trading Post, Inc. Membership in various bed and breakfast, traveling, and lodging sites allows for promoting our unique lodging accommodations and amenities. Community, business, and event partnerships, including travel agencies, can help promote our bed and breakfast to an additional customer market.

### 5.1 Competitive Edge

We have a critical competitive edge: there is no known competitor that can offer the convenience and facility accommodations that JC Trading Post, Inc. offers. Through collaboration with our Board of Directors and local community businesses and partnerships, we know how to create a climate that customers seek when shopping for bed and breakfast lodging.

### 5.2 Sales Strategy

JC Trading Post, Inc. will advertise and book its rooms directly to customers or through travel agencies, which can be booked via our website [www.jctradingpost.org](http://www.jctradingpost.org). All reservations will be managed by the Executive Director or trained staff personnel.

#### 5.2.1 Sales Forecast

Current sales are forecasted based on the average cost of bed and breakfast lodging rates in Johnson County and surrounding areas assuming specific occupancy:

- Occupancy Rate - 50%
- Larger Unit (2)- \$198 per unit/per night
- Smaller Unit (2)- \$129 per unit/per night

**Table: Sales Forecast**

<i>Sales Forecast</i>	2020	2021	2022
Sales			
Larger Units	\$71,280	\$	\$
Smaller Units	\$47,988	\$	\$
Total Sales	\$119,268	\$	\$
	2020	2021	2022
Direct Cost of Sales			
Larger Unit	\$	\$	\$
Smaller Unit	\$	\$	\$
<b>Subtotal Direct Cost of Sales</b>	\$	\$	\$

## 6.0 Management Summary

JC Trading Post, Inc. will operate as a nonprofit corporation business with an Innkeeper living on-site, working closely with the Executive Director. Salary for the first year of operation is currently unknown, but will be indicated on the Personnel table.

### 6.1 Personnel Plan

The Innkeeper will reside on the property while working closely with the Executive Director to perform necessary day-to-day management tasks. Additional staff will be hired and trained to help implement day-to-day operations at the bed and breakfast. The table below outlines a template for projected personnel plan yet to be determined for JC Trading Post, Inc.

**Table: Personnel**

<i>Personnel Plan</i>	2020	2021	2022
Executive Director	\$	\$	\$
Innkeeper	\$	\$	\$
Staff 1	\$	\$	\$
Staff 2	\$	\$	\$
Total People	4	4	4
<b>Total Payroll</b>	\$	\$	\$

7.0 Financial Plan

A comprehensive financial plan for JC Trading Post, Inc. is still being developed. Consideration for a small business administration (SBA) loan and bank mortgages are being explored. We are assuming some initial start-up capital for building and operating expenses and are currently developing fundraising and crowdfunding strategies to support the nonprofit corporation business venture.

7.1 Break-even Analysis

We estimate average monthly earnings to be projected at ~\$9939 from occupancy based on 50% for two large units and two small units. Fixed average costs for expenses plus interest payments are yet to be determined. Peak and off-season will have significant impact on the monthly earnings. For the first three years, on-season revenues will offset off-season losses. As JC Trading Post, Inc. builds its market position among travelers and other local patrons, we anticipate projected growth with our off-season revenues. Further, a rate increase may be considered in future years due to inflation, competing markets, and continued area growth.

Table: Break-even Analysis

Break-even Analysis	
Monthly Revenue Break-even	\$
Assumptions:	
Average Percent Variable Cost	0%
Estimated Monthly Fixed Cost	\$

7.2 Projected Profit and Loss

Below is JC Trading Post, Inc.'s projected income statement for the next three years. As mentioned above, we recognize earnings are subject to seasonal fluctuations, but have projected a baseline occupancy assuming 50%. We believe that JC Trading Post, Inc.'s market position among the local community will support the bed and breakfast business during the low season, and thus offset the negative impact of the season.

This table is incomplete with projected information yet to be determined.

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>				
	2020	2021	2022	
Sales	\$119,268	\$	\$	
Direct Cost of Sales	\$	\$	\$	
Other	\$	\$	\$	
Total Cost of Sales	\$	\$	\$	
Gross Margin	\$	\$	\$	
Gross Margin %	%	%	%	
Expenses				
Payroll	\$	\$	\$	
Sales and Marketing and Other Expenses	\$	\$	\$	
Depreciation	\$	\$	\$	
Insurance	\$	\$	\$	
Telephone	\$	\$	\$	
Security	\$	\$	\$	
Duties & Subscriptions	\$	\$	\$	
Mortgage	\$	\$	\$	
Room/Housecleaning	\$	\$	\$	
Groceries	\$	\$	\$	
Payroll Taxes	\$	\$	\$	
Other	\$	\$	\$	
Total Operating Expenses	\$	\$	\$	
Profit Before Interest and Taxes	\$	\$	\$	
EBITDA	\$	\$	\$	
Interest Expense	\$	\$	\$	
Taxes Incurred	\$	\$	\$	
Net Profit	\$	\$	\$	
<b>Net Profit/Sales</b>	%	%	%	

### 7.3 Projected Cash Flow

The table below outlines the projected cash flow yet to be determined for the bed and breakfast.

**Table: Cash Flow**

<i>Pro Forma Cash Flow</i>				
	2020	2021	2022	
Cash Received				
Cash from Operations				
Cash Sales	\$	\$	\$	
Cash from Receivables	\$	\$	\$	
Subtotal Cash from Operations	\$	\$	\$	
Additional Cash Received				
Sales Tax, VAT, HST/GST Received	\$	\$	\$	
New Current Borrowing	\$	\$	\$	
New Other Liabilities (interest-free)	\$	\$	\$	
New Long-term Liabilities	\$	\$	\$	
Sales of Other Current Assets	\$	\$	\$	
Sales of Long-term Assets	\$	\$	\$	



New Investment Received	\$	\$	\$
Subtotal Cash Received	\$	\$	\$
Expenditures	2020	2021	2022
Expenditures from Operations			
Cash Spending	\$	\$	\$
Bill Payments	\$	\$	\$
Subtotal Spent on Operations	\$	\$	\$
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$	\$	\$
Principal Repayment of Current Borrowing	\$	\$	\$
Other Liabilities Principal Repayment	\$	\$	\$
Long-term Liabilities Principal Repayment	\$	\$	\$
Purchase Other Current Assets	\$	\$	\$
Purchase Long-term Assets	\$	\$	\$
Dividends	\$	\$	\$
Subtotal Cash Spent	\$	\$	\$
Net Cash Flow	\$	\$	\$
<b>Cash Balance</b>	\$	\$	\$

### 7.4 Projected Balance Sheet

The table below outlines the projected balance sheet of JC Trading Post, Inc. yet to be determined for Fiscal Year 2020-2022.

**Table: Balance Sheet**

<i>Pro Forma Balance Sheet</i>	2020	2021	2022
Assets			
Current Assets			
Cash	\$	\$	\$
Accounts Receivable	\$	\$	\$
Other Current Assets	\$	\$	\$
Total Current Assets	\$	\$	\$
Long-term Assets			
Long-term Assets	\$	\$	\$
Accumulated Depreciation	\$	\$	\$
Total Long-term Assets	\$	\$	\$
Total Assets	\$	\$	\$
Liabilities and Capital	2020	2021	2022
Current Liabilities			
Accounts Payable	\$	\$	\$
Current Borrowing	\$	\$	\$
Other Current Liabilities	\$	\$	\$
Subtotal Current Liabilities	\$	\$	\$
Long-term Liabilities	\$	\$	\$
Total Liabilities	\$	\$	\$
Paid-in Capital	\$	\$	\$
Retained Earnings	\$	\$	\$

Earnings	\$	\$	\$
Total Capital	\$	\$	\$
Total Liabilities and Capital	\$	\$	\$
<b>Net Worth</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

### 7.5 Business Ratios

The following table provides projected industry information for Trading Post, Inc. based on the Standard Industry Classification (SIC) Index, 7011 – Hotels and Motels, which includes bed and breakfast inns. Ratios are to be determined.

**Table: Ratios**

<i>Ratio Analysis</i>	2020	2021	2022	Industry Profile
Sales Growth	%	%	%	%
Percent of Total Assets				
Accounts Receivable	%	%	%	%
Other Current Assets	%	%	%	%
Total Current Assets	%	%	%	%
Long-term Assets	%	%	%	%
Total Assets	%	%	%	%
Current Liabilities	%	%	%	%
Long-term Liabilities	%	%	%	%
Total Liabilities	%	%	%	%
Net Worth	%	%	%	%
Percent of Sales				
Sales	%	%	%	%
Gross Margin	%	%	%	%
Selling, General & Administrative Expenses	%	%	%	%
Advertising Expenses	%	%	%	%
Profit Before Interest and Taxes	%	%	%	%
Main Ratios				
Current	0	0	0	0
Quick	0	0	0	0
Total Debt to Total Assets	%	%	%	%
Pre-tax Return on Net Worth	%	%	%	%
Pre-tax Return on Assets	%	%	%	%
Additional Ratios	2020	2021	2022	
Net Profit Margin	%	%	%	n.a
Return on Equity	%	%	%	n.a
Activity Ratios				
Accounts Receivable Turnover	0	0	0	n.a
Collection Days	0	0	0	n.a
Accounts Payable Turnover	0	0	0	n.a
Payment Days	0	0	0	n.a
Total Asset Turnover	0	0	0	n.a
Debt Ratios				
Debt to Net Worth	0	0	0	n.a
Current Liab. to Liab.	0	0	0	n.a

Liquidity Ratios				
Net Working Capital	\$	\$	\$	n.a
Interest Coverage	0	0	0	n.a
Additional Ratios				
Assets to Sales	0	0	0	n.a
Current Debt/Total Assets	%	%	%	n.a
Acid Test	0	0	0	n.a
Sales/Net Worth	0	0	0	n.a
<b>Dividend Payout</b>	0	0	0	n.a

**Table: Sales Forecast**

<i>Sales Forecast</i>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales												
Larger Units	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940	\$5,940
Smaller Units	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999	\$3,999
Total Sales	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Direct Cost of Sales												
Larger Unit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Smaller Unit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Direct Cost of Sales</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Table: Personnel**

<i>Personnel Plan</i>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Executive Director	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Innkeeper	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total People	4	4	4	4	4	4	4	4	4	4	4	4
<b>Total Payroll</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

**Table: General Assumptions**

<i>General Assumptions</i>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Plan Month	1	2	3	4	5	6	7	8	9	10	11	12

Current Interest Rate	%	%	%	%	%	%	%	%	%	%	%	%
Long-term Interest Rate	%	%	%	%	%	%	%	%	%	%	%	%
Tax Rate	%	%	%	%	%	%	%	%	%	%	%	%
Other	0	0	0	0	0	0	0	0	0	0	0	0

Table: Profit and Loss

Pro Forma Profit and Loss												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939
Direct Cost of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Margin	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939	\$9,939
Gross Margin %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %
Expenses												
Payroll	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sales and Marketing and Other Expenses	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Depreciation	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Insurance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Telephone	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Security	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Duties & Subscriptions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rent	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Room/Housecleaning	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Groceries	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Payroll Taxes	% \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Operating Expenses	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Profit Before Interest and Taxes	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EBITDA	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Interest Expense	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Taxes Incurred	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Profit	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Profit/Sales	%	%	%	%	%	%	%	%	%	%	%	%

Table: Cash Flow

### Table: Balance Sheet

[illegible]

[illegible]

## Appendix L

Level of Attainment	GOAL 1: Needs Assessment Johnson Co employment services	GOAL 2: Market research and competitive analysis for products Johnson Co	GOAL 3: Initiate business plan and non-profit organization development
Much More Than Expected +2	Report on gap, brochure, visual chart, develop brief audio visual presentation of DCE project with overview of gap and need for business model	Generate report, outline strategies to develop social enterprise product, identify potential partnerships to collaborate social enterprise production	Rough draft business plan with all components completed, present rough draft business plan to be reviewed by 3 business mentors, establish potential partnership with student or business owner for further business plan development
More Than Expected +1	Report on gap, brochure, develop visual charts of projected employment gaps within Jo. Co. community	Generate report, initiate identifying and outlining potential strategies to develop social enterprise product	Rough draft business plan with components completed, present rough draft business plan to be reviewed by 3 business mentors
Expected 0	Brief, structured <b>report</b> of current Johnson county employment service providers, projected gap of employment for young adults with IDD, and benefit of transition employment services	Implement survey, collect projected Johnson Co consumer data, and <b>generate report</b> using primary and secondary market research to suggest proposal for social enterprise product	Create initial <b>rough draft business plan</b> , with components of executive summary, initial start-up, overhead, staff, and projected expenses completed
Less Than Expected -1	Structured report does not include one or more components listed	Report of market research and competitive analysis complete, but does not include primary research (survey, questionnaire, and/or interviews)	Initial rough draft business plan without any projected expenses completed
Much Less Than Expected -2	Structured report of Johnson county not completed	Report of market research and competitive analysis not completed for business	Initial rough draft business plan does not have executive summary or projected

		plan	expenses completed
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Level of Attainment	GOAL 4: Conduct research on 501(c)(3) status and application	GOAL 5: Initiate development life skills and employment training program	GOAL 6: Develop initial structure nonprofit funding and recruitment
Much More Than Expected +2	Nonprofit application and steps, business law info, locate prospective attorneys for business counsel	Brief report, develop rough draft life skill prerequisite application, initiate rough draft individualized employment development plan	Proposal, outline grant writing application steps, complete mock grant application
More Than Expected +1	Nonprofit application and steps, outline references/steps for business law info	Brief report, develop rough draft life skill prerequisite application	Proposal, outline grant writing application steps
Expected 0	Complete <b>rough draft for nonprofit application</b> , including articles of incorporation, and <b>outline steps for filing</b>	Generate <b>brief report of evidenced-based employment and social skills training strategies</b> , outline plans for potential organization policies, procedures, and natural support program strategies	Create <b>brief proposal</b> on strategies for community <b>fundraising</b> , crowd funding, grant funding, and identify 5 potential guarantors
Less Than Expected -1	Complete rough draft for nonprofit application, including articles of incorporation	Generate brief report of evidenced-based employment and social skills training strategies, no organization policy outlined	Create brief proposal on strategies for community fundraising, crowd funding, and grant funding
Much Less Than Expected -2	Nonprofit application rough draft incomplete or does not give instruction on how to complete	Initiate brief report of evidenced-based employment and social skills training strategies	Initiate proposal for fundraising, but do not complete



Appendix M

***JC TRADING POST, INC.***  
***STRATEGIC PLAN***  
***JULY 2018***

**SOCIAL ENTERPRISE BUSINESS DETAILS**

**Name:** JC Trading Post, Inc.  
**Address:** TBD  
**Business location:** Bargersville, Indiana  
**Web address:** [www.jctradingpost.org](http://www.jctradingpost.org)

**HISTORY AND PROFILE**

JC Trading Post, Inc. is a social enterprise business plan for a bed and breakfast in Bargersville, a small town in Johnson County, Indiana. The bed and breakfast was born out of a vision to create an alternative, sustainable business model that provides integrated, supported, community employment for adolescents and young adults with intellectual and developmental disabilities (I/DD) to promote meaningful employment, community connection, meaning, purpose, and increased quality of life.

The concept to develop a social enterprise business originated from Thelma Slisher after running and implementing a successful basketball program for children with I/DD for over 10 years. Parents and family members of children with I/DD expressed concerns about their children's future outcomes, including employment opportunities as they transitioned into adulthood. Concerned about a lack of available opportunities, Thelma recruited the University of Indianapolis School of Occupational Therapy to investigate employment opportunities in Johnson County with intentions to develop an alternative business model addressing employment for adolescents and young adults with I/DD.

**ABOUT THIS PLAN**

This strategic plan has been developed by UIndy School of Occupational Therapy graduate student intern Brittany Meyers during her doctoral capstone project of summer 2018. It recognizes that there are and will be changes made to the outlined strategic plan as the steering committee continues pursuit and development of the proposed social enterprise. The plan begins by documenting the goals during the doctoral capstone project, a SWOT analysis of the projected social enterprise at end of the internship, followed by strategic planning for future development of the social enterprise based off initial goals and outcomes:

**MISSION STATEMENT**

To create opportunities and maximize potential of youth and young adults with disabilities by providing an inclusive, supportive, integrated, community work environment.

**VISION**

To promote acceptance for people with disabilities as capable individuals by supporting their ability for meaningful contribution, participation, and purpose as active members in the community.

**VALUES**

Community, Belonging, Diversity, Acceptance, Relationships, Opportunity

**OBJECTIVES**

- 1. To develop and operate a nonprofit social enterprise**
- 2. To be financially viable and sustainable**
- 3. To increase acceptance and awareness of people with disabilities as meaningful contributors to the community for their abilities**
- 4. To operate a family-friendly bed and breakfast that is accessible to all people regardless of ability**

**DOCTORAL CAPSTONE PROJECT GOALS**

- Complete needs assessment of Johnson County employment services that provide additional supportive employment services to adults with intellectual and developmental disabilities.
- Conduct market research and competition analysis of products/services in Franklin and surrounding Johnson County area to be produced by employment-based nonprofit business.
- Initiate business plan and organization development for nonprofit business in Johnson County.
- Conduct research on nonprofit organizations, 501(c)(3) status, and application process.
- Initiate developing a life-skills and employment-based training program for nonprofit business.
- Develop initial structure for nonprofit funding and recruitment.

**SWOT ANALYSIS of JC TRADING POST, INC.**

<p><b>STRENGTHS (Internal – Business)</b></p> <ul style="list-style-type: none"> <li>• Business model focused around supporting, accepting, and respecting people of all abilities</li> <li>• Bed and breakfast business centered around providing family-friendly and inclusive environment</li> <li>• Passionate steering committee</li> <li>• Experience with NPO accounting and financial management</li> </ul>	<p><b>WEAKNESSES (Internal – Business)</b></p> <ul style="list-style-type: none"> <li>• Business currently generated as start-up without any financial capital</li> <li>• No current facility, space, or land for development</li> <li>• Generate outstanding debt/borrowing to initiate social enterprise business</li> <li>• Lack of experience: nonprofit management, running and implementing bed and breakfast</li> </ul>
<p><b>OPPORTUNITIES (External – Environment)</b></p> <ul style="list-style-type: none"> <li>• No known social enterprise business in Johnson County area addressing specific mission</li> <li>• Large target population to address social mission of bed and breakfast business</li> <li>• Few bed and breakfast businesses are ADA accessible</li> <li>• Few bed and breakfast businesses are family-friendly</li> <li>• Few bed and breakfast businesses within Johnson County (three)</li> <li>• Supportive surrounding community with concerns regarding employment and other transitional living outcomes for adults with I/DD</li> <li>• Burgeoning development Bargarville area</li> </ul>	<p><b>THREATS (External – Environment)</b></p> <ul style="list-style-type: none"> <li>• Other bed and breakfasts, hotels, and motels that drive market and set competitive service rates</li> <li>• Financial instability, lack of accessible, diverse funding sources</li> <li>• Potential lack of understanding and support from current supported employment providers</li> <li>• Potential business regulations and lack of understanding navigating business ventures</li> <li>• Potential transportation challenges to location site for employees/visitors/customers</li> <li>• Community concerns on business development in agricultural zoned areas</li> <li>• Community concerns regarding safety and regulations with bed and breakfast business</li> </ul>

**GOAL 1:** Complete needs assessment of Johnson County employment services that provide additional supportive employment services to adults with intellectual and developmental disabilities.

**Key Results**

- Generated needs assessment and report based off most current state of Indiana demographics, government, and community-based agencies that serve Johnson County during summer 2018

**Future Steps**

Strategies	Actions
1. Meet with local community rehabilitation provider Gateway Services	<ul style="list-style-type: none"><li>• Discuss organization's current service provision strategies and statistics relevant to desired population served</li><li>• Form potential collaborative partnership for business plan and outcomes</li></ul>
2. Review Department of Workforce Development (DWD) service provision model	<ul style="list-style-type: none"><li>• Identify number of individuals with I/DD served in Johnson County through DWD</li></ul>

**GOAL 2:** Conduct market research and competition analysis of products/services in Franklin and surrounding Johnson County area to be produced by employment-based nonprofit business.

#### Key Results

- Identified Johnson County's floral, agricultural, and horticultural-based business markets are saturated (refer to Market Research report)
- Identified there are three bed and breakfast businesses in Johnson County
- No bed and breakfast businesses in Johnson County are ADA accessible
- Bargersville and surrounding areas within Johnson County are projected to grow with I-69 development between Indianapolis and Evansville

#### Future Steps

Strategies	Actions
1. Identify projected average costs of running a bed and breakfast business.	<ul style="list-style-type: none"> <li>• Explore small business research tools using SIC codes to identify demographics in Johnson County and surrounding southern/central Indiana: bed and breakfasts, hotels, and motels.</li> <li>• Identify average costs for business commercial services and utilities in Bargersville agricultural zones.</li> </ul>
2. Generate proposed bed and breakfast blueprint model.	<ul style="list-style-type: none"> <li>• Outline structure and design of bed and breakfast, referring to Bargersville zoning regulations, special accommodations requirements, and standard ADA accessible design measurements.</li> <li>• Locate community partner to draw first draft of bed and breakfast blueprint model based off listed requirements.</li> </ul>
3. Identify costs to attain land and build bed and breakfast.	<ul style="list-style-type: none"> <li>• Research land value and property costs within targeted Bargersville zoning areas identified.</li> <li>• Locate local building contractors for projected estimated cost of building bed and breakfast blueprint.</li> </ul>

**GOAL 3:** Initiate business plan and organization development for nonprofit business in Johnson County.

**Key Results**

- Created first draft of Articles of Incorporation and Bylaws have been created and presented to steering committee for review.
- First draft of business plan has been generated, reviewing initial bed and breakfast market research and potential forecasted lodging rates to remain competitive within local customer market.

**Future Steps**

Strategies	Actions
1. Develop financial plan for JC Trading Post, Inc., including bed and breakfast.	<ul style="list-style-type: none"><li>• Research qualifications required to obtain SBA and other loans, including bank mortgages.</li><li>• Determine time required to obtain funding and build bed and breakfast before operating to identify feasibility of proposed business venture.</li></ul>
2. Identify projected profit and loss anticipated based on projected occupancy of bed and breakfast and potential seasonal fluctuations.	<ul style="list-style-type: none"><li>• Identify projected monthly costs and expenses for operating bed and breakfast to identify potential gross margin.</li><li>• Identify seasonal market fluctuation to project variation in monthly margins.</li></ul>
3. Identify projected cash flow and balance sheet for bed and breakfast.	<ul style="list-style-type: none"><li>• Establish projected cash flow based on operations, sales, borrowed funds, and other assets.</li></ul>

**GOAL 4:** Conduct research on nonprofit organizations, 501(c)(3) status, and application process.

**Key Results**

- Outlined steps to pursue filing for nonprofit business with the state of Indiana
- Provided resources and quick access to Indiana legislation regarding nonprofit corporations

**Future Steps**

Strategies	Actions
1. Identify costs and counsel associated with pursuing starting a business.	<ul style="list-style-type: none"><li>• Locate and communicate with attorney to review documentation associated with starting a nonprofit business.</li></ul>
2. Identify registered agent and incorporator.	<ul style="list-style-type: none"><li>• Review site for registered agents to select potential registered agent for business and associated costs.</li><li>• Select person responsible for incorporation of nonprofit business.</li></ul>



**GOAL 5:** Initiate developing a life-skills and employment-based training program for nonprofit business.

**Key Results**

- Outlined strategies for program development regarding life-skills and employment-based training supports for adolescents and adults with I/DD
- Initiated collection of evidence-based research addressing various potential life-skills and employment-based training services

**Future Steps**

Strategies	Actions
1. Complete literature review on supported employment and life-skills training strategies for people with I/DD.	<ul style="list-style-type: none"><li>• Review current literature collected.</li><li>• Collected additional relevant, evidence-based literature and review.</li><li>• Generate brief report on life-skills and employment-based strategies.</li></ul>
2. Identify work assignments and employee responsibilities.	<ul style="list-style-type: none"><li>• Generate research and design template of pre-requisite skills needed for new hire employees.</li><li>• Outline roles and responsibilities of employees, including titles.</li></ul>
3. Create business policies, procedures, and training program.	<ul style="list-style-type: none"><li>• Write new hire training program outlining business model, mission, values, policies, and procedures.</li><li>• Create basic natural support strategies from evidence-based review to increase independence of employees' work-related tasks.</li></ul>

**GOAL 6:** Develop initial structure for nonprofit funding and recruitment.

**Key Results**

- Initial research outlined to propose various routes to pursue nonprofit funding and recruitment strategies

**Future Steps**

Strategies	Actions
1. Review outlined strategies with steering committee.	<ul style="list-style-type: none"><li>• Collaboration over potential fundraising strategies after identifying target financial capital goal for pursuing business application and building bed and breakfast.</li></ul>
2. Research potential grant opportunities.	<ul style="list-style-type: none"><li>• Complete grant applications to support mission of social enterprise business model.</li></ul>