



**CCDA**

California Commission  
on Disability Access

**CALIFORNIA COMMISSION  
ON DISABILITY ACCESS (CCDA)  
2020-2024 Final Draft Strategic Plan**

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**January 22, 2020**

**Prepared by Renee Taylor Consulting, Inc.**

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# INTRODUCTION

It is my pleasure to offer the California Commission on Disability Access (CCDA) Strategic Plan for 2020-2024. This CCDA Strategic Plan is the culmination of an intensive collaborative effort among CCDA commissioners to reprioritize and affirm the goals and objectives for the future five years.

During July 2019, CCDA staff, together with strategic planning consultant Renee Taylor, developed a brief survey for commissioners to provide feedback on how well the Commission is fulfilling its strategic goals, including opportunities for improvement. Survey responses helped guide discussions and planning for the Commission's revised strategic direction starting in 2020.

During August 2019, the CCDA Executive and Legislative Committees met and completed an exercise using the SOAR (Strengths, Opportunities, Aspirations, and Results) methodology to further develop the proposed future goals and objectives. In October 2019, Renee Taylor presented the 2020-2024 goals and objectives, based on Commissioner feedback from survey results, phone interviews, and the August 2019 meetings. Further input was gathered at the Full Commission Meeting on October 23, 2019, to complete the critical gap-analysis process that led to the updated 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 objectives with refinement in mind as we uncover new data. We are pleased to embark on the work outlined in this plan and confident that the partnerships and outcomes of these efforts will significantly further the goals of disability access in California.

Angela Jemmott  
Executive Director, California Commission on Disability Access

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# TRANSMITAL LETTER

Dear CCDA Community,

It is with great pleasure that the Commissioners of the California Commission on Disability Access (CCDA) present the CCDA Strategic Plan for 2020-2024. This plan updates the strategic focus of CCDA as it assesses the future and the many opportunities to build upon its successes.

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, and, at the same time, to balance the feasibility and practicality of its current realities.

To create our strategic plan, commissioners worked together over many months to update and renew CCDA's goals and objectives for the next five years, reaffirming CCDA's strategic priorities and commitment to serving its stakeholder community.

We thank all who have 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

2020 - 2024

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# VISION

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

## THE CCDA VISION STATEMENT

*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

*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.*

CCDA's stakeholders include:

- Entities in the planning, design, property, and construction sectors,
- Those maintaining places of public accommodation,
- Government agencies and elected officials, and
- Individuals or organizations within the disability community.

# 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 CCDA CORE VALUES

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 non-profit 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, non-profits, 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 state-wide physical access improvements for persons with disabilities require 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 non-profit 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

- 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 dedicate partners, both representing the full range of disabilities as well as the business, non-profit, 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, non-profit, 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 CCDA as a whole, and while the goals are realistic and achievable, they seek to stretch and challenge CCDA.

## **Goal 1: Increase disability access awareness.**

A large number of members of the disability community are not readily identifiable, and disability types come in all forms—visible and non-visible. As California’s diverse population continues to grow and change, a greater percentage of society will need built environments that are barrier-free. Accessibility compliance is sometimes viewed as unnecessary and applicable to a very small minority of entities. Business owners, nonprofits, and other organizations are often unaware of applicable state and federal compliance requirements—or if they are, may be unsure of what compliance looks like. This goal seeks to raise awareness of access issues and the availability of tools to support accessibility in the built environment.

### **Objectives/Strategies:**

1. Develop culturally-appropriate<sup>1</sup> media/social awareness campaigns to increase awareness among stakeholders on Americans with Disability Act (ADA) access issues throughout California.
2. Create dialogue opportunities on ADA access and compliance issues among stakeholders.
3. Raise awareness of the Certified Access Specialist Program (CASp) among stakeholders.

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<sup>1</sup> Culturally appropriate, in the context of this goal, refers to the recognition that various cultural enclaves in our state may not have had an opportunity to understand the importance of architectural access and creating a barrier free California.

CCDA will seek to be mindful of training and literature to raise awareness about access in communities of color throughout our state.

## Goal 2: Continue to provide training programs and toolkits for targeted stakeholders.

This goal seeks to address the need for providers of places of public accommodation<sup>2</sup> to learn about access issues, including available resources and supports to make disability access modifications.

### Objectives/Strategies (Proposed):

1. Collaborate and coordinate with stakeholders and local agencies to provide education on how to comply with access laws.
2. Develop educational materials for the website for stakeholder use.
3. Serve as a clearinghouse to enhance physical access to goods and services by maintaining current resources on the CCDA website.
4. Identify where and with whom to collaborate to provide training on access issues.

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<sup>2</sup> California Building Code refers to public accommodation as follows:

*“PLACE OF PUBLIC ACCOMMODATION. A facility operated by a private entity whose operations affect commerce and fall within at least one of the following categories:*

- (1) Place of lodging, except for an establishment located within a facility that contains not more than five rooms for rent or hire and that actually is occupied by the proprietor of the establishment as the residence of the proprietor. For purposes of this code, a facility is a “place of lodging” if it is (i) An inn, hotel or motel; or (ii) A facility that (A) Provides guest rooms for sleeping for stays that primarily are short-term in nature (generally 30 days or less) where the occupant does not have the right to return to a specific room or unit after the conclusion of his or her stay; and (B) Provides guest rooms under conditions and with amenities similar to a hotel, motel, or inn, including the following: (1) On- or off-site management and reservations service; (2) Rooms available on a walk-up or call-in basis; (3) Availability of housekeeping or linen service; and (4) Acceptance of reservations for a guest room type without guaranteeing a particular unit or room until check-in, and without a prior lease or security deposit.*
- (2) A restaurant, bar, or other establishment serving food or drink;*
- (3) A motion picture house, theater, concert hall, stadium, or other place of exhibition or entertainment;*
- (4) An auditorium, convention center, lecture hall, or other place of public gathering;*
- (5) A bakery, grocery store, clothing store, hardware store, shopping center, or other sales or rental establishment;*
- (6) A laundromat, dry-cleaner, bank, barber shop, beauty shop, travel service, shoe repair service, funeral parlor, gas station, office of an accountant or lawyer, pharmacy, insurance office, professional office of a health care provider, hospital, or other service establishment;*
- (7) A terminal, depot, or other station used for specified public transportation;*
- (8) A museum, library, gallery, or other place of public display or collection;*
- (9) A park, zoo, amusement park, or other place of recreation;*
- (10) A nursery, elementary, secondary, undergraduate, or postgraduate private school, or other place of education;*
- (11) A day-care center, senior citizen center, homeless shelter, food bank, adoption agency, or other social service center establishment;*
- (12) A gymnasium, health spa, bowling alley, golf course, or other place of exercise or recreation;*
- (13) A religious facility;*
- (14) An office building; and*
- (15) A public curb or sidewalk.”*

### **Goal 3: Identify and promote revenue streams to fund physical access compliance.**

There are limited resources available to offset the financial cost of assistance to the business community and other entities with access compliance issues. This goal speaks to the need to identify available programs that support efforts to mitigate accommodation costs and incentivize access compliance.

#### **Objectives/Strategies (Proposed):**

1. Identify funding sources for access compliance support.
2. Develop and disseminate a public-service announcement flyer that makes the case for why being accessible is good business.

## Goal 4: – HOLD FOR REVIEW

### Explore the development of a state-level Americans with Disabilities Act (ADA) reference center/guide.

Information, resources, and compliance support for access and accommodation requests are found at varying levels throughout state and local government. There is no single clearinghouse for individuals and state and local governments to go to as a one-stop shop for answers to their access questions. 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 (Proposed):

1. Study all state-level existing offices and programs throughout California government relating to ADA/access compliance.
2. Study other state-level ADA offices, similar in size and composition to California, as directed by a legislative body.
3. Identify key functions of an ADA reference center/guide and determine the services the reference center/guide would provide, after the research study has been completed.

## **Goal 5: Maintain data on status of access compliance.**

Information on the status of access compliance will help stakeholders be more aware of ADA requirements, and 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 state and 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 (Proposed):**

1. Continue to collect data on lawsuits related to access violations and report findings annually.
2. Explore the authority of CCDA to enforce compliance to its data collection mandate through legislation.
3. Expand the CCDA website to report known access and compliance issues at a summary level, including a tally of lawsuits and complaints by category.
4. Bolster research and analysis for data collection, defining what to collect and why, through the creation of a workgroup of civil rights legal experts.
5. Report to the Legislature by the annual deadline for the preceding year's data.
6. Publish the "Top 10" alleged violations of law, as submitted to CCDA, every 6 months, including federal cases, state cases, pre-litigation letters, and outcome reports received.

# ACKNOWLEDGEMENTS

The CCDA Strategic Planning Team would like to acknowledge and thank all those who contributed to the development of the CCDA Strategic Plan for 2020-2024:

Name	Represents
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# GLOSSARY OF TERMS

ADA	Americans with Disabilities Act
CASp	Certified Access Specialist Program
CCDA	California Commission on Disability Access
CCDA stakeholders	<p>CCDA stakeholders include:</p> <ul style="list-style-type: none"> <li>• Entities in the planning, design, property, and construction sectors,</li> <li>• Those maintaining places of public accommodation,</li> <li>• Government agencies and elected officials, and</li> <li>• Individuals or organizations within the disability community.</li> </ul>
Public accommodation	<p>California Building Code refers to:  <i>“PLACE OF PUBLIC ACCOMMODATION. A facility operated by a private entity whose operations affect commerce and fall within at least one of the following categories:</i></p> <p><i>(1) Place of lodging, except for an establishment located within a facility that contains not more than five rooms for rent or hire and that actually is occupied by the proprietor of the establishment as the residence of the proprietor. For purposes of this code, a facility is a “place of lodging” if it is (i) An inn, hotel or motel; or (ii) A facility that (A) Provides guest rooms for sleeping for stays that primarily are short-term in nature (generally 30 days or less) where the occupant does not have the right to return to a specific room or unit after the conclusion of his or her stay; and (B) Provides guest rooms under conditions and with amenities similar to a hotel, motel, or inn, including the following: (1) On- or off-site management and reservations service; (2) Rooms available on a walk-up or call-in basis; (3) Availability of housekeeping or linen service; and (4) Acceptance of reservations for a guest room type without guaranteeing a particular unit or room until check-in, and without a prior lease or security deposit.</i></p> <p><i>(2) A restaurant, bar, or other establishment serving food or drink;</i></p> <p><i>(3) A motion picture house, theater, concert hall, stadium, or other place of exhibition or entertainment;</i></p> <p><i>(4) An auditorium, convention center, lecture hall, or other place of public gathering;</i></p> <p><i>(5) A bakery, grocery store, clothing store, hardware store, shopping center, or other sales or rental establishment;</i></p> <p><i>(6) A laundromat, dry-cleaner, bank, barber shop, beauty shop, travel service, shoe repair service, funeral parlor, gas station, office of an accountant or lawyer, pharmacy, insurance office, professional office of a health care provider, hospital, or other service establishment;</i></p> <p><i>(7) A terminal, depot, or other station used for specified public transportation;</i></p> <p><i>(8) A museum, library, gallery, or other place of public display or collection;</i></p> <p><i>(9) A park, zoo, amusement park, or other place of recreation;</i></p> <p><i>(10) A nursery, elementary, secondary, undergraduate, or postgraduate private school, or other place of education;</i></p> <p><i>(11) A day-care center, senior citizen center, homeless shelter, food bank, adoption agency, or other social service center establishment;</i></p> <p><i>(12) A gymnasium, health spa, bowling alley, golf course, or other place of exercise or recreation;</i></p> <p><i>(13) A religious facility;</i></p> <p><i>(14) An office building; and</i></p> <p><i>(15) A public curb or sidewalk.”</i></p>

ADA	Americans with Disabilities Act
SOAR	Strengths, Opportunities, Aspirations, and Results