



Colorado Cross-Disability Coalition

Strategic Plan: 2016-2020

The Mission of the Colorado Cross Disability Coalition (CCDC) is to advocate for social justice for and with people with all types of disabilities.

This plan has a two part vision, one for the organization and one for people with disabilities throughout Colorado.

Vision for CCDC - CCDC will:

- Be a leading private organization assuring compliance with disability civil rights laws, regulations and policies.
- Use convening power to support coalitions to impact public policy that affects people with disabilities.
- Develop and support a competent cohort of leaders/advocates available to hold policy making positions on national, statewide and local levels.
- Be a catalyst for innovation and activism.
- Be a financially healthy, inclusive, forward thinking nonprofit organization.

VISION for Colorado: Colorado will be the best place for people with disabilities to live because:

- Colorado will have a strong array of community based supports for people who need long term services. These supports will promote full participation by people with disabilities in the community. Supports will be provided in the most integrated setting and will always have options for client control. Services and supports will be flexible and person centered.
- All branches of state and local government and their contractors will have effective communication protocols in place and those protocols will be used and enforced. Effective communication protocols will be accessible for people with any type of disability that impairs either receptive or expressive communication.
- All governmental decision making regarding programs or services that is likely to have an impact on people with disabilities will be made with real and meaningful engagement with the disability community. (Real and Meaningful Engagement defined at www.INDIVISIBLE-CO.org)
- All government run meetings will be programmatically and physically accessible.

- Colorado will have the highest percentage of people with disabilities who vote in the nation. In 2012 it was estimated that 65.6% of Coloradans with Disabilities voted compared with 71.1% of people without disabilities. Delaware had 71.1% turnout for disabled voters compared to 66.8% for nondisabled. Nine states have disabled voting at a higher percentage than nondisabled. Minnesota, Mississippi, Wisconsin, and Oregon also have disabled voter turnout higher than Colorado. (Source Rutgers) <http://smlr.rutgers.edu/research-centers/disability-and-voter-turnout>

- Colorado will have increasing numbers of people with disabilities employed each year. The increase will be 5% for people employed full year, full time, 10% for people employed more than 52 hours per year, and 15% for people with any employment. Data from the US Department of Labor will be used to measure progress. Current stats show 26.6% are employed full time, full year, 31% have employment of 52 hours a year and 42% have some employment. These data are from 2011 - 2013.

- Colorado will have a decrease each year in percentage of people with disabilities living in poverty. Colorado will develop a self-sufficiency index for people with disabilities so that measurement of poverty is data driven. 23% of PWD in CO were below the poverty line in 2013 per the American Community Survey.

- People with disabilities in Colorado will have equitable access to technology as needed for individual independence. Policies for purchase of tablets and other devices for communication and independence will be as expansive as allowed by law within each government program. In 2013 73.9% of PWD in the United States lived in a household with a computer compared to 90.4% without a disability. 63.8% had internet connection at home compared with more than 80% of people without disabilities. In Colorado 92% of people have internet and computer in their homes, the 5th highest use state. (US Census) <https://www.census.gov/history/pdf/acs-internet2013.pdf>

- People with disabilities will have equitable educational opportunities. Students with disabilities not eligible for the alternative testing will be tested at a rate equal to their nondisabled peers. Colorado will increase high school and college graduation rates of students with disabilities by 5% each year. Currently 27.8% graduate high school and 36.8% have a BA or higher.

Values:

Value	Meaning	Outcomes
Nothing About Us Without Us	People with disabilities (PWD) must have meaningful involvement and decision making power regarding rules and policies that impact our daily lives. This means state agencies, nonprofits, funders and service providers all recognize and embrace the importance of including PWD at all	No government or nonprofit will work on disability policy without real and meaningful engagement* by the people affected. This concept must extend to other disenfranchised populations including but not limited to people of color and people experiencing homelessness. We know this is happening when: <ul style="list-style-type: none"> • PWD are on policy making boards • PWD are on nonprofit boards. • PWD are included in funding

Value	Meaning	Outcomes
	levels.	<p>decisions.</p> <ul style="list-style-type: none"> • No “plan” about the life of PWD ever occurs without the PWD as the central decision maker. • Adequate resources to support PWD individually and in policy roles are available.
Diversity is Essential	<p>CCDC needs a leadership base including board, staff and members who are diverse in race, ethnicity, culture, age, education, class, sexual orientation/identity, and disability. CCDC welcomes and needs a variety of perspectives. In order to create public policy robust debate is appropriate and necessary. The CCDC value of diversity means that we believe that an organization that has people who are different in the above ways is positive and benefits both the organization as a whole and the individual members.</p>	<p>CCDC actively engages in equity issues and works in coalition with other organizations to reduce disparities in health, education and income. CCDC models diversity and this is reflected on our board and staff and within our membership base. Specifically</p> <ul style="list-style-type: none"> • CCDC reflects the Colorado population demographically, except for the over-representation of PWD and low-income people. • People with different backgrounds can work together on projects without having to agree on every issue. • CCDC spends time talking about issues of diversity and inclusion even when it is uncomfortable. • CCDC leaders acknowledge the need to work on our own implicit biases. • CCDC actively and affirmatively engages with communities of color to create strong coalitions • CCDC confronts racism, classism, etc., in our everyday work. • CCDC maintains an internal atmosphere where we welcome debate and use it productively. • CCDC has active partnerships with organizations run by and for other oppressed populations.

Value	Meaning	Outcomes
Leadership Development for PWD	All CCDC work should be geared towards providing and promoting opportunities for PWD to gain the skills and confidence to be leaders.	<p>Colorado will have an increasingly large and diverse army of leaders with disabilities and leaders who are allies to people with disabilities.</p> <ul style="list-style-type: none"> • Leaders with disabilities demonstrate civic engagement on issues including but not limited to disability • Established leaders’ mentor and support younger people for leadership roles in the community. • CCDC actively seeks out opportunities and promotes leadership for PWD CCDC culture of learning allows for leaders to grow and learn from “mistakes.
Cross-Disability	People with different types of disabilities have more in common than not.	CCDC assures that people with all types of disabilities are included and opposes policies that pit one disability group against another. This does not preclude work on single disability issues.
Interdependence	Interdependence means that all of us need assistance from others and can provide assistance to others. No one is completely independent.	<p>This value is realized when society recognizes that interdependence is a reality for everyone and that receipt of some benefits does not mean that an individual lacks independence or drive for self-sufficiency. Specifically:</p> <ul style="list-style-type: none"> • People requiring services and support will be able to move between levels of care without relinquishing control or losing independence as their needs and conditions change.

Value	Meaning	Outcomes
Full Enforcement of Civil and Human Rights	CCDC promotes a culture that enforces civil and human rights without allowing for the abdication of personal responsibility or creation of false dependencies. Civil rights for PWD means that laws, rules and policies support full inclusion of PWD, which includes equal access to effective communication and independent living in the community. When PWD are segregated and institutionalized, including when inappropriately incarcerated, their civil and human rights are violated.	<p>This value is realized when all PWD have full access to justice, and laws protecting the civil and human rights of PWD are fully enforced. CCDC can help make this happen by working toward the following goals:</p> <ul style="list-style-type: none"> • PWD understand the meaning of civil rights laws and enforcement options; • Civil and human rights laws are vigorously enforced; • Enforcement actions are made public; • The Olmstead decision (aka the integration mandate) is fully implemented in all state and local government programs; • Mass incarceration of PWD and other oppressed population • Stopping the school to prison pipeline PWD that commit crimes pay their debt to society, but have access to the same opportunities for community corrections and rehabilitation as non-disabled inmates.
Disability is Part of the Human Experience	Everyone experiences disability in some way in their lives, either temporary, through a family member, etc.. Disability is present in every segment of the population. .	<p>Colorado policy is based on understanding that disability is a part of life. Specifically:</p> <ul style="list-style-type: none"> • The majority of Coloradoans will no longer see disability as tragic; • The need for support will not require impoverishment or abdication of responsibility; • The majority of Coloradoans will not equate the amount of public support required with human worth.

Value	Meaning	Outcomes
Full Citizenship * CCDC uses the term “citizen” globally and not to mean someone with proof of US citizenship of legal presence.	PWD have the opportunity to, and are encouraged to, fully engage in all the rights and responsibilities of citizenship, including voting, working, and actively contributing to society in other ways. PWD who are undocumented should have a path to citizenship and should be treated as full human beings.	This is achieved when Coloradans with disabilities engage at the same level as people without disabilities in all of the responsibilities of citizens. Specifically: <ul style="list-style-type: none"> • PWD in CO will vote at the highest rate in the nation (We are currently #5-see above) • Employment becomes an expectation not an exception; • PWD volunteer at a rate that equals or exceeds nondisabled people inside and outside of the disability community; • Members make meaningful financial contributions to make advocacy is available for all. • Individuals function at full capacity, feel more valued, and included in the organization’s mission. This culture shift creates higher performing organizations where motivation and morale soar.

RED=everyone is responsible

Green=multiple people and various tasks assigned

Blue=Julie

Light purple-Dawn Howard/Community Organizer

Dark purple=Legal

Brown-Donna Sablan/Individual Advocacy

Silver=Jose Torres-Vega (silver highlights means tech has substantial role)

Pink=to be hired

Orange=Sheryle Hutter/Advocacy Training

Yellow=Laura Gabbay/Development (yellow highlight is evaluation)

Strategic Plan Goals: Detailed Work Plan:

1) CCDC will act as a catalyst for building leadership, unity and strength within the disability community.

a. CCDC will host a statewide meeting each year that will bring together leaders from around the state, including other disability rights organizations. Measurement is through evaluations of the meeting; baseline data is collected at each meeting and measured a year later for demonstrable improvements.

b. CCDC will convene disability rights activists and allies when public policy issues affecting the disability community emerge. Measurement will be both process and outcome driven and determined by each initiative. In certain circumstances, the “change” may be advocating for the preservation of current policy in the event a proposed initiative threatens to cut or eliminate necessary programs, services or benefits.

c. CCDC will work with other organizations on communication of key issues including Get Out The Vote (GOTV), messaging, etc. This will be done through INDIVISIBLE (a disability coalition). Measurement is through increased numbers and percentages of people with disabilities that vote. Success will also be measured by conducting surveys or focus groups of external groups to assess whether or not messages that we use resonate with these external populations. Success will be reflected, in part, when public policies and practices reflect the values and language of the disability community.

d. CCDC will host at least three basic advocacy classes per year and three advanced advocacy classes per year on topics relevant to the disability community. Evaluation will include pre and post testing for all classes and will measure student satisfaction and self-reflection. Changes will be made based on evaluation and test results.

e. CCDC will increase the number of certified advocates by 10% each year.

f. CCDC will recertify at least 50% of existing advocates in 2016 and 60% in 2018.

g. CCDC will increase the number of leaders each year by 15%.

h. CCDC will continue to manage a community calendar and a statewide leaders list, and will coordinate membership on boards and committees. CCDC will measure the effectiveness through surveys and participation rates. CCDC will continue to promote the appointment of qualified leaders to policy making boards and commissions in the government and nonprofit sector. Specifically, CCDC will work to make sure that all current positions are maintained and that we increase the appointment of qualified people with disabilities by at least two positions annually.

i. CCDC will host community events as needed and as resources permit. Each event will have specific outcome goals.

2) CCDC will enforce civil and human rights for people with disabilities.

a. CCDC will maintain a legal program which will enforce disability civil rights using legal advocacy that includes but is not limited to litigation. Measured by specific agreements or orders to make policy changes, increase access, or provide effective communication. ()

b. CCDC will develop an online resource to teach people to do pro se small claims litigation (measured by existence and use of resource). CCDC will also create a method to continually evaluate the efficacy of online tools.

c. CCDC will assist members with self and peer advocacy to file appeals, and grievances. CCDC will assist members with self and peer advocacy to make requests for reasonable accommodations or reasonable modifications to policies, practices, and procedures applicable to PWD using public benefits in housing and employment. CCDC will assist members with self and peer advocacy to enforce their civil and human rights. CCDC will provide individual advocacy for complex advocacy situations and will develop online resources for members.

Taking into account limited resources staff will regularly assess capability for members to self-represent and provide tools and guidance for those capable of such. CCDC will increase availability of tools for self-represented clients.

Measured by:

i. Win/loss record of appeals.

ii. At least two systemic changes per quarter based on issues that came in as individual advocacy cases. Systemic change can be a new rule, lifting of a rule, reinterpretation, enforcement, or creation of educational documents or programs.

iii. Evaluation of individual advocacy cases – how did this improve your life? Did the problem get solved and stay solved?

v. Case review opportunities for all people engaged in individual advocacy.

vi. Evaluation of adequacy of online tools and other resources that CCDC makes available to advocates and members.

d. CCDC will work cooperatively with other legal and human rights organizations on issues of mutual concern. This may include providing plaintiffs or acting as an organizational plaintiff for class action or other litigation needed to solve a problem, collecting data on emerging problems, or working collaboratively to change laws as appropriate.

e. CCDC will educate people with disabilities on disability law and how to exercise their rights. CCDC will do direct education through presentations to at least 500 people annually and will develop webinars and other resources on a quarterly basis to expand our reach. CCDC will monitor the utility of the online resources and make improvements as appropriate.

f. CCDC will actively oppose any effort to reduce our civil rights or enforcement powers on the state or federal level.

g. CCDC will actively participate in the Access to Justice Movement.

i. CCDC will continue to work with the Colorado Courts to assure that litigants and others have appropriate ADA accommodations.

ii. CCDC will work on the national level on Access to Justice through participation of the Executive Director on the Legal Services Corporation Board, and the National Legal Aid and Defender Association (NLADA).

iii. CCDC will work closely with Colorado Legal Services and the Colorado Center for Law and Policy on due process issues.

3) CCDC will engage in policy advocacy that reduces poverty and increases true integration of people with disabilities.

a. Employment:

(1) CCDC will work to increase employment opportunities for PWD.

- a) CCDC will engage in the following activities to increase the employment of people with disabilities in Colorado as follows: Increase full time, full year employment by 5%, increase employment of 52 hours a year or more by 10% and increase any employment by 15%.
- b) CCDC will lead an employment policy group and secure funding for operation of this group
- c) CCDC will monitor the Division of Vocational Rehabilitation (DVR) policies and monitor the State Rehabilitation Council (SRC). This will include CCDC involvement in the move to Colorado Department of Labor and Employment (CDLE) and implementation of the Workforce Opportunity and Investment Act (WOIA) regulations in Colorado (measure by increased use of DVR with outcomes of jobs, presence at SRC, regular interaction with CDLE resulting in best possible regulations and practices).
- d) CCDC will actively advocate that the Governor and business community push hiring of qualified people with disabilities (measured by Governor and business community developing campaign to hire people with disabilities).
- e) CCDC will prioritize individual advocacy cases that have a state level systemic impact on employment such as Medicaid Buy In, (measured by individual advocacy program reports). CCDC will strive to provide

advocacy and education to people trying to work their way towards increased self-sufficiency. CCDC will develop online tools to assure that people who have work-related problems (such as social security overpayments) can resolve those problems.

- f) CCDC will actively work with partners on a federal level to understand and influence federal barriers to employment. CCDC will work with other organizations to develop relationships with members of the Colorado Congressional delegation to develop champions on these issues (measured by establishment of meetings at least 2 times per year with members of the delegation).
- g) CCDC will support citizen lobbyists to monitor all legislative issues related to employment of people with disabilities (measured by number of citizen lobbyists, outcome of employment legislation and our involvement, position papers, calls, etc.).

(2) CCDC will work to develop PWD consciousness that employment is an expectation for everyone.

CCDC recognizes that in order to increase the participation of PWD in the workforce a change in the attitudes and beliefs of PWD is necessary. CCDC will develop and implement an initiative to address the existing strong belief amongst many PWD that employment is unattainable, dangerous or both. CCDC will also counter the popular belief that employment for PWD who are of working age should be voluntary, rather than expected, even when possible. In addition to the activities below CCDC will develop and implement an initiative within the disability community to promote the following beliefs:

- a) Work is part of the normal experience in our culture for people between the ages of 16-67 (at least);
 - b) Almost everyone can do something and should be expected to do so;
 - c) The antidote to ineffective “work incentive” systems is to change the system rather than avoid work;
 - d) There have been changes in the recent past that have made gainful employment possible;
 - e) In addition to escaping poverty, employment has intellectual, social, and psychological benefits. CCDC leaders will speak about these beliefs at every opportunity and will use their own experiences to promote the concept of employment as an expectation.
- b. Long-Term Services and Supports (LTSS): CCDC will engage in policy work to promote a LTSS system that is person centered*, promotes participant direction* and enables all people with disabilities to live in the setting of their choice. Specifically CCDC will:

i. Continue to take a leadership role in the Participant Directed Programs Policy Collaborative (PDPPC) and actively fight to expand consumer direction to all Home and Community Based Services (HCBS) waivers and most HCBS services (measured by expansion of the Consumer Directed Attendant Support Services (CDASS) and notes of PDPPC).

ii. Assure that any changes in the LTSS system occur only as a result of real and meaningful engagement,* including engagement from clients, providers and community members. This is measured by our survey results.

iii. Assure that the Colorado health care system embraces choice* and access*. This will be measured by reports and cases that come into the individual advocacy program and resources to solve problems.

iv. Continue to take a leadership role in supporting the implementation of a Community First Choice (CFC) option in Colorado (measured by implementation of CFC and execution of implementation that is positive for PWD).

v. Continue to provide qualified advocates to work on all relevant committees that address LTSS policy issues in Colorado and provide opinions (measured by number of advocates and placement on boards and committees). Should increase annually and the effectiveness of the advocates should increase per the evaluation.

vi. Continue to support citizen lobbyists to participate in the legislative process on all LTSS issues (measured by number of volunteer lobbyists, outcome of bills, increased funding in LTSS and volunteer hours).

vii. Provide individual advocacy to CCDC members that present with LTSS issues that relate to systems advocacy work. CCDC will also mentor staff from other organizations to increase capacity of individual advocacy for clients and applications of LTSS (measured by individual advocacy reports) CCDC will develop online tools to support self-representation and Information/Referral.

c. Basic Human Needs: CCDC will engage in policy work and individual advocacy in furtherance of assuring that people with disabilities have basic needs met. This includes:

i. CCDC will continue to work to support activists who are affected by homelessness, particularly those with disabilities, to change unfair and punitive policies and practices. Measured by quality of connection with other organizations, homeless activists taking advocacy class, and increased engagement of PWD who experience homelessness having leadership roles in policy.

ii. Through the Social Enterprise CCDC will prevent people from going into poverty by assisting people with Medicaid trusts to protect assets that may be available from any source.

iii. CCDC will participate in coalitions with other organizations to address basic human needs issues that are relevant to the disability community including but not limited to transportation, housing, public benefits, and economic development.

iv. CCDC will provide individual advocacy as resources permit, prioritizing threats to life and liberty, to support people appealing denials of public benefits that are essential to survival and will address systemic issues brought to our attention through individual advocacy cases. Measured by individual advocacy program metrics. During this plan period the individual advocacy program will determine a method to monetize results (e.g. public benefits obtained for our clients=\$\$ in economy, likely prevention of costly medical care of X\$\$ by provision of Y DME, etc.).

v. CCDC will advocate for equal access to health care including the right to have disability competent health care through:

1. Providing individual advocacy on complex cases (measured by individual advocacy metrics).

2. Addressing systemic barriers by changing rules, promoting accountability, and legislative activity as needed (measured by specific rule and policy changes).

3. Engage in training and consulting on a fee for service basis with both providers and care managers working in health care (measured by contracts for training and evaluations).

4. Promote the real and meaningful engagement of people most affected in health care policy, quality assurance, and education of professionals (measured by # of people on boards and policy making committees and evaluation of this process).

4) Be a financially healthy, inclusive, forward thinking nonprofit organization.

a. CCDC will model inclusiveness, diversity and equality in all activities.

i. CCDC will increase leaders, staff and board members from communities of color by employing affirmative recruitment, antiracism training at all levels, and applying an equity lens to all policy work.

Baseline 2015: 55 leaders -- 24% of color
15 staff -- 20 % of color,

10 Board -- 10% of color.

ii. CCDC will assure that we continually reach out to include leaders, staff and board under the age of 30 and over the age of 70.

Baseline 2015: 55 leaders -- 4 over 70, 4 under 30

15 staff -- 2 over 70, 2 under 30

10 board members -- 1 over 70, 1 under 30.

b. CCDC will implement an online learning management system to facilitate increased access to training.

c. CCDC will be a financially healthy organization.

i. CCDC will implement a social enterprise in 2016 which will strive to break even in 2016, and make at least \$25,000 in profit in 2017 and \$40,000 in profit by 2018.

ii. CCDC will continue to generate revenue by charging for services that we are uniquely qualified to provide, including but not limited to training/consulting/managing client advisory committees, assisting other organizations with client engagement, and testing. CCDC will increase our contract revenue by 5% each year.

iii. CCDC will increase contribution revenue (grants and donations) by at least 10% annually.

iv. CCDC will increase our fundraising revenue by at least 5% annually.

vi. CCDC will maintain 3 months of reserves in 2016, 4 months in 2017 and 5 months in 2018.

d. CCDC will increase membership by 20% annually.

e. CCDC will maintain active social media presence and will use analytics quarterly to measure improvement. CCDC will use social media and other public outreach to change the narrative about poverty and disability.

*Definitions available at: www.INDIVISIBLECO.ORG

Other Definitions

ADVOCATE - means a person that has gone through the CCDC 8 week advocacy class or equivalent, that represents CCDC on boards or committees, a volunteer lobbyist working under the direction of the CCDC Community Organizer, or someone providing individual advocacy or information/referral under the direction of the CCDC Director of Individual Advocacy.

DIVERSITY- describes differences in racial or ethnic classifications, age, gender, religion, philosophy, abilities, socioeconomic background, geographic background sexual orientation, gender identity, intelligence, mental health, physical health, genetic attributes, attractiveness, income, where they live, or other identifying features.

INCLUSION- is an organizational practice and goal stemming from the sociological notion of inclusiveness, which is the political action and personal effort to ensure different groups or individuals having different backgrounds like origin, age, race and ethnicity, religion, gender, sexual orientation and gender identity and other are culturally and socially accepted and welcomed, equally treated, etc.

Miller and Katz (2002) present a common definition of an inclusive value system where they say, “Inclusion is a sense of belonging: feeling respected, valued for who you are, feeling a level of supportive energy and commitment from others so that you can do your best work. “Inclusion is a shift in organization culture. The process of inclusion engages each individual and makes people feeling valued essential to the success of the organization. Individuals function at full capacity, feel more valued, and included in the organization’s mission. This culture shift creates higher performing organizations where motivation and morale soar. Inclusion is a term used by people with disabilities and other disability rights advocates for the idea that all people should freely, openly and without pity accommodate any person with a disability without restrictions or limitations of any kind.

LEADER- includes advocates, as well as people from other organizations or independent advocates that work with CCDC but not for CCDC. These are people that represent the disability community on boards and commissions, engage in volunteer lobbying but not under the direction of CCDC or CCDC outreach volunteers who are active but not certified as advocates.

SOCIAL EQUALITY- is a state of affairs in which all people within a specific society or isolated group have the same status in certain respects, often including civil rights, freedom of speech, property rights, and equal access to social goods and services. However, it also includes concepts of health equity, economic equality and other social securities. It also includes equal opportunities and obligations, and so involves the whole of society. Social equality requires the absence of legally enforced social class or caste boundaries and the absence of discrimination motivated by an inalienable part of a person's identity. For example, sex, gender, race, age, sexual orientation, origin, caste or class, income or property, language, religion, convictions, opinions, health or disability

must not result in unequal treatment under the law and should not reduce opportunities unjustifiably.