



CCDA

California Commission
on Disability Access

CALIFORNIA COMMISSION ON DISABILITY ACCESS

Five-Year Strategic Plan Outline

Prepared by

California State University, Sacramento
Center for Collaborative Policy

December 2014

Table of Contents

INTRODUCTION	1
TRANSMITTAL LETTER	2
CCDA FIVE-YEAR STRATEGIC PLAN	3
VISION.....	4
MISSION.....	4
CORE VALUES.....	5
GUIDING PRINCIPLES	6
GOALS AND OBJECTIVES.....	7
Goal 1: Advocate for access curricula for post-secondary and technical school programs.....	7
Objectives/Strategies:	7
Goal 2: Increase disability access awareness.	7
Objectives/Strategies:	8
Goal 3: Create training programs for targeted constituencies.	8
Objectives/Strategies:	8
Goal 4: Create and identify revenue streams.....	9
Objectives/Strategies:	9
Goal 5: Create financial and other incentives for access compliance.....	9
Objectives/Strategies:	9
Goal 6: Explore the development of a state level Americans with Disabilities Act (ADA) Access office.	10
Objectives/Strategies:	10
Goal 7: Advocate to hold authorities having jurisdiction accountable for the built environment	10
Objectives/Strategies:	10
Goal 8: Maintain data on status of access compliance.	11
Objectives/Strategies:	11
Goal 9: Expand methods of identification, obligation, and enforcement of barrier removal in the built environment.....	11
Objectives/Strategies:	12
ACKNOWLEDGEMENTS	13
Strategic Planning Design Team	13
Stakeholder Workshop Participants: June 17-18, 2014 – Sacramento, California.....	14
Stakeholder Workshop Participants: October 2, 2014 – Los Angeles, California.....	15

INTRODUCTION

It is my pleasure to offer the 5 year strategic plan for the California Commission on Disability Access (CCDA). This plan is the culmination of an intensive collaborative effort among key stakeholders in the disability community, the business sector, nonprofits, schools, and governmental organizations. From the beginning of this effort a strong emphasis was placed on transparency and openness—in order to bring important issues into the discussion in a manner that could lend itself to constructive problem solving and realistic work planning for the future.

The goals in this strategic plan are wide, ambitious and varied. By design there was not a limit placed on what is achievable now, but instead what needed to be achieved in the near future if given the right combination of commitment, time, and resources. It was notable that the collaboration among the many parties ultimately resulted in a series of efforts that was widely supported across a diverse set of interests and sectors.

The process for this strategic plan started months in advance of the formal two day workshop that resulted in the main findings and agreements for the plan. With the help of Sacramento State University's Center for Collaborative Policy, a stakeholder interview and assessment effort was undertaken to learn what important information and perspectives were being held by key players in the field. The resulting information gathered was brought into the strategic planning dialogue and helped prompt the critical gap analysis process that led to the goals and objectives outlined in this plan.

All strategic plans are essentially 'living documents' and CCDA, in partnership with its varied stakeholder community, will implement these goals and implementation plans with refinement in mind as we uncover new data. We are excited to embark on the work outlined in this plan and we are confident that the partnerships and outcomes of these efforts will significantly further the goals of disability access in California.



Steve Castellanos
Executive Director, California Commission on Disability Access

TRANSMITTAL LETTER

Dear CCDA Community,

It is with great pleasure that the Commissioners of the California Commission on Disability Access (CCDA) present the 2014 CCDA Five-Year Strategic Plan (CCDA Strategic Plan). This strategic plan is a major milestone for CCDA as it assesses the future and the many opportunities to build upon its successes.

This strategic plan development process is part of an effort to find ways for CCDA to continue reaching out, educating and promoting better disability access in California. From ongoing communications with stakeholder representatives from the disability, business, government and other communities, there was a clear call for dialogue and collaboration with these communities to achieve our mission.

The CCDA Strategic Plan provides a clear vision for where and how CCDA will expand its reach and carry out its mission:

To promote disability access in California through dialogue and collaboration with stakeholders including but not limited to the disability and business communities and all levels of government.

The goals identified in this strategic plan seek to stretch CCDA beyond its current boundaries and aspirations, at the same time balances feasibility and practicality of its current realities.

To create our strategic plan, we hosted two stakeholder workshops, one in Northern California and one in Southern California, to identify and validate the goals and objectives. A group of key stakeholder representatives from the disability community, government, business, NGO's and CCDA partners and affiliates came together and worked diligently to make this document happen. We are truly inspired by and appreciative of their dedication, interest, and willingness to engage in our strategic planning process. We want to thank all who participated and shared their ideas, thoughts, and suggestions as we took this journey. I invite you to work alongside the Commission to carry out efforts to achieve the important goals and strategies contained in this document.

Sincerely,



Guy Leemhuis
Commission Chair, California Commission on Disability Access

CCDA FIVE-YEAR STRATEGIC PLAN

2014-2019

VISION

A vision statement is an image of the mission accomplished, and reflects an ideal future state.

THE CCDA VISION STATEMENT IS:

An accessible, barrier free California = Inclusive and equal opportunities and participation for all Californians.

MISSION

The mission statement defines an organization's purpose, and shares with the world "who we are, why we exist, and what we do."

THE CCDA MISSION STATEMENT IS:

The mission of the California Commission on Disability Access is to promote disability access in California through dialogue and collaboration with stakeholders including but not limited to the disability and business communities and all levels of government.

CORE VALUES

The core values are the fundamental perspectives held by CCDA and its client community, and reflect the collective culture and priorities that steer the strategic planning effort and its ultimate implementation – from personal and professional viewpoints translated to the organization.

The Core Values driving the collective work of CCDA and its client community are:

- To seek out leaders, including leaders from the disability, business, educational, and nonprofit communities, to help inspire vision, knowledge, integrity, loyalty, pride, passion and service to promote disability access in California.
- To empower those with disabilities by providing information to the community, businesses, nonprofits, schools, government and other entities about disability culture and the disability community's key place in California's economic fabric.
- To support Californians with disabilities by providing the tools they need to participate in their community and make a difference in society as a whole.
- Successful and integrated statewide physical access improvements for persons with disabilities requires education and sensitivity to the challenges that businesses, schools and other organizations face in implementing access goals.
- To create an environment that values and practices communication and collaboration across the wide spectrum of interests in the disability, governmental, business, educational, and nonprofit communities.

GUIDING PRINCIPLES

Guiding principles help set the tone of how to achieve goals. These principles reflect procedural priorities, shared processes, and the rules of engagement of how the CCDA community will work to implement efforts designed to meet its objectives.

THE CCDA GUIDING PRINCIPLES ARE:

- Developing advocates from diverse backgrounds, including persons with disabilities, the educational community, the informed business community and other sectors is critical to California’s overall economic success and to promoting and improving disability access for all Californians.
- The CCDA community and its activities should be led by valued and dedicated partners, both representing the full range of disabilities as well as the business, nonprofit, educational, and others sector communities that employs and serves them.
- Knowledge of disability history and culture, and physical and program access needs is an essential part of understanding the access needs and requirements of the disability community in California.
- Providing resource information and fostering awareness of disability community rights, capabilities, and benefits to parents and caregivers as well as to the business, nonprofit, education, and other communities of California to help create a partnership in support of improved disability access and joint economic interests.

GOALS AND OBJECTIVES

Each of the following goals identifies desired end results to achieve in the next five years. The goals reflect the most important strategic issues for the CCDA as a whole, and while the goals are realistic and achievable, they seek to stretch and challenge CCDA.

Goal 1: Advocate for access curricula for all school programs.

As part of the effort to maintain and build a network of trained and knowledgeable architects, designers, landscape architects, contractors, building inspectors, and other construction trade workers versed in the issues and best practices of accessibility practices and design, this goal addresses the need to raise awareness of and increase training around accessibility design and construction for job seekers interested in the built environment, as well as for professionals with established careers who may seek continuing education credit or job diversification.

Objectives/Strategies:

1. Create an Advisory Board.
 - a. CCDA to create objectives for the advisory board.
2. Meet with all associated professional and academic groups and accreditation bodies and building officials.
3. Make recommendations to amend the Education Code for all levels of schools and or seek legislation to include disability access curricula requirements and training at all levels of schooling.

Goal 2: Increase disability access awareness.

A large number of members of the disability community are not readily identifiable. As our population ages, mobility issues will affect a greater percentage of society and access will become even more important in the near future. Accessibility compliance is sometimes viewed as unnecessary and applicable to a very small minority of the population. Many small business owners view access compliance as either an unfunded mandate or a nuisance – not a civil right. Business owners, nonprofits, and other organizations are often unaware of the Americans with Disabilities Act (ADA) requirements - or if they are, what compliance looks like. This goal seeks to raise awareness of access issues and the tools available to assist businesses, nonprofits, schools, and the community to support changes to the built environment.

Objectives/Strategies:

1. Develop a public and culturally appropriate media /social awareness campaign to increase awareness and educate the general public, government agencies and elected officials.
2. Develop dialogue opportunities for the business, nonprofit, school, disability, and other communities.
3. Encourage collaboration between the Certified Access Specialist Program (CASp) inspectors and the disability community and coordinate partnerships.

Goal 3: Create training programs for targeted constituencies.

This goal seeks to address the lack of opportunity for businesses, nonprofits, schools, professionals in the planning, design, property, construction and other sectors to learn about and to engage with resources around access issues and find support to make accommodation modifications. Community groups and organizations from the disability community and other communities will also benefit from trainings and conversations on rights and remediation efforts locally, statewide, and nationally.

Objectives/Strategies:

1. Collaborate and coordinate with professional associations. Also target elected officials and governmental entities, as well as property, business owners, nonprofits, schools, and others. The messages should include:
 - a. Uphold current laws (code 4450, HS code 11135, cc 51 and laws related to program access such as use of service animals) and create new ones to promote disability access.
 - b. Promote cultural competency regarding disability and program access.
2. Seek opportunities to engage diverse interest groups in integrated training and dialogues.
 - a. Target disability communities – both individuals and organizations – and educate them on rights and remediation.
3. CCDA will coordinate with appropriate professional associations on compliance for the built environment.

Goal 4: Create and identify revenue streams to fund access needs (subject to increased CCDA staffing).

There is currently no revenue source available to offset the financial cost to assist businesses, nonprofits, schools, and others with access compliance issues. This goal speaks to the need to identify and secure a revenue stream to support efforts to mitigate accommodation costs and incentivize access compliance.

Objectives/Strategies:

1. Identify funding sources for small businesses, property owners, nonprofits, schools, and other organizations with validated needs.
2. Research budget systems to fund CCDA accessibility efforts and access compliance.
3. Examine programs underway for opportunities to create funding allocations for access compliance.
4. Create through legislation a designated funding stream for access programs.

Goal 5: Create financial and other incentives for access compliance.

Similar to Goal 4, the intent of this goal is to support and encourage access compliance through new and creative incentive programs.

Objectives/Strategies:

1. Prioritize compliance through funding at local and state government levels to increase access.
2. Investigate a state and/or local tax credit and deductions.
3. Restore tax credits for accessibility compliance for business owners.
4. Create a recognition program for access compliance similar to the U.S. Green Building Council's Leadership in Energy & Environmental Design (LEED) at the project, municipality, and statewide levels.
5. Investigate whether and how to implement a revolving loan/grant program to provide for accessibility modifications similar to the California Underground Storage Tank (UST) Cleanup Fund (Fund).
6. Investigate whether and how to reduce permit fees as a means to facilitate barrier removal and to reduce the amount of time needed to process an application.
7. Encourage CASp to review potential cost reductions and efficiencies.
8. Explore incentives for real estate development, and reference enterprise zones and other models.

Goal 6: Explore the development of a state level Americans with Disabilities Act (ADA) Access office.

Information, resources, and compliance support for access and accommodation requests are found at varying levels throughout state and local government. The inconsistency of response, availability, and information resources is a challenge for those who seek to identify and implement solutions to compliance issues. This goal seeks to address the disparate levels of resources and information at various state offices by providing a single access point that can guide people in the process of access mitigation and compliance.

Objectives/Strategies:

1. Survey other state programs for examples of state level ADA access offices e.g. Massachusetts.
2. Study all existing offices and programs throughout California government relating to ADA/access compliance.
3. Determine number of city and county ADA coordinators, as a potential survey.
4. Develop a vision and core mission for the new office, and determine services to provide i.e. ombudsman, interagency coordination, and/or other services.

Goal 7: Advocate to hold authorities having jurisdiction accountable for the built environment (both public and private) to avoid passive non-compliance for architectural and program access.

Compliance is seen as expensive and most small business owners, nonprofits, schools, and others view access compliance as prohibitively expensive – particularly in older buildings. Additionally, there are few mechanisms to enforce state and federal accessibility laws other than through building inspections (at the state level if modifications trigger a building permit) and lawsuits (at the federal level since there are no building inspectors at the federal level). Conversely, local and state buildings also experience challenges addressing accessibility in existing buildings, and rarely are able to make the necessary adjustments if they are even aware of the requirements. The purpose of this goal is to seek out ways to educate and support public and private entities on their responsibilities for access compliance.

Objectives/Strategies:

1. Understand the scope of authority and responsibility of public agencies and property owners regarding disability access.

2. Assess the feasibility of whether California should mandate local governments to be responsible for built environments.
3. Insure business owners and property owners, nonprofits, schools, and others have full knowledge and acceptance of their responsibilities.
4. Identify systemic gaps to the achievement of disability access compliance.
5. Develop recommendations to the legislature regarding accountability (both top down and bottom up) for the built environment to achieve compliance.
6. Help government understand how to create and/or expand mechanisms for accountability on public property, private property and the public/private interface.

Goal 8: Maintain data on status of access compliance.

There is confusion about access laws and regulations. Not all business owners, nonprofits, schools, and others are aware of Americans with Disabilities Act (ADA) requirements - or if they are, what compliance looks like. There are questions as to what information exists on compliance successes and where opportunities exist to create greater access, not to mention outcomes from federal accessibility lawsuits. The purpose of this goal is to provide relevant information and data on the status of access compliance throughout California.

Objectives/Strategies:

1. Continue to collect data on lawsuits related to access violations.
2. Expand CCDA website to track known access issues/out-of-compliance properties.
3. Develop a research and analysis rubric for data collection that defines what to collect and why.
4. Identify how ADA access is coordinated at state/county and local levels.
5. Gather data from a diverse set of stakeholder organizations at periodic roundtable meetings.
6. Collect data on successful compliance and compile Best Management Practices (BMP's).

Goal 9: Expand methods of identification, obligation, and enforcement of barrier removal in the built environment.

The purpose of this goal is to facilitate awareness of current and potential gaps and inconsistencies in policy at the state and local levels. With the information of gaps and inconsistencies, accessibility advocates can support and strive for changes that improve the built environment for all.

Objectives/Strategies:

1. Monitor local ordinances, bills and policies passed by elected officials that negatively impact access.
2. Partner with CASp to identify gaps where oversight of access compliance exists, an example may include that business or other transactions do not trigger a request for a building permit.
3. Strengthen working relationships with CASp specialists and government organizations.
4. Recommend expansion on disclosure of ADA issues in lease/purchase agreements between developers/property owners and lessee/buyers.
5. CCDA to coordinate with professional associations on compliance for built environment.
6. Characterize codes as health, safety and welfare, not as “access codes” that are part of the building codes.
7. Develop a mechanism to collect all CASp reports.

ACKNOWLEDGEMENTS

The CCDA Strategic Planning Team would like to acknowledge and thank all those who helped contribute to the development of the 2014 Five-Year CCDA Strategic Plan.

Strategic Planning Design Team

Betty Wilson	Chair, Education & Outreach Committee, CCDA
Regina Dick-Endrizzi	Office of Small Business, City and County of San Francisco
Dennis Corelis	DSA
Steve Castellanos, FAIA	CCDA
Scott Hauge	CCDA Commissioner
Erick Mikiten, AIA, LEED-AP	Mikiten Architecture
Megan Juring	Department of Rehabilitation
Vienalyn Tankiamco	Department of Rehabilitation
Angela Jemmott	CCDA
Wendy Hill	Senior Legislative Assistant, Assembly Member Ammiano

Stakeholder Workshop Participants: June 17-18, 2014 – Sacramento, California

Angela Jemmott	CCDA
Betty Wilson	CCDA Commissioner
Bridget Boyd	California Hotel & Lodging Association
Daniel Torrez	Office of Senate Majority Leader Ellen M. Corbett
Douglas Wiele	California Business Properties Association
Gary Layman	City of Oroville, Building Division
Gene Lozano	California Council of the Blind
Guy Leemhuis	Chair, CCDA
Jake Wachtel	Public Member
Kurt Cooknick	American Institute of Architects, CA Council
Lillibeth Navarro	CALIF, Los Angeles
Megan Juring	California Department of Rehabilitation
Pamela Cohen	Disability Rights California
Regina Dick-Endrizzi	Office of Small Business, City and County of San Francisco
Richard Devylder	California Office of Emergency Services
Rocky Burks	Rocky A. Burks Consulting
Scott Hauge	Vice Chair, CCDA
Stephen Simon	LA Department on Disability
Steve Castellanos	CCDA, Executive Director
Steven Funderburk	CCDA
Suzanne Goldman	Public Member

**Stakeholder Workshop Participants:
October 2, 2014 – Los Angeles, California**

Dawn Anderson	As It Stands
Jim Baker	Southern California Resource Services for Independent Living
Shirley Batiste	Disability Commission, City of Compton
Steve Castellanos	California Commission on Disability Access
Jocelyn Coleman	Disability Commission, City of Compton
Dennis Corelis	Division of State Architect
Glyndis Dean	LA Department of Water and Power
Jack Dever	California Department of General Services
HolLynn D'Lil	Californians for Disabilities Rights, and Designing Accessible Communities
Steve Dolim	California Commission on Disability Access
Chris Downey	California Commission on Disability Access
Sandy Drive-Gordon	Disability Commission, City of Compton
Betty Dukes	Disability Commission, City of Compton
Steve Funderburk	California Commission on Disability Access
Suzanne Goldman	Public Member of the CCDA Education and Outreach Committee
Donna Graham	Southern California Resource Services for Independent Living
Angela Jemmott	California Commission on Disability Access
Gary Layman	City of Orville
George Layton	Communities Actively Living Independent & Free
Nelson Manaay	Communities Actively Living Independent & Free
Keith McPherson	Valley Economic Alliance
Lillibeth Navarro	California Commission on Disability Access
Janet Neal	Los Angeles County Commission on Disabilities

**Stakeholder Workshop Participants:
October 2, 2014 – Los Angeles, California, Continued**

Arturo Nevaraz	Southern California Resource Services for Independent Living
Hector Ochoa	Southern California Resource Services for Independent Living
Justice Pak	Communities Actively Living Independent & Free
Michael Paravagna	California Commission on Disability Access
Reginald Robinson	Communities Actively Living Independent & Free
Evelyn Rochon	Disability Commission, City of Compton
Edith Rodriguez	Disability Commission, City of Compton
Marla Sanders	Disability Commission, City of Compton
Jamie Schloss	Law Office of Jamie R. Schloss
Tony Seferian	California Commission on Disability Access
Richard Skaff	Designing Accessible Communities
Kathryn Tucker	Disability Rights Legal Center
Michael Van Essen	Pacific Clinics
Jake Wachtel	Public Member of the CCDA Education and Outreach Committee
Douglas Wiele	California Commission on Disability Access
Michael Williams	Disability Commission, City of Compton
Betty Wilson	California Commission on Disability Access
Melinda Wilson	Law Offices of Melinda G. Wilson
Laurie Yoo	Westfield, LLC