

Strategic Plan Update Full Commission

Strategic Planning Consultant:

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- Principal of [Progress Consulting](#), an Organizational Development (OD) and Organizational Change Management (OCM) firm.
- Twenty-three (23) years specializing in strategic planning, change management, and executive coaching.
- **Authored:** *Coaching for Business Results* (Deloitte Consulting, 2009). *Best Practices for ERGs* (EEO Insight, 2015), and *The African American Sourcebook: Tribute to Thurgood Marshall*, (Federal Judiciary, 2002).
- **Education:** PhD, and MA in Organizational Psychology, Alliant International University; BA in Psychology, University of California, Berkeley.
- Some clients include, Caltrans, Department of Health Care Services, Sutter Health, and Toyota.

Goals and Deliverables for Strategic Plan 2025-2028

Goal

Create the CCDA 2025-2028 Strategic Plan to continue the 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. This plan ensures that CCDA's work is done through the lens of equity. It contains the Balanced Scorecard (a strategic framework) that aligns CCDA's vision with goals, objectives, targets, and initiatives.

Deliverables:

1. Strategic Design and Stakeholder Assessment
2. Design and Facilitation of Strategic Planning Key Groups and Events
3. Drafting of Strategic Plan
4. Project Management

Project Update: Deliverable 1 Tasks Complete

Deliverable 1 Tasks - Complete

- **Strategic process design and work plan. (1)**
 - Analyzed prior strategic plans and Mini-SWOT
 - Introduced the Balanced Scorecard (BSC), a strategic management tool. BSC aligns CCDA's vision with performance drivers (scorecards with objectives, measures, initiatives and targets).
- **Stakeholder assessment questionnaire w/selected interviews.**
 - Developed stakeholder assessment questionnaire
 - Interviewed 16 commissioners.
 - Engaged the Commissioner Checklist Committee in a visioning exercise
- **Wrote Stakeholder Assessment**
 - **Summary Assessment in PowerPoint.**

Stakeholder Assessment Findings and Recommendations

Themes

- CCDA's Executive Director, April Dawson Rawlings, is widely supported for her commendable work.
- Most commissioners are highly motivated arising from a personal tie to the disability community.
- A few commissioners are not enthusiastic and are doubtful about the strategic plan. They want a plan that is actually implemented, and role clarity to make an impact.
- Some business owners cannot afford the cost of accessibility construction and have opted out, accepting the risk of liability exposure.
- Distrust exists between business owners and the disability community.
- Accountability metrics should be included in the strategic plan.
- CCDA should take a more supportive/active role for business owners and the disabled community.

Recommendations

- Assist business owners receive financial support for their accessibility construction projects:
- Educate business owners on how to respond to a demand letter.
- Organize and hold listening forums to create dialogue and build trust between business owners and the disabled community.
- Engage commissioners and staff via StrengthsFinder Assessment and use coaching strategy based on positive reinforcement management.
- Apply accountability parameters in strategic plan (i.e., BSC or SMART goals)
- Improve communications with commissioners. Repeat purview and mission. Check for understanding and clarity. Include training effectiveness surveys.

Cont.: Findings and Recommendations

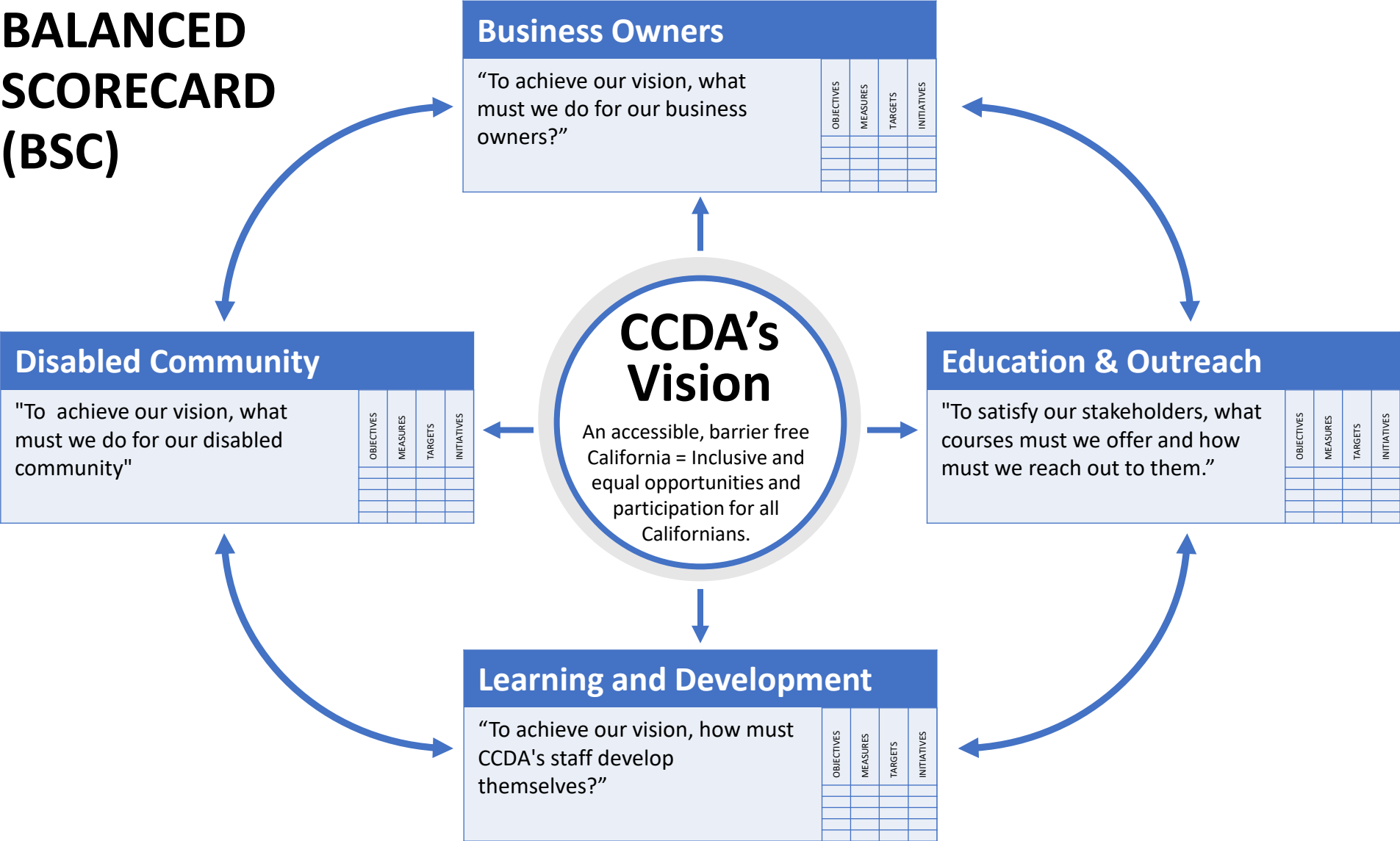
Themes

- Build human resource capacity. Increase diversity among commissioners.
- Increase CCDA financial support to sustain it.
- Bagley Keene is bureaucratic and slows decision making.
- The Checklist Committee dislikes their name and suggested new names:
 - Strategic Plan Committee
 - Accessibility Advisory Committee
 - Technical Compliance
 - California Disabled Access Strategic Planning

Recommendations

- Build human resource capacity. Hire CCDA staff with code knowledge and ability to interpret ADA case law correctly. Hire webmaster to keep the site updated.
- Implement retention strategies. Apply Focused Recognition to motivate and show appreciation for commissioners and staff accomplishments and effort. One executive suggested introducing another job category to allow staff promotion within CCDA.
- Share stakeholder assessment with the Design Team for review and incorporation in draft BSC.
- Ensure external assessment survey contains item that ask disabled community how CCDA can meet their needs. Include CCDA's purview.
- Apply Organizational Change Management and communication strategies to address resistance and ensure change success.

BALANCED SCORECARD (BSC)



BUSINESS OWNERS' SCORECARD

To achieve
our vision,
how must
we appear
to our
business
owners

OBJECTIVES	METRIC	TARGETS	INITIATIVES
Respond effectively to a demand letter to reduce possible lawsuit	Count number of demand letters that result in a lawsuit versus those that do not	Decrease number of lawsuits filed by 30%	Announce availability of information on "How to respond to a demand letter"
Assist business owners receive financial support for their accessibility construction cost			

DISABLED COMMUNITY SCORECARD

To achieve
our vision,
what must
we do for
our disabled
community

OBJECTIVES	METRIC	TARGETS	INITIATIVES
Develop website access webinar with DOR.	Count number of participants who attended webinar and plan to embark on website accessibility redesign projects.	30% of participants started a redesign project for website accessibility.	Begin webinar design and announce the project in the CCDA’s Newsletter.

Deliverable 2: Design Team Tasks

Purpose – Develop an approach to include external stakeholders, internal staff, and government agencies into the strategic planning process....

Deliverable 2: Design Team Tasks

1. Develop approach for involving external and internal stakeholders into the strategic planning process.

a) Communicate the purpose of CCDAS'S Strategic Plan 2025-2028.

2. Review

a) Review internal Stakeholder Assessment Summary

b) Gather input from external parties Add organizations and individuals to the following groups:

1. Business Owners

2. Disabled Community

3. Chambers of Commerce

4. Trade organizations

5. Internal staff

6. Government agencies (DOR, cities and local municipalities).

7. Attorneys who litigate accessibility cases

c) Survey Dissemination: CCDA's website, Newsletter, Facebook, and YouTube accounts.

d) California chambers of commerce, ethnic chambers, and other organizations.

e) MS Forms for the survey collection tool.it

3. Generate ideas for two (2) summits.

Conducted Design Team Meeting w/Objectives (6/11/2025)

- Introductions
- Strengthen Our Team
- Update: Deliverable 1 Tasks Complete
 - Stakeholder Assessment Summary
 - Balanced Scorecard (BSC) Strategy
- Understand and Begin Deliverable 2 Tasks
 - *Develop an approach to include external stakeholders, internal staff, and government agencies into the strategic planning process....*
 - *Review and add to stakeholder list....*

Review and Add to Stakeholder List



CCDA's Active
Stakeholder List

Links to Surveys

- [Business Owner Survey](#)
- [Disabled Community Survey](#)
- [Intergovernmental](#)

Executive Committee's Task: Validation Checklist - Goals/Objectives

An accessible barrier free California = inclusive and equal opportunities and participation for all Californians

GOAL/OBJECTIVE Specifically Worded	RATING	METRIC	INITIATIVES	RETAIN / DISCARD	IMPLEMENTATION YEAR
Increase business owners' awards for grant funding for accessibility projects.	3 = High relevance to CCDA'S vision 2 = Relevant to CCDA's vision 1 = Low relevance to CCDA's vision 0 = Irrelevant to CCDA's vision	Count numbers before and after campaign	Research funding Inform business owners of funding opportunities via announcements at chambers of commerce, social media, etc.	Retain	2025

Key Dates - TBD

- Progress Report/Touch point meetings with groups
 - June 22, 2025, Check-ins – in 2 weeks
- Survey Dissemination
 - Suggested: July 9, 2025
- Summits Suggestions:
 - August 6, 2025
 - August 28, n2025

Appendices

1. Stakeholder Assessment Summary
2. Stakeholder List – Add to list and validate
3. Phil Jackson Team Building Story