



City of Santa Fe

AGENDA

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
NOVEMBER 01, 2023
3:00 PM
ATTEND VIRTUALLY

PROCEDURES FOR THE MAYOR'S COMMITTEE ON DISABILITY MEETING

Internet: To join the Zoom meeting on the internet using a computer, laptop, smartphone, or tablet, use the following link: <https://santafenm.gov.zoom.us/j/82532496426?pwd=ZDVnMWgwdEpWRWNvY3NBTTJtOGkwUT09>

Attendees should use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

Phone: To join the Zoom meeting using a phone, use the following phone numbers and Webinar ID: **US: 1 (253) 205-0468 - Meeting ID: 825 3249 6426 Passcode: 584413**
Phone attendees should press *9 to use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

The agenda and packet for the meeting will be posted at <https://santafe.primegov.com/public/portal>.

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF MINUTES**

- a. October 4, 2023 Meeting Minutes and CART Transcript.

5. **PUBLIC COMMENTS (15 MINUTES TOTAL)**

- a. Disability Advocates City Candidate Meet and Greet Event at the Main Library (Eli Fresquez)

6. **PRESENTATIONS**

- a. None

7. **ACTION ITEMS**

- a. MCD Meeting Times and Days for 2024 (Kathlyne Gish)
- b. Letter of Support for BPAC Resolution of Maintenance and Installation of Bicycle/Pedestrian Facilities (Kathlyne Gish)
- c. Office of Equity and Inclusion Newest Updates (Daniel Lopez)
- d. City of Santa Fe Disability Employment Proclamation Notice (Eli Fresquez)
- e. Discussion on Leadership, Etiquette, and Expectations of Committee Members for 2024 (Kathlyne Gish)
- f. ADA Emergency Kits and Urgent Need for Trainings and City of Santa Fe Emergency Planning (Pam Parfitt, Eli Fresquez, Kathlyne Gish)
- g. Discussion and Plan to Implement Inclusive City Meetings, Accommodations Process, Zoom/Hybrid Meetings, ASL, CART,

Languages, LOOP System in City Buildings, Ongoing Need to Correct and Update Community Access (Pam Parfitt, Kathlyne Gish)

8. **DICUSSION ITEMS: NO ACTION**

A. Continued Discussion of Updates on City Website; The City Website Features and Accessibility (Kathlyne Gish, Eli Fresquez, Regina Wheeler, Public Works Director)

B. MCD Sub-Committee Reports

9. **MATTERS FROM STAFF**

a. A link to the video recording of this meeting will be added to the Meeting Minutes for this meeting.

10. **MATTERS FROM THE COMMITTEE**

11. **NEXT MEETING: Wednesday, December 6, 2023**

12. **ADJOURN**

This venue is equipped with closed captions. Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.



MINUTES

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
OCTOBER 04, 2023
3:00 PM
VIRTUAL MEETING

1. CALL TO ORDER

2. ROLL CALL

Members Present:

Member Aurore Bleck
Member Kendra Garcia
Member Kathlyne Gish
Member Pam Parfitt
Member Angelique Montoya-Chavez
Member Jose "Eli" Fresquez

Members Excused:

Member Meriam Jawhar
Member Christopher Pommier

Others Attending:

Don Miller
Gina Maria Opalescent
Christina Arnal, Human Resources staff
Bernadette Salazar, Human Resources Director
Daniel Lopez, Public Works/New Equity & ADA Manager
Regina Wheeler, Public Works Director
Halona Crowe, Public Works/Clerk

3. APPROVAL OF AGENDA

MOTION: Member Garcia moved, seconded by Member Bleck, to approve the agenda as presented.

VOTE: The motion was approved on the following Roll Call vote:

For: Member Bleck, Member Garcia, Member Gish, Member Parfitt, Member Montoya-Chavez, Member Fresquez



MINUTES

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
OCTOBER 04, 2023
3:00 PM
VIRTUAL MEETING

Against: None

Abstain: None

4. APPROVAL OF MINUTES

a. September 6, 2023 Meeting Minutes and CART Transcript.

MOTION: Member Bleck moved, seconded by Member Fresquez, to Approve the September 6, 2023 minutes as amended:

Member Bleck submitted the following amendments:

On page 9, paragraph 5, line one, there is something, 100 words or more that I could not figure out what it is.

Page 10, paragraph 5, Don Miller is the speaker. Same page, paragraph 11, Aurore is the speaker.

Page 11, paragraph 11, it should read Eli and Kendra and Kathlyne. And on page 12, paragraph 17, it should be a few amendments.

On page 23, paragraph 3, line 3, it should say "and elderly" as opposed to and early.

Page 24, paragraph 7, I don't know the correct spelling of the woman who is the loop expert. So perhaps if somebody knows that could provide that, I would like to have her name spelled correctly. It was phonetically spelled as Ramey.

And on page 31, paragraph 3, line 10, they are referring to Councilor Romero, Romero-Wirth.

Page 36, paragraph 3, line 2, it should be Kathlyne and not Katharine.

MAYOR'S COMMITTEE ON DISABILITY MEETING
Wednesday, October 4, 2023



MINUTES

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
OCTOBER 04, 2023
3:00 PM
VIRTUAL MEETING

On page 39, paragraph 6, line two, it should say participating, not partying.

Page 40, paragraph 5, line 2, it says accompanist, and it should say accomplishment list.

Page 41, paragraph 8, line 2, they are referring to a restaurant that is Jinja.

Page 42, paragraph 3, the speaker is Aurore.

VOTE: The motion was approved on the following Roll Call vote:

For: Member Bleck, Member Garcia, Member Gish, Member Parfitt, Member Montoya-Chavez, Member Fresquez

Against: None

Abstain: None

5. PUBLIC COMMENTS (15 MINUTES TOTAL)

a. Public Comments from Website or Zoom

No Public Comments from the Website.

Guest Gina Maria Opalescent requested page numbers on the Minutes and Transcript

6. PRESENTATIONS

- a. Discussion and Information on Disability Employment Awareness Month in the Nation and City of Santa Fe (Kathlyne Gish, Eli Fresquez, Bernadette Salazar, Human Resources Director, Layla Archuletta-Maestas, Deputy City Manager)

MAYOR'S COMMITTEE ON DISABILITY MEETING
Wednesday, October 4, 2023



MINUTES

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
OCTOBER 04, 2023
3:00 PM
VIRTUAL MEETING

- b. Meet and Greet with Daniel Lopez, City of Santa Fe Equity and ADA Manager (Daniel Lopez)

7. ACTION ITEMS: DISCUSSION

- a. Questions for City Candidates, Current City Council Candidates and the November 7, 2023 Election (Kathlyne Gish)
- b. ADA Emergency Kits and Urgent Need for Trainings and City of Santa Fe Emergency Planning (Pam Parfitt, Eli Fresquez, Kathlyne Gish)
- c. Discussion and Plan to Implement Inclusive City Meetings, Accommodations Process, Zoom/Hybrid Meetings, ASL, CART, Languages, LOOP System in City Buildings, Ongoing Need to Correct and Update Community Access (Pam Parfitt, Kathlyne Gish)

8. DISCUSSION ITEMS - NO ACTION

- A. Accessible Elections Information and Accessibility Assistance to Vote (Kathlyne Gish, Angelique Montoya-Chavez)
- B. Updates on Vacant MCD Position (Kathlyne Gish)
- C. Continued Discussion of Updates on City Website; The City Website Features and Accessibility (Kathlyne Gish, Eli Fresquez, Regina Wheeler, Public Works Director)
- D. MCD Sub-Committee Reports

9. MATTERS FROM STAFF



City of Santa Fe

MINUTES

REGULAR MEETING OF
THE MAYOR'S COMMITTEE ON
DISABILITY
OCTOBER 04, 2023
3:00 PM
VIRTUAL MEETING

- a. Request for MCD Support of Bicycle and Pedestrian Advisory Committee (BPAC) request for City funding of staff with regard to pedestrian and bike lane improvements (Regina Wheeler)
- b. A link to the video recording of this meeting will be added to the Meeting Minutes for this meeting.

10. **MATTERS FROM THE COMMITTEE**

11. **NEXT MEETING: November 01, 2023**

12. **ADJOURN**

Meeting adjourned by Chair Gish at 4:58 p.m.

This venue is equipped with closed captions. Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.

Halona Crowe

Liaison

Chair



PARTNERS
Interpreting
Language. Power. Opportunity.

**ROUGHLY EDITED FILE
(EDITS BY COSF IN RED)**

Captioning Provided by:
Partners Interpreting
www.partnersinterpreting.com
508-699-1477 (V)
508-809-4894 (VP)

Santa Fe
Mayor's Committee on Disability
October 4, 2023
3:00 PM - 5:00 PM (MT)

This text, document, or file is based on live transcription. Communication Access Realtime Translation (CART), captioning and/or live transcription are provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings. This text, document, or file is not to be distributed or used in any way that may violate copyright law.

(Captions provided by a live Captioner.)

2:45 PM (MT)

Eli: I think we were still having troubles with the link. If you copy and paste the link from the PDF, it gets a little wonky.

HALONA: I clicked on prime gov and it worked.

Eli: That's okay. Maybe I will put it into the chat so we will have it.

HALONA: Hey everybody.

Eli: And if we need to share it, we can copy and paste it, and send it to folks. That is right there. That should work.

CHAIR GISH: Thank you.

CHAIR GISH: I'm going to go ahead and start the meeting. I know that Miriam had an appointment and so she is probably running over, and Pam is out of the country, so she wasn't going to be joining. And Christopher cannot join due to his orc meeting. So I think this is everyone. Everyone who will be attending. Halona, are you ready?

HALONA: Yes. Are you going to call to order?

CHAIR GISH: Can you start recording?

HALONA: Sorry.

CHAIR GISH: It's okay.

»: Recording in progress.

CHAIR GISH: I call this meeting to order at 3:07 p.m. May we have roll call please?

HALONA: Yes, Chair Gish. Aurore Bleck.

AUORE: Here.

HALONA: Kendra Garcia.

KENDRA: Here.

HALONA: Pam Parfitt.

CHAIR GISH: She's excused.

HALONA: Angelique Montoya-Chavez.

ANGELIQUE: Present.

HALONA: Meriam Jawhar?

CHAIR GISH: She is excused.

HALONA: Eli Fresquez?

Eli: Here.

HALONA: Chris Pommier?

CHAIR GISH: He is excused.

HALONA: Chair, you have a quorum.

CHAIR GISH: Thank you. Next is approval of the agenda. Are there any changes or amendments to the agenda? If there are no changes to the agenda, may we approve the agenda as-is?

KENDRA: I moved to approve the agenda.

AUORE: Second.

HALONA: Motion to approve the agenda, Aurore Bleck?

AUORE: Yes.

HALONA: Kendra Garcia?

KENDRA: Yes.

HALONA: Kathlyne Gish?

CHAIR GISH: Yes.

KENDRA:

HALONA: Angelique Montoya-Chavez?

ANGELIQUE: Yes.

HALONA: Eli Fresquez?

Eli: Yes.

HALONA: Motion is approved. Thank you.

CHAIR GISH: Thank you. Next is approval of the minutes, and I know Aurore you sent a list of the amendments to the transcript. Do you want to go ahead and read those?

AURORE: Okay. On page 9, paragraph 5, line one, there is something, 100 words or more that I could not figure out what it is.

Page 10, paragraph 5, Don Miller is the speaker. Same page, paragraph 11, Aurore is the speaker.

Page 11, paragraph 11, it should read Eli and Kendra and Kathlyne, Kathlyne.

And on page 12, paragraph 17, it should be a few amendments.

On page 23, paragraph 3, line 3, it should say "and elderly" as opposed to and early.

Page 24, paragraph 7, I don't know the correct spelling of the woman who is the loop expert. So perhaps if somebody knows that could provide that, I would like to have her name spelled correctly. It was phonetically spelled as Ramey.

And on page 31, paragraph 3, line 10, they are referring to Councilor Romero, Romero-Wirth.

Page 36, paragraph 3, line 2, it should be Kathlyne and not Katharine.

On page 39, paragraph 6, line two, it should say participating, not partying.

Page 40, paragraph 5, line 2, it says accompanist, and it should say accomplishment list.

Page 41, paragraph 8, line 2, they are referring to a restaurant that is Jinja

Page 42, paragraph 3, the speaker's Aurore.

CHAIR GISH: Are there any other amendments to the transcript? GinaMaria? Go ahead.

GINA MARIA: I have one, but I don't know the page number. On the bottom of the page, or the next page, it says "and I said" I don't know what that is, unfortunately it is, you got it because I organized it. Since I didn't speak very much, it will probably be easy to find.

CHAIR GISH: I will see if I can find that.

GINA MARIA: Thank you. I

CHAIR GISH: Are there any other changes or amendments to the minutes for clarity or accuracy? No? If there are no other amendments, may we have approval of the minutes and transcript as amended?

AURORE: So moved.

CHAIR GISH: Is there a second?

Eli: Second. And I want to go on record too to thank Aurore for all her work going through those transcripts. We really appreciate it.

AURORE: Thank you.

HALONA: Okay, a vote on the motion to approve the minutes as amended. Aurore Bleck?

AURORE: Yes.

HALONA: Kendra Garcia?

KENDRA: Yes.

HALONA: Chair Gish?

CHAIR GISH: Yes.

HALONA: Angelique Montoya-Chavez?

ANGELIQUE: Yes.

HALONA: Eli Fresquez?

Eli: Yes.

HALONA: Motion to approve the minutes as amended. I

CHAIR GISH: Thank you. Are there any public comments or any comments on behalf of someone who can't attend? GinaMaria? You are on mute.

GINA MARIA: Is it possible to get page numbers on the minutes?

CHAIR GISH: Maybe. We can look into that. I can find out. I know that sometimes it is, and sometimes it isn't, it depends on the type of document that it is.

But I can look into that.

GINA MARIA: All right. I think it would be helpful.

CHAIR GISH: Any other public comments? No? Okay. Next is presentations. Discussion and information on Disability Employment Awareness Month in the nation and City of Santa Fe. And this is a discussion by myself, Kathlyne Gish, Eli Fresquez, Bernadette Salazar, Human Resources Director, and I don't know, Regina said Layla was supposed to be here, but I haven't gotten any sort of feedback at all. So if we could clarify who is here, that would be really helpful.

HALONA: Yes, Chair Gish, we have our Human Resources Director, Bernadette Salazar and also another staff Member from the Human Resources department,

Cristina Arnal.

CHAIR GISH: Welcome and thank you both for being here. I really appreciate it.

BERNADETTE: Thank you for having me.

HALONA: Also Chair Gish, Regina is running about half an hour late.

CHAIR GISH: Okay. That is fine. Thank you for that information. So Eli, I know we have been discussing what to share for the National Disability Employment Awareness Month. I don't know if you want to start, and I can fill in with what I have provided in the handouts.

Eli: Yes. The EEOC and Department of Labor are two really great places for information. That is a great starting place. And also the ADA National network is a really great resource. Department of Labor, EEOC, Department of Labor, can't go wrong there. I really want to appreciate the City for being here. It is really important.

I think some of the pillars of October and disability awareness is awareness and education, so it is reaching out time from HR managers. It is reaching out to candidates, employees, other employers about the disability community, dispelling myths, stereotypes, what do promotion of inclusive workforce look like?

Also I think what is really important is some of the tools that they have available from the Department of Labor in particular and the EEOC about how to create an atmosphere of employment that is inclusive, that includes accommodations. What are reasonable accommodations?

How do you have that interactive process with employees in order for them to feel part of the workforce, but also how to be really great at their jobs? And how do we make for a better workforce in general? There has been lots of studies out there that have found that when you have a diverse and inclusive workforce, including people with disabilities, you are much more productive, and you are much better at getting the job done.

So all of those pillars, you know, and again, EEOC, Department of Labor, ADA National network is really good places to start. And I want to thank the City for even being here. It is really hard. I know it is hard to find people. I know a lot of our platforms have opportunity to be more accessible on the stateside as well. You know I have worked with the state personnel office, and we are actually doing some work on this date decide to improve accessibility, but it is hard for everyone.

But starting with awareness, it is really, really important. Having this people in City and state government who work in the HR fields is really great. So that is what I got. I can go into more detail, but that is kind of like the opening for this. Thanks.

CHAIR GISH: Thank you so much Eli. So I meant to screen share this, but I don't have it ready. But this is the flyer for this month from the, for National Disability Employment Awareness Month and from the Office of Disability Employment and Policy and the scene is advancing access and equity, which I think is an incredibly important team. And they are also celebrating their 50th year of the Rehabilitation Act. And so two things are combining right now, which are very exciting. And I see Halona, you have your hand up. Go ahead.

HALONA: Yes. Sorry. I just got a chat, or I was looking at the chat. The captioner is asking that if the participants can put their first name rather than initials so that she can type who is speaking. And we have Daniel Lopez who just joined. And Regina probably won't be as late. She said she is trying to get on. Thank you.

CHAIR GISH: Thank you. So all right. So I will continue. So in the handouts that I included, and there was more that I wanted to include, but I didn't have time to gather it all. I can gather it and send it separately if needed.

But I just wanted to go over some of the history of disability employment, the statistics currently, as well as solutions.

And then I do have a couple of questions for the City staff on current practices.

So part of why this is important to me is I did go through the process of testing the City portal. And I found that my information kept erasing even though I kept trying to save it. And it repeatedly erased. I don't know if it was a browser issue. I have no idea what was going on. But it just continue to erase, or it would erase part of it. So if I did not notice that the part that erased, I would not have known, and I would have submitted what I, you know, things I intended to submit would not have been submitted.

And so I noticed that, and Eli was the person who sent me to it, was that the state's website is much more thorough and clear on the process. And I think that if I had had some kind of a guideline like that, where it outlines what to expect, what to do, how to edit things, what to look out for to make sure that, you know, everything was in place, if I had the ability to skip ahead for information, to see what was, everything that was required, to upload, to have it ready, rather than like scrambling to go scan it before it erased again, things I was trying to do just to submit that application. And I had to do it all in one setting because every time I saved it, and went back to it, there were things that were erased. And so it was just really frustrating. And it would have been frustrating to anybody, not just me having a visual disability but for anyone to experience that.

And so you know that I see that there are ways that we can obviously improve the City. I am sure that there are wonderful things that you are doing that I am not aware of so that is what I want to have this discussion. Back-and-forth of what we are doing, and then how to improve things that need to be improved. So the national statistics vary in greatly depending on the questions asked for the publish and asked.

But the Bureau of Labor Statistics is a pretty consistent in their findings. And they are finding that the current employment rate for people with disabilities in the United States is 21.3% compared to 65.4%. We know people have to work because they fear they might lose their Medicaid. They may not be able to work due to their disabilities. There's all kinds of reasons.

But the reality is that the employment for people with disabilities is very low and that there are ways that we can increase that percentage by increasing the culture and physical access and all kind of resources available for employees with disabilities that aren't being done just across the board, across the entire nation, not necessarily, you know, for the City, but just overall. Another thing is in 2022, 30% of people with disabilities were unemployed compared to 16%. And people with disabilities were more

likely to be self-employed than people with no disability.

And that goes back again to the culture of employment, workplaces, ableism within the workplace, lack of flexibility that might exist, things like that. So I didn't, I don't want to go into incredible detail, but I think that is a decent overview. I don't know if you have anything to add, Eli?

Eli: That is an awesome interview. Just to contextualize this a little bit. Implement in our current economy and capitalism and our society is really important. It is foundational to access, to education, access to health, health insurance, it is often a place for people to develop relationships they may not have when they are at home and not able to interact with the community.

So through employment and threw workers. Also there is a lot of identity and self-worth that can be obtained by having part-time or full-time work. And also like we had mentioned, the contributions that people produce to the community and also the broader economy is really important. And because of stereotypes, lack of access, many other things that Kathlyne was describing, it is kind of an untapped resource.

And I know when I was in New York City there was a number of different programs set up in order to work with private entities, public entities, employers, and bring them onboard, and teach them what accommodations were to dispel some of those employment myths when it comes to the cost of reasonable accommodations, for example, are pretty de minimis. And so how to tap into a lot of talent. Given that the un-up of it is historically pretty low, and it has been over the last few years, there is a real opportunity to tap into the disability community and find a hidden workforce there and help support, again, both people with disabilities, but also the broader economy.

CHAIR GISH: Thank you, Eli. So one of the questions that I had, and you don't necessarily have to answer this first. If you need a minute to think, just let me know because I do have other things I can present. But one of my questions is what is the process to receive accommodations currently within the City when you apply for a job? Because that is not online, but I could find.

And so that would have been helpful to know as well, to experience that process and have that back-and-forth communication rather than having it cut off basically. And so yeah, if you are able to answer that right now, let me know.

BERNADETTE: Yes, Madam Chair if I can just give a little bit of background if you have time. Again, thank you for having us here, both Cristina now who is our recruitment specialist, and I myself, the timing was actually kind of in sync with her assessment of our online application process. She actually did a test before I got the email from Regina inviting me to the meeting. And she identified some flaws in our system as well. So her analysis compared to yours were pretty much in sync. So I think that is a good thing because we are on the road to get those fixed. We recently went through a system upgrade a few months ago. And there are some things that we can do with our current version to open up some of these opportunities and make it definitely more user-friendly. Because we agree with a lot of the statements or questions that you had in the email that you sent. So I can address those. And we also looked into the Job Accommodation Network and the resources for employers and employees and how we

can better meet the needs of our applicants. So we did add some language to start off as a starting point on our website. And they would essentially — the way it works now is if someone had a request, they would contact the Human Resources line or email specifically to HR team members.

But we put that kind of at the forefront of the direction page. So, hopefully, that will be helpful. But your feedback is really good, and you know it reminded me of all the work that we can do to make it easier. I think we do a really good job when employees are on-board and, you know, they are requesting something. There is definitely — we have practiced that a little bit more than the applicants. And so there is a pretty robust process for that.

But I agree with the applicants we need to be thought up a little bit. But I'm really hopeful that with the improvement to our system, our computer system, and our online platform, that we are able to accomplish that.

And then continue to look at our resources. It was mentioned that the EEOC Department of Labor, the ADA network, and then the Job Accommodation Network, that we can implement some things pretty quickly without a lot of additional expenses or resources because it is all out there. And so we have, to answer in short order your question, we put the email address and the phone number that someone can call if they have a request for an accommodation.

CHAIR GISH: That is great. And I will look at that and give you feedback, as well as I haven't seen that yet. So I will definitely, feedback, good or with suggestions or anything, I will let you know. And I really appreciate you doing that. Because it was really frustrating to go through all of that and realize that three tries, and it was still racing everything. So yeah.

So I still wanted to highlight, and this is because it is one of the newest surveys. I don't know who Source America is, and they did a pretty detailed survey on employment and inclusion, and they showed a national, nation my desire for employers to support people with disabilities. And it is an interesting survey in that it shows how people with disabilities feel like when they are going through the employment process either to be hired through being employed by employers. And also it shows the view of people and how they believe that the government in part, because it is a comprehensive survey, so private and public sector should be supporting people with disabilities to be hired and to maintain employment.

And so I included that in our packet. It is just an employment inclusion survey. And it is just an interesting source of support for more inclusive practices. And it presents the culture of employment overall, it like nationwide. And so it says, "Importantly 93% of respondents desire the private sector and government to take a more active role in supporting employment opportunities for people with disabilities." So that was a pretty decent percentage.

But yes, I just included that in here for information. And like I said, I referred to the state websites for guidance on things that the City could include for information and resources on the City Website. A lot of it, most of it, like some of it is videos. I some of it is images and screenshots. But a lot of it is really just text information. So even with

the text information, it at least helps and guides the process so that you know what to expect.

And then this was just an interesting disability inclusion pledge that is from the disability philanthropy, disability, and philanthropy forum. And what is interesting about this pledge is you know it is meant for nonprofits predominately for philanthropy, but it goes through, you know, things to think about when you are doing inclusive employment practices, that you have disability community engagement, disability inclusive language, accessible events, inclusion audits and plans, staff training and participation, Board training and participation, disability grant-making. Just things that the City can think of, and also measuring and reporting inclusive ability. So think about the overall culture of including disability and the citywide practices since it is not necessarily, you know, only for philanthropy.

And then this has been around for a while. It is building and inclusive workforce. And this was on the ODEP website. This has been around 10 years, and you probably have seen it, but it has a lot of resources listed on it as well.

And so I don't know. Do you want to add anything, Eli?

Eli: That is pretty comprehensive. And there is a lot of resources on state personnel within the state to create multiple channels of candidates in the disability community. So I think there is a lot of opportunity there.

And then really think about that inclusive hiring process and how do you make sure that practical things like job descriptions, structured interviews, diverse interview panels, skill-based assessment, what people's abilities are as opposed to their disabilities, focusing on things like that. So there is a lot of opportunity. And it is a struggle.

Like, I think pretty much every human resource agency is challenged right now, particularly in government, with finding good candidates. So that on top of having to compete in a post-COVID employment market for a lot of folks would like to work from home full-time, or at least have that hybrid option.

And I know the City does have that. But it does make it a bit more competitive now.

Like, Katharine was saying, there is a lot of resources out there in the State. I wish there were more in the state. But they have them barely done as well. And the ADA National network, they do a pretty good job, and our regional affiliate, Southwest ADA Center, Julie Ballinger is a good resource. I she can do trainings specifically on employment disability. She has been doing this for many, many years, and she knows the state really well. And so instead of sometimes bringing in a national expert when they have that national understanding of issues, they are not going to know the specific issues for the State. That is why we want to bring folks in from here to really talk about these best practices, but to have the local input as well. So Julie Ballinger, she is a good friend of mine. And I think most people on the Committee know her. If you don't have her contact, we are happy to show that as well. And it is free.

BERNADETTE: I was just going to ask if you could send me her contact information.

CHAIR GISH: Absolutely. And she is wonderful. I have attended two different kinds of trainings with her, and she is very thorough and helpful. So she will gear it, gear the

training toward your needs. She is wonderful. So I think that is it for very brief presentation. GinaMaria, you have something to add?

GINA MARIA: I think it is really important that employers realize that there is a national agency that deals with issues. If you can't find a technology answer, something that you need for an employee, it is called JAN. Job Accommodation Network. [JAN.com?](http://JAN.com) [JAN.org?](http://JAN.org) And they have dozens of like [Counselors](#). It is almost like what you need?

Does it work? What is the employee like? And it is like an interactive process where they are really going to search and find the answer. They are amazing. Thank you.

CHAIR GISH: Robin? Go ahead.

ROBIN: I was going to say earlier, Kathlyne, you mentioned that a lot of people become employed or of issues with becoming employed because they don't want to lose their Medicaid. And I just became aware of a program through Medicaid that allows you to keep your Medicaid even though you have a job that puts you over the actual financial limit.

But I don't remember it with the name of that is. But if you look up Willing to Work, and it is a group trying to work on changing the criteria so that people with disabilities are Eligible for this program. So that is something to just pass along.

CHAIR GISH: I know that one of the issues with Medicaid is, I think, the current, if I remember right, the current resource limit is \$10,000. So you are not even able to save for something like an accessible vehicle or medical expenses and things like that that are not covered by Medicaid.

ROBIN: But this is — sorry.

CHAIR GISH: That's okay. I've been trying to follow Willing to Work it is not completely organized yet.

But I have noticed they are trying to address that issue. So that people can have Medicaid basically based on disability status rather than on, you know, resources and poverty. And so just kind of the current model is that you get it because you are low income, and you don't have resources. And so yeah, it is a very exciting thing. I will look it up. I don't know who is running that yet. I haven't had a chance to reach out. I only saw it about two weeks ago.

ROBIN: Okay. Michael Murphy, he is an attorney who used to work here, and he is working with the group. And to my understanding he did a presentation for a presentation for DRNM. And I think he did presentation. It was like for \$50,000. I think it was for wheelchairs in whatever. I'm not sure how Medicaid modifies vehicles.

But I think the current standard is \$50,000 under this program, but you have to ask for this program. And this program, I do not recall what the name of it is. But it is definitely, reach out to Michael. He is very well versed in this. And he can tell you guys a lot about it.

CHAIR GISH: Yes. We can do a presentation on that whenever I get the information on that. Thank you, Robin about that. Bernadette and Cristina, I don't want to keep you unless you want to stay. I would love for you to stay, but I know you are busy. So I

really, really appreciate you being here though and reaching out and supporting us to make this process a little bit more just accessible for everyone, not just people with disabilities. I know everyone is not experiencing what I experience it. So thank you both. I definitely will be in touch.

BERNADETTE: Thanks, again, for having us. And were happy to hear any feedback, Chair Gish, if you go back to the website, and we are happy to give an update. We are happy to work with them to help us with the technology side of our platform. But in a few months, we can give an update on where we are at with that.

And then with some of the resources that you will provided today, get some things in place before that.

CHAIR GISH: Thank you so much.

Eli: Chair Gish, before you leave, let me know how we can help. There is something called VPAT, volunteer product accessibility template. That is to make sure software is accessible. If you are thinking about upgrading to a platform there are lots of resources out there. Go to 508.gov when you are looking at how to make sure that the vendor that is providing you with the software, the tools and the platform that is accessible, that is another great resource.

BERNADETTE: Okay. Thank you so much. I appreciate that.

CHAIR GISH: Thank you.

BERNADETTE: Goodbye.

CHAIR GISH: Goodbye. So next is a meet and greet with Daniel Lopez. I don't know if you got your Zoom update yet. I know you said in the chat it was updating. If not, that is okay.

DANIEL: Can you hear me?

CHAIR GISH: Yes. Go ahead.

DANIEL: I wasn't sure if you can hear me. Hello, everybody I'm finally online. I had to get creative and use my iPad because the connectivity in this building was pretty low. But here I am.

CHAIR GISH: Yeah! So I think we have a little over one hour. So I think we could just go around for the Mayor's Committee members here. We have three that are not here. Just say your name and a little bit about yourself, it may be a sentence or two. You don't have to really say anything. In the Daniel, you can introduce yourself a little bit longer and give a little bit more background as to who you are. I think that would be helpful.

DANIEL: Okay.

CHAIR GISH: I will start. I am the Chair. My name is Kathlyne Gish. And I have been the Chair since, when was it? 2020? 20201? It has been a long time.

AURORE: A long time.

Eli: I always see Aurore as the Chair too. It doesn't feel that long ago.

CHAIR GISH: No, it doesn't. And I have been involved with the City with volunteering since 2006. I first started with the library.

And then on and off I was an intern under the ADA coordinator David Chapman for one semester. And that was a City program where the City actually paid for internships. It was really cool.

And so I got to do that. And I got to fix the City Website, which I was very excited to do because it was not ADA compliant, and I got to help make it ADA compliant or at least more so.

And then I have been involved with the Mayor's Committee and that was 2014 when that happen. It has been a long time since I have been here with the Mayor's Committee. I officially joined in 2017.

And so I have also done other forms of disability advocacy around the state and the City, as well as through education because that was quite a process. So I think... Eli, go ahead.

Eli: Okay, while in two things: Before I go to a little bit of my background: I just put in the chat. I Googled Willing to Work in New Mexico. And it is to improve New Mexico's individuals' program, supporting working people with disabilities to improve capacity, mobilize their voices and stories. And I found that Mr. Murphy's LinkedIn page. I heard about this, but I think it is a great opportunity. We should reach out and see. It doesn't look, like, they have a website or anything on that. So very new, but very exciting. And I want to thank DRM and Robin for bringing that to our attention. Thank you. Bringing that to our attention. Thank you.

A little bit about me. I left college and went to New York and had the opportunity to work in homeless services for the City right out of law school.

And then I worked at the New York State division of civil rights doing human rights, investigations, litigations. And while I was there, I kind of met my Yoda, the Director of Disability, and he taught me a lot. I was really excited to work on issues and disability and for housing. And also title II and title III in particular.

But I worked at New York City management as a first ADA Coordinator. We were working with the Center for the disabled, disable settlement, it was huge, and really interesting. Looking at how to improve emergency services for people with disabilities. Then I was a Councilor at meet the Mayor's office for people with disabilities in New York City as well. Currently I work at the Attorney General's office in their new Office of Civil Rights. Really exciting, he literally just started last month. It is a big opportunity to do civil rights and disability rights in New Mexico. And I had the opportunity to meet Daniel during the interview process. And we are delighted, thankful, and just looking so forward to working with you. We have been without an ADA coordinator for, God...

CHAIR GISH: 16 months.

Eli: I was going with two years.

DANIEL: Almost.

Eli: And Kathlyne, and I and everyone here really pushed for the ADA Coordinator to be

important for the City. There was a moment I think where they had sort of even abandoned the position. And no fault of the City. It was COVID. It was lots of things that were going on. But they wrapped up and, in my opinion, they did a national search. They found somebody who is going to be fantastic! And I am just really excited, and really proud of our City for what it is done! It has taken a while.

But I get it. I work in government, and I know it takes a while. But it is getting done. So welcome. We are really excited to have your expertise and support. And let's get to work and make this the most accessible City in the nation!

CHAIR GISH: Thank you, Eli. Aurore?

AURORE: Yes. I fortuitously stepped down from being Chair in early 2020 right before the pandemic. And I'm so grateful. Because I think you guys have done such a great job. You have pushed us in new directions and tried new things. And we are just moving along so far. I came to be disabled by having a series of immune system's problem because I lived in a black mold infested apartment in Washington, DC. And first my asthma was bad and that I was getting better with that.

And then I got neurological problems. My MS started. I have a spinal cord injury. Then I got cancer. So don't live with black mold. Not good.

But I love living in Santa Fe and I've been here almost 20 years. And I have been affiliated with the Mayor's Committee since about 2014. When I came on board, there was a Chair and a Vice Chair, and the Chair was planning to leave. The Vice Chair was going to take over and then he decided to move to Peru and then our beloved Charles was also going to move, but he suddenly died.

And then suddenly I was Chair, and I'd only been on the Committee about two or three months. So anyway like I said I'm very grateful that we have a wonderful leadership team! And I am very grateful that we are going to have an ADA Coordinator with some teeth! And rail, you know, not somebody who has to carry 50 pounds and climb 40 feet. You know? So yay Daniel! Thank you.

CHAIR GISH: We were working on the ADA description of the coordinator job. It literally said you needed to lift 100 pounds and worked in all conditions. And we are, like, that is not possible. So I was wondering if it even complied with OSHA. It was pretty amazing that it was in there. So let's see. Who hasn't gone yet? Kendra?

KENDRA: Hi, Daniel! I had the pleasure of meeting you during the interview process. Nice to see you again. So of course my name is Kendra Garcia. I am a person that has lived and was born and raised in Santa Fe New Mexico and have multiple disabilities. I currently work as an Independent Living advocate for the Center for Independent Living and have an independent living philosophy. As well I am now on the State Rehab Council Board. I'm also on that as of this past month. And I work with homeless youth in my background is in social work. That is pretty much where this has led me, and I am so happy to have you, and I look forward to working with you.

CHAIR GISH: One thing that is interesting about this Committee is there are several of us who are social workers on this Committee. Angelique, go ahead.

ANGELIQUE: Hello. I am Angelique. I am just a mom of two children with special

needs. And I don't say that lightly. They are my passion of course. And they inspire me to be a doer in the City. And yes, where there is a need, I try to meet that need and where there is a gap, I try to fill that gap and so it is going to be a pleasure working with you.

CHAIR GISH: And Miriam, I am assuming you are on the phone call, that is you, go ahead. If it is not —

Eli: I believe that is Regina.

CHAIR GISH: That is Regina? Okay. Regina? I think that is all the Committee members who are here. So go ahead Daniel.

DANIEL: Okay. I am next. Let me give you a little background. Since I was younger and growing up, I always volunteered. And as a Boy Scout I helped with conservation with the Lions Club. And as I moved into college, I joined the Lions Club and became the youngest chairman for sight conservation and participated in the journey for sight program. And I did that for the district in South Texas. Then there was a new law coming out called the ADA. I started reading about it. I'm the only person who liked reading the federal registry.

And so I started reading it.

I had the opportunity to meet Lex Frieden who drafted the Americans With Disabilities Act and presented it to George Bush in 1986, and they had to modify it, and re-presented for the passage in 1990. And that is where my training background came from, from Lex Frieden, independent utilization gave me my training. And of course I met several people. Ron Mase was the one who developed the design work for rehab, the designs for compliance and how you make it successful. He did that under Easter Seals.

And then I started helping students with disabilities and that is where I met my wife, drafting the bylaws for the first disability organization on campus at the University I was at. Because they were not compliant. I started helping them with specifics on that. I became known as an advocate and a rabble-rouser and what mattered at the end of the day is we filed lawsuits, and we One for concessions to be made to make it all accessible.

And then the next thing you know the City of Brownsville, Texas had a problem with location on HR and architectural barriers, and they helped — they asked me to help them, so I did. And they asked me to be their first ADA coordinator. I was a first ADA coordinator in South Texas for the whole region.

And then my hometown of El Paso, Texas, where I am from, stole me from Brownsville, and I became their ADA Coordinator and assisted them with compliance. After that I chose to go on my own with private practice and assist more cities and/or entities with compliance, and I became the first registered accessibility specialist in the state of Texas for the El Paso area. I would've been the first one in Texas, but I'd turned in my application two weeks later because I was kind of busy with projects. Otherwise, I would have been the RAS number 1 is that the RAS number 4. And I have done consulting work with the military on accessible housing, ensuring compliance with that. And any time somebody gets in trouble they tend to call me, and say we heard you are

the one that can help us find the solution, and I can usually help them do that, especially if they are in Federal Court or something of that nature. We work on mediation or a form of resolution that will be acceptable to all parties.

And then a couple of years afterwards, I got a call from the Mayor of Philadelphia. He tried to convince me to come on board and help him with a problem because they were facing some legal concerns, and they have been sued prior. And so finally I had to accept an offer because he threw me an offer that I could not refuse. So I went to Philadelphia to assist them. I was part of the Mayor's office and part of the U-verse — dash — diversity part of the City, helping them with that. I got to learn about how they implement the programs and how I felt they could be improved by including people with disabilities, especially in the employment component, both private and government sector, because through the business component, the City does influence the hiring practice and the private sector through promoting the City to bring in industry. And I thought we could do better by requiring them to hire more people with disabilities and provide input on how to do so. But before I could do that, I had to resign because my father was passing away from cancer. I chose to come back to El Paso and continue my personal private practice. Next thing you know I am being approached by Santa Fe if I would be interested in helping them. And my wife loves Santa Fe. We would come every year for various events and as a terrorist we saw Santa Fe in a different way. And with accessibility I had some concerns.

But I had to bite my tongue because as my wife says, we are on vacation. Don't work. That is what I would do. I would bite my tongue. So you know how it is when you are an advocate. You see everything, and you want to say everything. But now that I am in the government, I will not bite my tongue, and I will assist Regina and all parties interested in success to find the positive approach to enhance the integration of people with disabilities overall. I know that we can do it. It is vital for the economic development of Santa Fe in the future since we are the third-largest, third most visited location in the country, may be top 10 in the world. And the public is looking at. And we want to be a shining example of compliance and accessibility. We can do better. We will do better. And with the opportunity to be part of the diversity, equity, and inclusion, I think we can give them that anger to where compliance is no longer seen as an option. It is now mandated requirements and a positive. I look to the Committee to give me their honest input as to what things, and to accept the reality that government will have its concerns. And we will have to choose the priorities together so that we can move forward. Because each year is a step forward.

And I know Regina is going to give you the guidance on how the temperature and the waters are here in Santa Fe. And I'm familiar with all aspects of government, from airport to zoo. I understand how things work in most governments. They are pretty much the same. And we can achieve a lot.

So if anyone has any questions for me, I mean, I am open. Oh, on a personal note, my wife — I don't mind sharing — I don't — I hope she don't kill me for it — she has been with me for more than 30 years. I met her in college. She had suffered a car accident in 1986 when she was 23 years old. I met her in college, and she was a quadriplegic, and we were friends. The next thing you know we became more than friends. And now 30-plus years later we are married, and we have been married a long time. We raised

two kids. Our son is now 42 and our daughter is about 40 years old. They each have their own lives. We enjoy everything about it. She still likes me. She is trying to make me turn vegan, and I won't. If she ever asks you what I had for lunch, tell her eye had a piece of chicken. Don't tell her a salad. She won't believe you.

CHAIR GISH: Thank you, Daniel. That was a really great introduction. I don't have any questions because all of my questions were answered when we were interviewing you.

Eli: Madam Chair, I have a question for Daniel. Pretty safe. Green chile, Colorado or New Mexico.

DANIEL: Green chile only from Hatch. We brought some from Hatch. That is the only place it comes from.

CHAIR GISH: Good answer.

Eli: You passed. That is a good answer.

DANIEL: We drive to Hatch from El Paso.

CHAIR GISH: Regina I was thinking if you could give a really brief summary of what his position is now because it changed.

And I know you know, like it even changed after we changed it. If you could just give another brief update of what Daniel is going to be doing, that would be wonderful.

REGINA: Thank you so much, Madam Chair and especially thanks to Daniel for his flexibility and his patience in the process. I think the interview that you guys participated in was at least a couple of months ago if not longer. And Daniel's title is Equity and ADA Manager, and it was actually upgraded during the process as a Governing Body is introducing a resolution to create an equity office. And that will include the ADA as well as other types of equity and accessibility for all members of our community of different races, of different religious persuasions, of different abilities. So Daniel graciously accepted the bigger job, which is entitled the Equity and ADA Manager and since the resolution from the ADA equity body is still being introduced and discussed and determine how it will actually look, Daniel, and I will focus directly on ADA. There is a lot of good work to do there. It will be a primary focus.

And then as this new office evolves, we will work with the Committee and the leadership at the City and evolve with it to include more accessibility for all kinds of people in our community.

CHAIR GISH: Thank you so much, Regina. That was very exciting. That was a very exciting change. We were going all out with what we had.

And then you went and took it to another level. So I really am very grateful for that. And I think it generally is what needs to be happening in order to move the City forward, and also just it is partly in line with what is happening community-wide, and nationally with, you know, intersectional disability, race, gender, LGBTQ+, all of that. And it is necessary at this point. So thank you for taking the initiative to go above and beyond then what we even had planned.

REGINA: I just want to say that we really have to thank the Mayor who is completely committed as well to the support of this issue and broadening it as well. And I really

want to thank the Committee because it is so true what you said earlier, Chair Gish, which is your commitment to making it accessible for people with all kinds of various abilities makes it more accessible for everybody, and it is so important. That website, that portal for employment is not easy for anybody to navigate. And so your work is so generous and focused, and really makes it better for every person in our Committee.

CHAIR GISH: Thank you. So I don't know if anyone else has any questions? I know we are late getting to the point, and I know Regina, you had an item too. So I'm trying to be mindful so you can have your discussion. So if there is no more questions, I know we can do a meet and greet as well. We can also meet independently to learn more about each other and areas that we are more interested and then others or different things like that. So we will absolutely be meeting and discussing more. Regina, go ahead. I

REGINA: Thank you, Chair Gish. That is exactly what I was thinking, especially on the first topic of the agenda today was employment. And you guys had all of those beautiful resources and I think that is a really big area that I know Daniel is interested in and has a lot of expertise in. And I would like to have an off-line meeting with some of the folks here to really maybe make a work plan that we can start tackling some of that. So thank you so much. I was thinking the same thing that we would have some additional meetings to make an action plan.

CHAIR GISH: Thank you so much, Regina. It is exciting! I have to say I am really excited. Another session. We have the next discussion, Questions for City Candidates, current City Council candidates and the November 7, 2023, Election.

Questions for City Candidates. The current City Council candidates from the November 2023 election. In the process was I had asked everybody for disability-related questions in order to submit to the City Council candidates, and it is actually in line with our bylaws.

And so I don't know if Eli, you wanted to discuss it? I can discuss it or however.

Eli: Yeah. So our plan is to have a volunteer/grassroots disability community event on the 19th at the main public library. That is going to be open to the public. We will be sending out flyers and inviting candidates to come. We have it set up is more of an informal meet and greet sort of session where they can come in, and we can talk about disability issues in the City, have an interactive process with the candidates.

And then the plan is to give them a survey for them to fill out with Q&A that we have Elicited from everyone. And Kathlyne, and I have to put that together. There is a lot, we have so many questions, right? We have got work on getting a nice, clear list may be less than a dozen questions or so to give them.

And then give them a few days for them to fill out this survey/questionnaire and provide that to us. So that is the general run of the show that we plan for this. And again, we have been playing around with a lot of ideas, but because the City attorney has determined that this is outside of the authority and scope and would be improper for the Mayor's Committee to lead, we decided just to throw it out to the community and let the community from a grassroots level reach out to candidates and to facilitate that sort of informal discussion. But then have an actual survey questionnaire to give to the

candidates for them to fill out so that we will get their response to some of our more specific questions for the City. So that is the plan. It is going to be on the 19th at the main library.

CHAIR GISH: And I wanted to... thank you, Eli for that. That is a really great summary. We got something like 25 questions from all of the Committee members, and it is on areas of housing, accessible and inclusive housing, accessible transportation, you know things like that, employment practices — and so I included the email in this packet. But she says with regards to the proposed candidate forum, the issue is that the Committee is an advisory to the City government and doesn't have a political role in educating voters about candidates. None of the City Advisory Committees have that type of political voter education role.

However, we actually do in our bylaws. We have... first I'm going to read the purpose of our Committee. The purpose of the Committee is to work with and for people with and without disabilities to ensure access for all, but Eliminating physical and attitudinal barriers, improving participation in the City, in the Santa Fe community for enrichment of all.

And then item five of our duties and responsibilities says the Committee shall assist the City and Committee outreach and education and staff training regarding issues of disabilities. And so the outreach and education aspect is a part of what I was thinking to do this. And there is nothing that is limiting us that says that the Committee shall study issues of disabilities in regards to City programs including, but not limited to those in areas of housing, human rights, employment, recreation, and transportation.

And the City shall advise the governing body of City programs providing services to persons with disabilities including without limitation to the areas of housing, human rights, transportation, implement, recreation. There is nothing we were going to be completely nonbiased; every candidate would have the same amount of time to speak, respond, all we were doing was compiling their answers, and we were not disguising candidates to vote for.

As a Committee, we were being completely objective on this. And part of it is that one of issues that we have had is a complete disconnect between the City staff and City Council and that has led us to be placed under states and drainage maintenance under 2017 and be rendered completely ineffective because we had no control or say it anything in the government and how the government was working until we got a hold of Regina, and Regina finally listened. And without Regina listening, none of us would've happened with the Committee, with the ADA changes, nothing. The other thing I did find, and it is very hard to find, if you look at Advisory Boards, most advisory boards are not called advisory boards. They are called something else.

And in Lafayette, Colorado there is a Youth Advisory Commission that advises the City in the same way, and they are also running very similar candidate questionnaires for their City, and the City's posting them on the website. And it seems to me that it is a means of engaging with the youth and awareness of youth issues and how they are, you know, affecting their community.

So that was why we did all of this. But like I said, we can proceed, and the City attorney

gave us the go-ahead to proceed as citizens. We are private citizens. My understanding as well is the candidates until they are elected are private citizens as well. That may or may not be true according to City or state law. I don't know.

So that was why we did this. And it is incredibly important that anyone being elected, anyone being even hired is aware of disability issues and needs that pertain to their job. In the City Council is key to understanding disability issues and needs. And it wasn't so much to, you know, change an election or anything. I truly believe in everyone having their own vote and not being influenced or persuaded to vote for someone that they do support. But it is to be educated and to be aware of how candidates stand, and it is also to educate the candidates to be aware of disability issues that are occurring in the City that they need to be aware of those. And so anyway that is the short run down of it. I know that Daniel, you have your hand up. Go ahead.

DANIEL: Yeah, well yeah, I had that same experience were our Committee wanted to do the same thing in El Paso. And we were educated in the same fashion as that it was not so much that they thought we were going to be a political entity or something of that nature. It is that the perception that, and the comment could be seen as utilizing the City resources to their advantage against an opponent. And so acting on your First Amendment rights as citizens separate of your roles of a Committee would be the best way possible. So also as an employee. So during that timeframe, I was able to work with our Independent living Center to be the host of that kind of a forum and then invite all various disability groups to come and attend and provide their vote as well. That way you have holistic community involvement and that is the best way to do it. Because then you are not having anyone have more than their say and everyone has an opportunity to give their input. And of course at those forums, you are not trying to sway anyone. You are just trying to improve the education of the candidate so they can understand the seriousness of the issues is going to come before them in the future. So I think you are doing a great job! And I don't know if this is helping you are not. I don't know how that is working out. They are and Independent Living Center in Santa Fe if I'm not mistaken?

CHAIR GISH: No, and I also reached out to, and I got to join in the process the Santa Fe County League of Women Voters and so that was one of the things of reaching out to them in the future because I think that they are also a key organization here, and that they should be doing disability inclusive, like directly disability inclusive forums that are kind of a safe space for disabled people, where they can come together to discuss disability issues that are occurring, where we may not feel safe bringing up those issues in a standard public forum just due to the nature of disability needs and having it be medical and all of that. And so yeah, we are trying to figure that out.

But we are going ahead as citizens and compiling those questions and doing it outside of this Committee. And so you know we are trying to figure out the logistics of that. But no we don't have any sort of organization assisting us. It has been one of the harder parts of it is trying to figure out what to do. I found some great resources on how to hold, you know, nonpartisan, you know, questionnaire forums and things like that. But then we just decided to go with the informal meet and greet because there is not that much time to really plan anything.

DANIEL: Correct.

CHAIR GISH: With two weeks, three weeks? So it is all last-minute. So that is what is happening. And we have a year or two years to plan for something more organized with nonprofits or whoever is interested in supporting this kind of disability discussion in the community.

And so I mean it is definitely needed. I can say that living here 20 years, it is definitely needed. But how it is going to happen, we don't know that yet.

DANIEL: As a citizen I would be interested in attending. As a citizen I would be interested in listening to the community and observing leadership and how they are looking at the issue.

CHAIR GISH: Yeah, thank you Daniel. Eli, do you have anything to add?

Eli: I was going to say there is a little bit of a gray area here, right? Actual text of the Mayor's Committee authority doesn't prohibit, doesn't inhibit, you know by definition actually say what can or can't do when it comes to an event like this. With that said you know the City has interpreted it in a certain way.

But I think that gives us some opportunity for next cycle, thinking about 2024 in what collaborations might be more suitable for the City and the Mayor's Committee and working with community as well. So I just think as we mentioned, you know, we have two weeks and a day. Essentially this is still an opportunity, but it is going to be grassroots. We are going to reach out to the community, and it is just going to be a place where we can speak openly with the candidates, share with them the concerns we have. But also the opportunity and investments. Hear from them and see what their commitments are and see what they're awareness is.

And then share, like share the survey/missionary with them to get their survey and feedback. So we just created the fire the last couple of days. We will be sending that out. I have to reach out to the candidates and offer them this opportunity to speak to the community. And I think we have also been talking about really -- when we were talking about employment and that hidden talent pool, there is that hidden talent pool of folks who in the disability community who could be voters. So it is also an opportunity for candidates to learn about ways to create voter access, to talk about the unique needs of the community. And to try to get maybe even voters who have been disenfranchised at the table and in those voting booths in a nonpartisan way. So there's a lot of opportunity both to talk about the issues, but also to increase the ability and overall network of voters in the City. So I think there is just lots of opportunity here.

CHAIR GISH: Yeah, thank you, Eli. And I've been thinking of that as well. You know one of my first voting experience is here, I didn't know that at the time absentee ballots could not be dropped off at any location. That is how it always was where I had lived in Seattle and when I came here, I just automatically took it to the rodeo grounds, and I was shocked to see that the ADA access door was to the side was like a huge 4-inch doorstep to get in. The doors propped open by chairs, which the door was, like, extremely heavy, propped open by the chairs being held open by the chairs at all. And the path going to that area was all gravel, and it was not accessible in any way. The table for people who need access to vote was literally where we were all standing in

line. I so they had no privacy. There was no barrier or anything to stop anyone from seeing their vote like everyone else got. And I was horrified. I was so horrified that when I finally brought my ballot downtown to the County Clerk's, I voiced it and the lady was extremely rude in her response and said, "Well, you have a lot to complain about, don't you?" And I said, Yeah, I do. This is unacceptable." And basically, she rolled her eyes at me, and did not listen and didn't care.

And that was one of my first voting experiences. And I knew that was not how accessible voting works. And I always had this in my head that this is an extremely important act of giving accessible voting is an extremely important act of inclusion and being part of democracy and part of this government and having a say and a voice. And so we need to make sure that everything here is accessible and inclusive and clear, and I see Daniel, you have your hand up.

And then Angelique?

DANIEL: Yeah, in Texas one of my first opportunities was when we filed a lawsuit for voting rights access, when I was living in South Texas, and I moved to El Paso. And next thing you know I am having to run and hide because they were trying to serve me because they were suing El Paso to be -- what would you call it -- a defendant on voter access. And I had to explain to Jim Harrington who was a civil rights attorney handling that I'm now working for the City of El Paso and no longer part of the other side, the plaintiffs.

But at the end of the day, I did recuse myself as a witness and so forth, but at the end of the day, we got some changes because a lot of architectural barriers exist at fire stations and things of that nature. So it is an election site, and the ADA coordinator is responsible in ensuring those activities comply from the beginning. And also the county is required to ensure that they comply because you are spending City funds and county funds on the elections. And those are dollars that people with disabilities pay into the coffers. And so it is their right to access it to vote.

And asset team voting is an option, but it is not the only choice. It is a choice of the individual to show up, like, every citizen, not segregated, and to participate in their right to exercise their right to vote. And cast their secret ballot. And that is our constitutional right. And so people, like, you advocating and others, it is essential. And you shouldn't stop.

CHAIR GISH: Yeah, thank you. Any other comments? Angelique, you had your hand up.

ANGELIQUE: I think what candidates need to remember is that over 54 million Americans have at least one disability. And we are not even including like their parents or their advocates or whatever. This is the largest minority group in the country, and those votes matter. So when those candidates realize what an impact that this minority group can have, maybe they will listen. That is all I have to say. As a mom, that is all I have to say.

CHAIR GISH: Thank you. Go ahead.

Eli: Madam Chair, I do not see Robin on. But the Disability Rights New Mexico has done a lot of work and voter access and accommodations, information, trainings. New

Mexico actually was a part of a number of DoJ settlements a few years ago when it came to voter rights for people with disabilities. So the state isn't exactly, it is not exactly new to the State. And Disability Rights New Mexico is a good source of information and collaboration. And Santa Fe County is probably better than some of the other places throughout the state, not to say there aren't huge problems, and I know they have actually, Disability Rights New Mexico presented last year to us on some of the initiatives that they were doing. So there's a lot of local resources. And I think it is just continuing to move forward and push for greater access.

CHAIR GISH: Yeah, thank you, everyone. The next item ADA Emergency Kits and Urgent Need for Trainings and City of Santa Fe Emergency Planning. They can schedule a group demo soon. I'm looking forward to that process starting. We know there are still issues that were identified recently. As far as leaving the City, like evacuating the City, there are not many very many ways out. There are freeways. And even one little accident on the freeway will completely render it like unusable. The traffic will just crawl. And so we know that this is an issue.

And so hopefully between the ADA Emergency Kits and also their emergency planning that is taking place we can hopefully start working on this in future meetings. So that is my update for that. The discussion and plan to implement inclusive City meetings, Accommodations Process, Zoom/Hybrid Meetings, ASL, CART, Languages, LOOP System in City Buildings, Ongoing Need to Correct and Update Community Access, that has been put on hold until November.

We need to plan what to tell the City Council. And Pam isn't here. Pam is coming back soon.

But we need her to be part of it as well. And so we were just putting that on hold until November. Item 8 A, accessible elections information and accessibility assistance to vote. In the packets, we discussed this a little bit, but in the packet, I included the Facebook page item that they posted from Disability Rights New Mexico celebrates national disability voting right week at the New Mexico Technology Assistance Program annual conference. And they included the pictures that they had on their Facebook post. And it includes important information to contact the County Clerk to, how to get an absentee ballot if you are visually impaired, using an absentee ballot, in person accessible voting machines, which are now available at every polling site across the state, it says, which is a huge improvement. And in person voting with or without assistance. And so disability rights New Mexico, like we said, is championing this. I so it is in the packet. There's information available. And I also linked the Facebook page if anyone wants to access that specific post. Eli, go ahead.

Eli: Madam Chair I would say in my experience when it comes to voting access, there is that physical and technology piece to it for accessible voting machines and the location. But what is a really huge one is training. It is making sure that largely volunteer workforce has some awareness training and then making sure you have a higher level of training for supervisors or coordinators. It is just something that comes to mind. New York City was also -- went through a series of litigations when it came to their polling places.

They were using largely schools, which were used as emergency shelters, which were

an accessible and this within an accessible, and they actually had to set up an office of disability within the public Education Department to work on it. And the other thing just to go back on emergency management, and I don't know if I've gotten clarity if the City has an emergency management plan, whether it is a communication evacuation, shelter mass care plan. That would be a good starting place we want to look at access to functional issues. There are different schools of thoughts whether it is get the plan and update the plan based on access needs or meet the access needs and disability needs within it.

But I think it is really important and makes me think of the Maui wildfires, the wildfires we had recently both this season, but in particular last. And unfortunately -- I hate to say this given climate change -- it is not a matter of if, but when the City is going to have to deal with fires and floods and catastrophic climate change. And we have mentioned this a number of times that people with disabilities and other vulnerable communities are more impacted than others. You know if you have a credit card and a good car, you can get things done pretty quickly. And you are by and large, not always, but you have a better chance of making it out. But that is not true for people in the disability community at large. So I think it is really important for us to find out what the plans are for the City.

And then add in the features of access and functional needs within that plan. And we have said this many times. It makes the plan better for everyone, right? By infusing the access concerns that we have, it is going to make for a better plan. So anyway...

CHAIR GISH: Thank you, Eli. Go ahead, Regina.

REGINA: Thank you so much, Madam Chair and thank you for that, Eli. I want you to know everyone that there is an emergency response plan or City emergency plan. And I think I can get that for us.

But I thought that someone has share with me that there is a best practice, like community engaged emergency planning process as well? It reminds me this is an important time for me to tell you guys that Brian Williams, our emergency manager, is not well. And I think he is probably not working, not able to work full-time, but I will see if the assistant in his office, who I think is owning the plan right now, might be able to work with us, and Daniel, and I can get it, you know as we develop our priority action plan, we can prioritize it somewhere. A lot of people have requests, not just this group. People who live on Canyon Road are concerned that there isn't an evacuation plan. We have a new engineer in Public Works who is a genius with signals. He says he can implement any evacuation program from remotely so we can actually design something, so it turns all the lights green and all the lights red to get us out of town fast.

And then the head of the department over fire and emergency management and police said there are shelter-in-place recommendations now for many, many types of people and many, many different places. All of that new thinking and additional work need to be appropriated. I can get the plan for the group.

And then Daniel, and I can put it on the work plan. So we can schedule time in the future when we incorporate the new thinking and of all people in the community and update it to serve more people better.

CHAIR GISH: Thank you so much, Regina.

Daniel, go ahead.

DANIEL: And we can look at the opportunities of shelter-in-place as an option. But then we may need to evacuate and then transportation becomes the obstacle. Being that we have buses that we have ramps and access, maybe we can look at what is the actual plan in the event we have to evacuate with the use of City vehicles and that is where Regina, and I can talk about those strategies and see if we can create a registration of people with disabilities and of course confident Charlie will be upheld that want to participate in that possible evacuation so we know what their particular disability is, and their needs and the number of people so we can get them safely to another location, and what is not going to look like needs to be identifiable based on who is going to be on that list. So we did that in El Paso we had some concerns also and that was done. We will see if we can do that here.

CHAIR GISH: Thank you, Daniel. We have set up in prior meetings and a lot of people with disabilities don't have anybody. They don't have family or friends or anybody who can really help them. They may have a caregiver, but who knows if that caregiver is available. Angelique, go ahead.

ANGELIQUE: Eli, correct me if I'm wrong, but I think there was legislation passed recently for a registration or register for people with disability spirit, and it would be, like, you don't have to sign it, I guess. But it will at least let them know who was where, what they're disability is, what is going on. Do we know? Does anybody else?

Eli: No, I have not heard of that legislation. Do you know if it is state, federal, local?

ANGELIQUE: Let me look up my notes really quick on the Governor's commission, and I will get back to you.

But I know they're talking about that right now.

CHAIR GISH: Angelique, I can remember reading about that. I don't Member the details. If I say off the top of my head, I think it was state.

But I don't remember.

ANGELIQUE: The past commission meetings were talking about that. They say people might hold back because they don't want others to know about the disabilities. I think when it comes down to safety, awareness and just being prepared, I think it is something to look into. I'm positive we were talking about that at the last commission meeting. I

CHAIR GISH: Angelique, even if you cannot get back to us in this meeting, no rush.

But we can include that in the future conversation since it is an ongoing conversation. That would be really great.

Eli: Yeah. My experience has been that voluntary registries are not that helpful. I am open though to changing my mind. And it really depends on the community and really at the neighborhood level. Some of the concerns are stigma and fears of data security and sharing information. Also in New York City when this came up there was a lot of concerns of inaccurate or outdated information or incomplete information and creating

misunderstandings within the disability community or overreliance that someone is going to save you if you put information in. There are a series of incidents. I forgot. Some hurricanes, it may have been Harvey where people didn't evacuate. They said we are on the registry. We are waiting. And they had to be evacuated right before they were in serious trouble.

So my sort of upbringing in emergency management has been to largely push back against global voluntary registries. But at the local level, they may be really useful. For example, letting your local fire department know that there are people with disabilities in your home, stickers, other kinds of information available. When he gets broader, it gets less helpful, and sometimes I think it can be a disadvantage or cause misunderstandings. And disasters it really comes down to personal preparedness as well, which is really hard for folks in vulnerable communities, poor, homeless disability communities.

So how do we share information so that people can make the right choices and no-win. How do we communicate? That is huge. How do we communicate? I have some reservations with the concept of voluntary registries. But like I said, I am open to changing my mind. I think there are lots of different ways of helping people in the community understand how to prepare, plan, and how to evacuate or other kinds of means during the disaster. It is a complex issue.

CHAIR GISH: So thank you, everyone for that.

And I know we will be working on this ongoing. I am not into much of a hurry to include absolutely everything in this meeting. So the next item is the update on the vacant Mayor Committee position. So they resigned at the end of September, and I don't know if it is true that the posting -- we were sending it to the Governing Body. But as Erica was saying, it would not be presented until the end of set that time — is that correct?

REGINA: That is true. I think there is someone in the City clerk's office handling this. They have the recommendation of the Mayor's Committee and I think it will be on October 11 agenda, and I will check on that. that is the very next Governing Body meeting. And it doesn't have to be finalized and published Friday. So I will check on that. If we miss that, there should be another meeting in two weeks, but I think we are close.

CHAIR GISH: I want to say that I noticed in the paper that the City appointed, is it Cárdenas as the assistant City clerk? And that is the one e-mailing us.

And so I was kind of happy to see that she has been the one doing it this whole time anyway. So she knows the ropes and knows what to do. So fingers crossed that goes smoothly. So 8 C, continue discussion on the City Website. City Website features and accessibility.

Daniel, I want to say since you are here one of the things that we have been wanting to do for several years now is update the Mayor's Committee website pages and update what I posted in 2014 because it has not been updated since 2014. And of course a lot of things have changed culturally, etiquette, all of that. There is also more information that could be posted. So we can work together with you to decide what we want posted and what needs to be posted and how to make the information more efficient. I posted

what I could at the time, and I know that it really does need to be updated. It has been a long time.

DANIEL: Yes. And we can talk about the overall, what do we want to see as far as access website material. And what is the outline that we want to present? And I want to know from the Committee what is the preference and then we will go from there.

But we need to sit down and hopefully, in-person to discuss some of this and see where we are at.

CHAIR GISH: I agree. So yes, that is what we were funding to -- that is what we were planning to do. An addition to the job info that Bernadette Salazar had discussed, and there are different things to fix on the website but for our Mayor's Committee pages and something we absolutely want to update those pages to be more clear.

And then the next is 8 D subcommittee reports. Are there any subcommittee reports? No? Go ahead.

Eli: Thank you, Madam Chair. Just on the emergency management end, and you already mentioned that about getting those kids together. And I was fascinated by this voluntary registry. I do see a bill that was chaptered which meant that it didn't get through the Committee. And it had to do with creating what is called a nontraditional communication for disability registry. And it is through the DMV. But it doesn't look, like, it made it through. I could be wrong. Maybe there was another bill that went through. But that might be what came up.

But I will keep looking and Angelique, if you find something, let me know. I'm just fascinated by that. The other thing is I do think, and maybe it is setting up a special session or a subcommittee. I hate creating more subcommittees.

But I think we can have a good conversation about the website and accessibility, especially with the impending notice of rulemaking from the Department of Justice for state and local. Our website, when you look at it on the spectrum, it is more accessible than a lot of other websites we have seen in the government, but there is a lot more work to be done. I know we keep talking about this.

But we might want to set up a meeting to talk about both the substance of the website when it comes to disability, but also the access and the voluntary content accessible to guidelines. We can help make it more compliant and move us away from the overlay that we currently have, which we've also been talking about quite a bit. I think may be a meeting or two on that would be really helpful.

DANIEL: Yes.

CHAIR GISH: Thank you, Eli. So the next is matters from the staff. Regina, it says request for MCD support on the bicycle and pedestrian support advisor Committee. Request for City funding of staff with regard to pedestrian biking improvements. And I want to say that Pam was extremely excited to give feedback, but she is not here yet. So she said that she will be back in about a week or so. I don't know if she can get back to you then Regina.

But I know she wants to give feedback on this. So go ahead Regina, go ahead and present on this.

REGINA: Thank you so much, Madam Chair and members of the Committee. The Bicycle and Pedestrian Advisory Committee and the City's Metropolitan planning organization and a number of team members for Publix works work together for a month to develop a resolution that Councilor Michael Garcia is introducing. He hasn't introduced it yet, but he will. That directs the City to fund and staff enough people to actually maintain bicycle paths, sidewalks, and trails in fully functional condition at times so that means enough staff to plow, enough staff to deice, enough staff to street sweeping. And this is stopping equipment of course. Enough staff to repair. It wouldn't happen instantly obviously, but we got together as a cross functional team in Public Works and identified what it would take to do that consistently for our community. And it is not an insignificant investment, but I think it is a reasonable investment for the return on investment. It is about \$2 million a year, \$2 million initial investment. I think it is in your pocket. I just wanted the Committee to be aware. It seems to me that is an area where the Committee does find the City did not really meet the needs of the community with the needs with disabilities and a huge opportunity to get on board with the bicycle pedestrian Advisory Committee and the Metropolitan planning organization to really focus on the importance of this kind of maintenance and investment in our community and investment to multimodal transportation, which is a huge sustainability issue, as well as an accessibility issue. It is a saying you don't have to have a card to have an economically viable life in Santa Fe. It is also really important to remember that children and elderly don't drive and so we disenfranchise them right of the bat a huge part of our community without tending to these features. And it would take us a little while, but our envision meant is there would be the crews assigned to move around these facilities on a regular basis, report problems. We would budget for repairs and improvement. We would buy sweepers so instead of just having one sweeper going down the road you actually have two and one would get the bike lane and one would get the vehicle traveling so the Public Works team really felt like this was a viable thing to do with the right staff and equipment, and we would be excited to have the Mayor's Committee on Disability support as well.

CHAIR GISH: Daniel, go ahead.

DANIEL: I am not sure if the funding sources are going to include the community development Block grants that could also be tagged since it is an accessibility issue. Those tend to be automatically approved by that type of endeavor. It includes access to those kinds of items. I would recommend we look at that funding source as well. We did that in other places, and it worked.

AURORE: Would you build upon the crowd information? They have all the sidewalks and all, and kind of prioritize too of, which is worse and, which is hardest. And you were going to have money you can use on public sidewalks downtown?

REGINA: Thank you so much for that question. If I might, Madam Chair, respond. This is actually thinking more in the maintenance area. One of the things to note is the maintenance of our sidewalks and responsibility of the property owner adjacent to the sidewalk so it would be a big enforcement action. And right now it is extremely slow and spotty enforcement action.

But I think you are right. I think that is a great point you bring up Aurore. Bringing in the

updated right-of-way, accessibility plan, and what investments we need to make there. And I think we would be joining an excellent team who studied this deeply about what are the primary routes. If we could make primary routes that get people from here to there accessible, and then go branch out from that and make it a manageable scope of work. So thank you for bringing that up. We should definitely bring that into the conversation and how that dovetail.

CHAIR GISH: Thank you. When I think of these access issues, I think of people from being impeded from accessing food and medicine and resources and be a part of the community and accessing transportation and employments at all of these things because they literally physically can't get down the sidewalk safely. I have seen people still using their wheelchairs in the road and cars having to drive around them. And luckily, they are because it is just not safe to use the sidewalks because they are still covered in weeds or when it snows it gets really bad, and really icy in a lot of places and actually, safer to walk in the road or to go in the road than it is to be in the sidewalk. Because the snow piles go and put the snow on the sidewalk, which never made any sense to me. And so this is obviously, really important for access and inclusion just in general for everyone. But, especially for people with disabilities. And yeah, how do you want -- do we have to hold a vote to support this? How do you want us to express that support?

REGINA: Thank you, Madam Chair. I think it would be ideal if we could have a letter from the Committee to put in. I don't think it has been introduced yet. I think that would be really powerful. Then you would have some time.

CHAIR GISH: Okay. If that can get done by the next meeting? And I will share that letter with everyone, the draft, in order to get feedback on what to include in all of your opinions and thoughts and then we can include that draft to hold a vote and then submit it as a means of support. And we can also give feedback if we find something is lacking or not clear. I did not feel like anything is lacking. But maybe there's something else. Eli, go ahead.

Eli: I was going to mention, this might be something within Daniel's wheelhouse. And Aureore mentioned this. But it took them long enough, they just got the final guidance out there from the access Board. So we might want to be thinking about how to incorporate that new guidance and existing guidance along with this initiative. So I think it is like a double whammy of initiatives that works well with access concerns and then for greater compliance and also the ways of really supporting our community with sidewalks and open access to areas and access to different parts of the community. So I feel, like, it is a great example of how accessibility can be utilized in different ways. So I will put it in the chat with the PROAC guidelines. Go ahead, Regina.

REGINA: I'm hoping that maybe Daniel can draft a letter and take a load off the Chair. I think working with the draft is so powerful. You can put legal language and. Thank you, Daniel for putting up the funding source. None of us had an idea there might be a funding source besides the general fund. So definitely take a look at that and we can insert that into the process as well.

CHAIR GISH: Regina. Thank you.

Daniel, if you can get me that letter. So our meeting minutes are due. I have been doing it the Wednesday before our meeting. But it has been delayed by the City clerk. I'm thinking we might have to do it the Monday before the meeting, which is nine days ahead of our meeting just to deal with any edits or anything that he to happen to the agenda. It is being installed. And our last meeting minutes barely got out by Friday in order to get the 72-hour Public Notice. I can email all of that to you, and fine-tune it. But I'm thinking nine days ahead of the next meeting. The next meeting is November 1st. So a couple of weeks. And it doesn't have to be a complete draft. We can work with what I call a drafty draft. It just needs to have basic outlines of what to include in the letter and then we can solidify it, and put it together, and I'm happy to help. And basic ideas get put down, and we can put it into letter format. Are there any other comments on this? No? Thank you so much, Regina. So then matters from staff, 9 B Halona?

HALONA: The Zoom link will be provided in the meeting minutes.

CHAIR GISH: Thank you so much. Matters from the Committee? There are no matters from the Committee? I just wanted to say, and I sent this in an email to you all, but we need to decide on the time and place, time, and the day for the meetings for 2024.

And so I haven't sent out an email requesting that information yet. I just gave you a heads up that I was going to be needing it. If I could have that in the next two weeks though, that would be really helpful. Than I could put it all together and identify times that we are available. And that includes you, Regina, as well if you have any open times that are standing. And Daniel. And so we can organize the meeting, and Halona, so we can organize the meeting together. Aurore, please try to. Last time it was really hard. Go ahead, Regina. You are on you.

REGINA: Madam Chair, thank you so much. I just remembered it is time for us to prepare our next calendar year's meeting calendar as well. Was that what we were just talking about?

CHAIR GISH: So the Mayor's Committee meeting, what time and day we are going to meet for 2024. And hopefully, Christopher will be able to attend. He is included in all of that. And I have been trying to figure out how to make all this work. This time it had to be fudged. Like the times that were given, it was, like, off by an hour or two and then Aurore was able to meet, and people were able to change some things on their schedule. I'm hoping that can happen again. I know we are having a really hard time, and it has always been hard to decide the time for the meeting. And you know crisscrossed. That is all I have.

Is there any other matters from the Committee? No? Okay. If there is nothing else to add, our next meeting is Wednesday November 1, 2023, from 3:00 to 5:00 on Zoom. If there is nothing more, we are adjourned at 4:58 p.m.

AURORE: Thank you!

CHAIR GISH: Goodbye.

GINA MARIA: Thank you to the captioner. I think the captions were great today. Thank you so much.

CHAIR GISH: Thank you. CAPTIONER: My pleasure. 6:59 PM (ET)

1 **CITY OF SANTA FE, NEW MEXICO**

2 **RESOLUTION NO. 2023-__**

3 **INTRODUCED BY:**

4
5 Councilor Michael Garcia

6
7
8
9 **A RESOLUTION**

10 **MAINTENANCE AND INSTALLATION OF BICYCLE/PEDESTRIAN FACILITIES**

11
12 **WHEREAS**, one of the duties and responsibilities of the Bicycling and Pedestrian
13 Advisory Committee (BPAC) is to assist in the prioritization of bicycle and pedestrian
14 infrastructure projects to be completed using city, state, and federal funds, through the
15 development of BPAC Strategic Plan FY 2023-2033, the Santa Fe Metropolitan Planning
16 Organization (“SFMPO”) Bicycle Master Plan and the SFMPO Pedestrian Master Plan;
17 and,

18 **WHEREAS**, in 2022, the City of Santa Fe adopted a Complete Streets Policy via
19 Resolution 2022-46 , supporting Complete Streets design standards, which are intended
20 to provide safer and more equitable transportation improvements and reducing the
21 impacts of climate change in the Santa Fe Metropolitan Planning Area; and,

22 **WHEREAS**, pavement markings delineating pedestrian crossings, bicycle
23 roadway lanes, travel transitions, sharrows, green lane markings and other delineators are
24 essential elements of transportation infrastructure with critical impacts on safety and

1 mobility; and

2 **WHEREAS**, these pavement markings provide all road users with the necessary
3 information to adjust driving, bicycling, and walking behavior or make calculated
4 decisions about traveling, the visibility of pavement markings for all users can be the
5 difference between a safe trip and a disastrous collision; and

6 **WHEREAS**, wayfinding and signage programs for all roadway users support more
7 efficient and safer travel patterns, alert roadway users of the presence of other modes of
8 transportation and foster a sense of community with shared interests; and

9 **WHEREAS**, annual and routine maintenance of pavement markings and
10 wayfinding and signage programs are critical to support a safe and effective
11 transportation network and meet the transportation goals of the City of Santa Fe; and,

12 **WHEREAS**, the purpose of BPAC is to work with city to provide input and advice
13 to the Governing Body that supports the ongoing development and maintenance of a
14 transportation infrastructure that makes bicycling and walking in the City of Santa Fe
15 safe, viable, and comfortable modes of transportation, commuting, and recreation; and
16 the following policy recommendations are presented for approval and implementation by
17 the City of Santa Fe.

18 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
19 **CITY OF SANTA FE**

20 1. Establish a regular inspection schedule to assess the condition of the city's
21 bicycle and pedestrian infrastructure.

22 2. Develop and maintain a Geographic Information System (GIS) based inventory
23 of the physical condition of each element of the city's bicycle and pedestrian infrastructure. The

1 list will be used to prioritize maintenance and repairs and ensure that infrastructure remains safe
2 and functional, including but not limited to: returning the infrastructure to its original condition
3 (or better), especially after any planned road or infrastructure maintenance that impacts bike-ped
4 infrastructure (e.g., if roads with markings get patched or replaced; street sweeping of bikelanes,
5 etc.). Criteria may include, but are not limited to:

- 6 A. The condition of the infrastructure from the inventory list described above.
- 7 B. Equitable distribution of city resources to support bicycle and pedestrian
8 infrastructure throughout the city.
- 9 C. BPAC recommendations, public input, and constituent requests.
- 10 D. The importance of a piece of infrastructure to the connectivity of a multi-modal
11 transportation network.

12 3. Establish an annual fund with a consistent source(s) of funds to support the ongoing
13 maintenance of bicycle and pedestrian infrastructure including new developments within the city
14 limits.

15 4. Designate the appropriate entities and departments within the city's government to
16 implement the policies and manage the budget, and ensure that bicycle and pedestrian
17 infrastructure is treated as both transportation and recreation with appropriate engineering,
18 design, and maintenance funding resources.

19
20 PASSED, APPROVED, and ADOPTED this _____ day of _____, 2023.

21
22
23
24 _____
25 ALAN WEBBER, MAYOR

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16

ATTEST:

KRISTINE MIHELICIC, CITY CLERK

APPROVED AS TO FORM:

ERIN K. McSHERRY, CITY ATTORNEY

Legislation/2023/Resolutions/

DRAFT


BPAC Maintenance Resolution draft and implementation plan

WHEELER, REGINA A. <rawheeler@santafenm.gov>

Thu 9/28/2023 3:53 PM

To: elifresquez@yahoo.com <elifresquez@yahoo.com>; GISH, KATHLYNE A. <kagish@santafenm.gov>; Kendra Garcia <kgarcia@newvistas.org>

Cc: GLORIOSO-MOSS, ROMELLA S. <rsglorioso-moss@santafenm.gov>; CROWE, HALONA <hcrowe@santafenm.gov>; LOPEZ, DANIEL J. <djlopez@santafenm.gov>

 2 attachments (67 KB)

BPAC Maintenance Resolution draft.doc; BPAC Maintenance Resolution Implementation Plan and Budget.docx;

Hello Mayor's Committee on Disability Co-Chairs,

I have been meaning to send this to you for many days, so sorry for the delay. This is now on the agenda for the next MCD Meeting.

Attached is draft legislation directing the City to inventory, assess and fund the maintenance of bike lanes, sidewalks and trails.

This legislation comes from the Bicycle Pedestrian and Advisory Committee and its Chair Councilor Garcia. Staff Liaison Romella Glorioso-Moss and the Santa Fe Metropolitan Planning Organization (SFMPO) all worked together to develop this legislation.

Also attached is an action plan with estimated costs for implementation put together by diverse team in Public Works.

The legislation has not been introduced and it may not pass.

I thought the MCD would want to be aware of this proposed legislation and consider endorsing it.

Please let me know if you have any questions.

Best,
Regina

Regina Wheeler
Public Works Director
505-690-4197 (m)
505-955-6622 (o)
rawheeler@santafenm.gov

Safe and Compliant Sidewalks, Bikelanes and Trails
BPAC Maintenance Resolution
Implementation Plan

| Result | Activity | One Time | Operating | One Time | Total Annual |
|--|---|--|--|-----------|--------------|
| GIS based inventory of sidewalks, bike lanes, trails, signs, signals, streetlights | Establish Asset Management Software with GIS interface. Survey and enter assets into software. Implement workflow to keep current. | Consulting services data gathering \$500,000 | Project Administrator Setup and manage data application \$100,000/yr Software for Parks and Streets \$180,000/year | \$500,000 | \$280,000/yr |
| Maintain sidewalk condition | Inspect, issue NOVs, contract for and oversee sidewalk repairs. | | Private sidewalks: 3 staff 1 Supervisor 1 Inspectors, 1 Project Specialist (in addition to 2 staff) \$250,000/yr Private sidewalks repairs: \$300,000/yr Public sidewalk repairs \$300,000/yr Hearing & outside attorney fees \$100,000/yr | | \$950,000/yr |
| Clear and repair public sidewalks and trails | Plow, sweep, shovel, weed, litter and ice control by City staff. Asphalt and concrete repairs by contractors. | Equipment 2 ATV with attachments 1 Crew Pickup \$80,000 | 4 staff – 1 Project Administrator 2 senior maintenance, 1 maintenance \$250,000/yr \$300,000/year asphalt concrete repairs | \$80,000 | \$550,000/yr |
| Keep bike lanes clear | Sweeping and plowing. Plows and sweepers run side by side to clear vehicle and bike lanes. Additional hauling capacity for additional sweeping. | 1 plow and dump truck \$400,000 | 3 staff 2 Senior Operators, 1 Operator \$300,000.yr Tipping fees and equip maintenance \$100,000/yr 2 sweepers for bike lanes in addition to 3 replacement sweepers \$400,000/yr | \$400,000 | \$800,000/yr |
| | | | | \$980K | \$2.58M |

Safe and Compliant Sidewalks, Bikelanes and Trails
BPAC Maintenance Resolution
Implementation Plan



Mayor's Committee on Disability

Contact

Chairperson

Kathlyne A. Gish

kagish@stantafenm.gov

Daniel Lopez, Jr.

Equity and ADA Manager

737 Agua Fria Street

Santa Fe, NM 87501

(505) 955-6654 Office

(505) 629-3854 Mobile

dxlopez@santafenm.gov

Dear Bicycling and Pedestrian Advisory Committee

The Mayor's Committee on Disability would like to offer our support on A Resolution Maintenance and Installation of Bicycle /Pedestrian Facilities.

Our committees share the common goal of ensuring safe and accessible infrastructure for all. It is our continued belief that your project(s) will continue to include efforts towards

- Safer sidewalks/trails for all persons through all cycles of life
- Compliance of the American with Disabilities Act
- Build a bridge towards awareness of the diverse community of people with disabilities
- And the creation of a healthier Santa Fe

Our committee looks forward to an even much closer and collaborative working relationship in the future.

Thank you for all the good works of your committee.

Sincerely,

Kathlyne A. Gish

Date: October 20, 2023

To: Mayor Webber, City Attorney Erin McSherry, City Council, Regina Wheeler, Daniel X. Lopez, and To Whom It May Concern,

RE: Letter in Support of the Resolution for Maintenance and Installation of Bicycle/Pedestrian Facilities

The Mayor's Committee on Disability strongly supports the proposed Resolution for "Maintenance and Installation of Bicycle/Pedestrian Facilities". This Resolution resolves and integrates into the city infrastructure the current federal Americans with Disabilities Act compliance mandates to maintain sidewalks, clear weeds and obstructions from pathways and sidewalks, maintain clear signage and safe access throughout the city. While it is not explicitly a disability related resolution, it is functionally a disability and ADA-integrative resolution.

For disabled and elderly citizens of Santa Fe and tourists and guests to our city, this resolution achieves the following:

- Provides the infrastructure to comply with section ____ of the Americans with Disabilities Act to maintain and upgrade inaccessible or obstructed sidewalks and pathways.
- Provides the resources to assure compliance with section _____ of the Americans with Disabilities Act and mitigation of city liability in preventing injury by maintaining clear signage and markings.
- Provides safer alternative access where sidewalks have not yet been updated to ADA compliance, by assuring cleared and identified bike lanes, which are often used in Santa Fe by people with disabilities in areas of the city that are not yet compliant with ADA.
- Provides the resources and infrastructure to upgrade any of our currently non-ADA compliant sidewalks and trails.
- Provides infrastructure exists to assure that sidewalks, trails, and bike lanes are not obstructed by ice, snow, gravel, weeds, and other barriers for any time longer than the Americans with Disability Act required minimum timeframes.
- In addition to the above-mentioned direct infrastructure improvements, for people with disabilities in Santa Fe, this proposed Resolution, if passed, will increase safe access to community resources such as buses, shopping, participation in community events, medical care, food including grocery stores and foodbanks, employment opportunities, housing options, enjoyment of parks, and more.

The Mayor's Committee on Disability supports this proposed Resolution and the many city-wide improvements these proposed changes will provide all citizens, tourists, and guests to our community. Americans with Disability Act compliance is an obligation of the City of Santa Fe, and this resolution and funding will integrate several major aspects of ADA compliance into the city infrastructure.

Office of the Mayor
Official Proclamation of the City of Santa Fe
Bando Oficial de la Villa Real de Santa Fé de San Francisco de Asís Nuevo México

WHEREAS, October 2023 marks the 78th anniversary of National Disability Awareness Month; and

WHEREAS, the purpose of National Disability Employment Awareness Month is to educate about disability employment issues and celebrate the many and varied contributions of America's workers with disabilities; and

WHEREAS, New Mexicans with disabilities are a huge untapped resource, with a range of skills and abilities to help businesses grow; and

WHEREAS, Santa Fe employers can reap the benefits of hiring people with disabilities, who are skilled, loyal and committed to their success; and

WHEREAS, workplaces welcoming of the talents of all people — including people with disabilities — are a critical part of our efforts to build an inclusive community and strong economy; and

WHEREAS, the State's Division of Vocation Rehabilitation has two offices in Santa Fe; and

WHEREAS, that agency has a mission of "ensuring that every New Mexican with a disability achieves their employment goals and thrives in their communities"; and

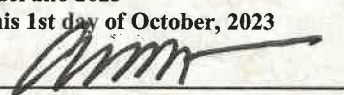
WHEREAS, events throughout the month will reinforce the value and talent of people with disabilities, add to your workplaces and affirm Santa Fe's commitment to an inclusive community that increases access and opportunities to all, including individuals with disabilities

NOW, THEREFORE, I, ALAN M. WEBBER, MAYOR OF THE CITY OF SANTA FE, NEW MEXICO, DO HEREBY PROCLAIM OCTOBER 2023 AS

"DISABILITY EMPLOYMENT AWARENESS MONTH IN SANTA FE, NEW MEXICO"

Promulgada en el ayuntamiento, el
día uno de octubre, del año 2023
Done at City Hall, this 1st day of October, 2023

Witness my hand:
Alcalde/Mayor





Independent Living Research Utilization

PARTNERS

INDEPENDENT LIVING
RESEARCH UTILIZATION
(ILRU)

BOSTON COLLEGE GRADUATE
SCHOOL OF SOCIAL WORK

FAMILY VOICES, INC.

HUMAN SERVICES
RESEARCH INSTITUTE

INSTITUTE FOR
DISABILITY ACCESS

THE MEDSTAT GROUP, INC.

NATIONAL ASSOCIATION
OF STATE UNITS ON AGING

CHANCE
INSTITUTE ON DISABILITY
UNIVERSITY OF
NEW HAMPSHIRE

UTAH STATE UNIVERSITY
(CENTER FOR PERSONS
WITH DISABILITIES)

Key Components of Systems Change

First of Three Papers on
Unlocking the code of effective Systems Change

Prepared by:

Michael J. Kendrick, Ph.D.

Darrell L. Jones, M.A.

Lee Bezanson, J.D.

Richard E. Petty, M.B.A.

January 2006

ILRU Community Living Partnership
National State-to-State Technical Assistance Center
A National Technical Assistance Program at
Independent Living Research Utilization

© January 2006

ILRU Program
2323 S. Shepherd, Suite 1000
Houston, TX 77019
713.520.0232 (Voice and TTY)
713.520.5785 (Fax)
<http://www.ilru.org>

Lex Frieden
ILRU Director

Richard Petty
Director
ILRU Community Living Partnership

Darrell Jones
Program Coordinator
ILRU Community Living Partnership

Publications Staff: Marisa Demaya, Sharon Finney, and Darrell Jones

ILRU supports community independence for people with disabilities through a national program of research, education, consulting, and publications. ILRU is a program of The Institute for Rehabilitation and Research (TIRR), a nationally recognized, freestanding rehabilitation facility for persons with physical disabilities. TIRR is a part of TIRR Systems, which is a not-for-profit corporation dedicated to providing a continuum of services to individuals with disabilities.

This paper was developed under Grant No. 18-P-91554/6-01 from the U.S. Department of Health and Human Services, Centers for Medicare & Medicaid Services (CMS). The contents do not necessarily represent the official position of CMS and no endorsement should be inferred.

Table of Contents

| | |
|---|-----------|
| I. INTRODUCTION..... | 1 |
| II. CHALLENGES IN DESCRIBING AND CREATING SYSTEMS CHANGE | 2 |
| A. CONTEXT FOR CHANGE..... | 2 |
| B. WHAT DO WE MEAN BY “SYSTEMS CHANGE?” | 3 |
| C. CONSIDERING THE SCOPE OF SYSTEMS CHANGES | 4 |
| D. SYSTEMS CHANGE CANNOT BE COMPLETELY PREDICTED OR CONTROLLED..... | 5 |
| E. THE PROSPECT OF PEOPLE-CENTERED SYSTEM CHANGES | 5 |
| III. KEY INGREDIENTS OF SYSTEMS CHANGE | 6 |
| A. THE RIGHT LEADERSHIP AT ALL LEVELS..... | 6 |
| 1. <i>Essential Qualities for Systems Change Leaders</i> | 6 |
| 2. <i>Strategies for Recruiting and Developing Leaders</i> | 7 |
| B. STAKEHOLDER INVOLVEMENT | 11 |
| 1. <i>Diversity of Stakeholder Involvement</i> | 11 |
| 2. <i>Full Inclusion in the Change Process</i> | 11 |
| 3. <i>Strategies for Creating Meaningful Stakeholder Roles</i> | 12 |
| 4. <i>Individual Roles and Group Dynamics</i> | 14 |
| C. EQUALIZATION OF KNOWLEDGE | 15 |
| 1. <i>Value of Equalizing Knowledge</i> | 15 |
| 2. <i>Strategies for Equalizing Knowledge</i> | 16 |
| D. SYSTEMS CHANGES MUST BE SUSTAINABLE..... | 18 |
| 1. <i>Barriers to Sustainability</i> | 19 |
| 2. <i>Strategies for Sustaining Systems Change</i> | 19 |
| IV. CONCLUSION | 21 |
| V. READING LIST..... | 22 |

Acknowledgements

We gratefully acknowledge the gift of time and insights shared by Real Choice Systems Change grantees during our onsite visits: New Hampshire Department of Health and Human Services, Arkansas Division of Aging and Adult Services, Connecticut Association of Centers for Independent Living, Connecticut Department of Social Services, Long Term Care Authority of Tulsa, New York State Department of Health and Broome County New York CASA, and Center for Excellence in Disabilities at West Virginia University; and their numerous associates. We also acknowledge the additional people beyond these who attended the “Unlocking the Code of Effective Systems Change” colloquium in Houston, January 2005.¹ We thank those who assisted the authors by leading colloquium discussion groups, including Melissa Wittman, Ernest McKenney, Jay Klein, Dave Hasbury, and Lex Frieden. We also wish to thank Karen Kuralt and Kaye Beneke for their expert editorial assistance. And finally, we are deeply grateful to Melissa Hulbert and Cathy Cope of CMS; Jay Klein of CHANCE, University of New Hampshire; and Leandre Waldo-Johnson of Boston College Graduate School of Social Work, without whose support and guidance this work would not have been possible.

¹ A list of participants can be found at <http://www.ilru.org/html/projects/CMS/colloquiumindex.htm>

I. Introduction

Over the past several years, staff members and partners of the Independent Living Research Utilization (ILRU) team have provided technical assistance, training, publications, and other support to the Real Choice Systems Change initiative of the Centers for Medicare & Medicaid Services. As we conducted this important work, we began to observe there were clear distinctions between those programs that achieved (or showed real promise for) enduring change and those programs that failed to realize their full potential. In 2004, after almost four years of working with Real Choice grantees, we took the step of looking much more closely at how to foster meaningful, sustainable changes in the social services systems that support people with disabilities of any age. We identified six outstanding projects that had received Real Choice Systems Change grants; each of these projects initiated significant and beneficial change in their respective states (Arkansas, Connecticut, New Hampshire, New York, Oklahoma, and West Virginia). The chosen projects were diverse in many respects, including --

- the scale, scope, and character of the service systems in place,
- the people and needs that were the focus of the changes,
- the types of participants involved in the change process,
- the changes being pursued, and
- the history and duration of the change process.

We asked representatives of these projects to reflect on their experiences and share lessons they learned about systems change. We interviewed project staff and consumer leaders. We wanted to know whether there were common factors that are central to achieving people-friendly systems change.

In January 2005, ILRU continued its investigation by inviting representatives from the six projects and other key Real Choice Systems Change leaders to a colloquium to discuss key elements of meaningful and sustainable systems change.² The group spent 2 1/2 days in Houston in active dialogue focused on three topics:

- Key components of systems change
- Features of a high-quality community service system

² Readers interested in the original three papers used as catalysts to stimulate dialogue at the colloquium may access them at <http://www.ilru.org/html/projects/CMS/colloquiumindex.htm>

- The promotion of self-direction and consumer control in service programs and systems

From our study of successful programs and the recommendations and guidance of the colloquium participants, we have developed three papers that address these central aspects of the creation of enduring change.

In this paper, the first in the series, *Key Components of Systems Change*, we attempt to create an overall framework for the discussion of systems change and to give a summary of the concepts discussed in all three papers. In addition, this paper includes several specific recommendations that can be applied now by any grantee, state, or program to enhance prospects of achieving enduring change in home- and community-based services.

The second paper in the series, *Features of High-Quality Community-Based Services*, identifies the features of high-quality integrated community services and the systems that support them. It serves as foundation work for additional exploration and discussion of what constitutes effective community services. The paper will undergo continuing development in discussions with representatives of projects and consumer leaders in states. The authors believe the paper, in its current form, will augment assessment of existing systems and planning of new or improved systems and, after refinement, it will become an even more useful tool for those involved in systems transformation.

The third paper in the series, *Promoting Self-Direction and Consumer Control in Home- and Community-Based Service Systems*, examines what contemporary social service systems can do to promote consumer-directed services. We identify different features that make a service "self-directed," and we identify characteristics of successful consumer direction and self-determination. As with the second paper, in its present form, it serves as foundation work for additional dialogue and will also undergo continuing development in discussions with representatives of projects and consumer leaders in states.

II. Challenges in Describing and Creating Systems Change

A. Context for Change

In many current disability support systems, people with disabilities, including older adults, struggle with the difference between what the systems allow them to do and their actual needs and potential. Many people involved in the current

systems – including care providers, family members, and the users of the services themselves – long for systems that are more responsive to the needs of people with disabilities. The *New Freedom Initiative*, which spawned the Real Choice Systems Change program, was created to answer this need. Real Choice Systems Change projects aim to change disability support services in ways both large and small, so that users of these services have real, empowering choices to make about the types of care they receive.

Real Choice Systems Change can seem a daunting undertaking when the “system” is put forward as something that has a life of its own with power over people and communities. But systems are inanimate entities that are designed by, acted upon, and used by people. It is people—individuals and people working in concert—who bring change into the environments and communities of which they are part. It is their will to change that begins the processes of mobilizing constituencies for change. These changes can range from the miniscule and invisible to ones that are prominent and far-reaching.

Idealists may presume that support service systems ought to change simply because it is the right thing to do. Unfortunately, these systems do not exist solely to benefit the people dependent upon them. They also have to contend with the needs, pressures, and vested interests of many other parties. Changes centered on individual needs often compete with the needs and priorities of outside parties who may be more entrenched, more powerful, and difficult to persuade about the merits of systems change.

This observation does not mean that systems cannot uphold the people they support in an honorable and beneficial way. Some already do. But there are many difficulties in creating or protecting people-friendly aspects of systems if those aspects collide with other priorities and preferences. People-friendly outcomes may require systems that are very different from those with less people-centered outcomes. Discovering how to create and sustain people-friendly support services is the focus of our research.

B. What Do We Mean By “Systems Change?”

The term “systems change” is difficult to define precisely. Human service and community systems rarely take the form of a single unified organization. Rather, they are composed of many interconnected systems and subsystems, such as hospitals, social workers, home care providers, community service organizations, and even individual families. These groups are not always directly connected to one another. For example, families and other informal caregivers are often the backbone of any care system – yet many families remain remote and disengaged from the formal service systems designed to assist them. When we refer to the systems involved in “systems change,” we are talking about all these system levels, both formal and informal.

In describing systems change, it is often easier to focus on formal systems and structures. However, descriptions of formal systems based mainly on hierarchies and regulations may overlook the powerful roles that individuals and informal relationships play within these systems. The values, attitudes, and relationships of these individuals are especially important. In some cases, the conduct of officials within the systems may contradict the stated goal of the systems. For instance, officials may offer services that are little more than custodial maintenance, when the services were meant to be empowering to recipients.

Even without a precise definition, we can still name and describe many types of intentional systems changes. For example, some systems have been gradually *de-institutionalized*, becoming more community based, more individualized, more granting of individual control and direction, and better integrated with other systems. This type of shorthand definition may not be precise enough for every purpose, but it offers an adequate definition for people to use in discussing and organizing systems change projects.

C. Considering the Scope of Systems Changes

Because formal systems can be quite complex, any discussion of systems change should distinguish between “whole system” changes and changes focused on a single component of the system. Changes at both levels can be substantial and beneficial. The choice of where to begin a systems change project depends largely on timing, opportunity, and the leverage of the people initiating the change.

Systems change projects may focus on anything from minor system components to major system components; they may also start with small subsystems and then become gradually more comprehensive in scope. Additionally, while some people involved in systems change may not be in a position to effect large-scale changes, they may have leverage to effect changes in smaller systems components. For example, in helping patients to make productive transitions between acute inpatient care and community living, systems change advocates might conceivably leave the overall hospital system largely intact. However, considerable changes would be made in the specific hospital subsystems related to discharge planning, and changes would also be required in the coordinating, planning, and financing practices of local agencies that offer community-based services.

We must not assume, however, that small component or subsystem changes are easier to make due to their scale. Even small components may have well-entrenched defenders and interest groups holding them in place. It may not be any more difficult to make a large systems change than a small change if the timing is right and the parties involved are well positioned.

D. Systems Change Cannot Be Completely Predicted or Controlled

In planning a systems change, it's tempting to imagine that social service systems are a type of apparatus that responds to rational external engineering much in the way that a machine would. If this were true, talented agents of change could foresee and guide all aspects of change. The resulting changes would be largely predictable and would turn out exactly as intended.

In fact, however, systems are composed of both rational and non-rational elements. In real life, intentions and logic compete with non-rational factors such as vested interests, attitudes, habits, and expedience. As a result, real change processes are complex, nuanced, and not entirely predictable.

People who expect systems changes to be easily managed may be caught by surprise when changes unfold in unforeseen ways. This does not mean that all aspects of change are unforeseeable or that change cannot be steered to some degree with logic and rationality. It does mean, however, that changes to complex systems involve a measure of uncertainty and risk. Not every attempt at change will succeed.

Even problems with obvious solutions may not be fixable if the conditions needed to effect the change are missing. People within the system must possess the underlying will and values to overcome resistance to the proposed change. There may be moral, cultural, and political factors in a community that prevent change. At a given time, people and communities may be unwilling to endorse feasible solutions that collide with the prevailing view of what is proper and needed. Only if these dominant community views change can system changes be successful. Thus, it is extremely important to stress community and constituency education strategies in any systems change plan.

E. The Prospect of People-Centered System Changes

Change does not appear simply because it is needed. Nor will simply setting people-centered goals and using people-centered vocabulary bring about change. Real change requires both a vision of what might be possible and needed, and people willing to do the difficult work of bringing these visions into reality. In some cases, these struggles for change are multi-generational in duration and may involve periodic setbacks and revisions of approach as conditions change. They all are dependent on mobilizing people to engage themselves in a committed way to make progress on key issues.

Realists recognize that many demanding challenges must be addressed before beneficial changes can take place. These challenges are only partially foreseeable at the outset or while a project is underway. So what must occur for systems to meet the varied demands and to become or remain people-centered?

To answer this question, we need to know which theories and assumptions about people-centered systems change are valid, and which others are misleading or

incorrect. What follows in this paper are some of the key factors repeatedly identified by practitioners in the change process as being significant for them.

They suggest some common investments that can help facilitate change at the local, state or national level. The effect of these can be catalytic and synergistic, particularly when a number are simultaneously present.

III. Key Ingredients of Systems Change

Colloquium participants identified four key components of meaningful systems change:

1. leadership at all levels
2. inclusion of stakeholders
3. equalization of knowledge
4. sustainability

This list of components is not intended to end discussion, but rather to inform further work on our collective understanding of meaningful and sustainable systems change.

A. The Right Leadership at All Levels

1. Essential Qualities for Systems Change Leaders

Leadership is central in mobilizing and influencing people. Effective systems change requires experienced, realistic, and skillful leaders who can cooperate effectively to spark progress and vision. The colloquium participants described several qualities that are essential for leaders of Real Choice Systems Change.

Different types of leaders are needed (such as bureaucratic, technical, and advocacy leaders), and leadership must occur at all organizational levels. No single leader can embody all the knowledge and skills needed for systems change in a single package. Leaders can and should come from various sectors – not just from government offices, as some might presume. They can include consumers, families, advocates, community providers, neighbors, employers, academics, technical consultants, and progressive professionals. Having the right kind of governmental leadership can be a significant advantage, however, because government systems can exert substantial influence toward change.

Leaders from different institutions and areas of expertise should work together for change through leadership alliances. Leadership

alliances are loose networks where people share ties such as values, ideology, beliefs, common interests, personal relationships, and relationship networks. These commonalities can be quite influential in both what gets done and how it is done. Such networks usually start with existing relationships where there is some measure of trust already. Over time, newcomers can establish themselves as valued members of these informal alliances as well, and over time, as valued members of the larger community.

Leaders need practical operational skills as well as vision. Vision is of course a key component of leadership, but it takes practical skills to turn visions into reality. Colloquium participants noted that effective leaders must also be competent, realistic, decisive, and able to get along with people. A certain “political savvy” is required, because systems change leaders must not only be adept at preparing and planning for change, but they must also navigate a maze of personal and institutional relationships to put their plans into action. Leaders must be able to exercise caution and discretion; they must be careful to avoid conflicts of interest. They must be credible when speaking about the content of proposed changes, and they must be prepared to meet the numerous challenges that will arise throughout the change-making process.

Leaders must prepare for continuity in leadership. They do this both in the ways they interact with governmental systems and other types of leaders, and in the way they pave the way for their own successors. In the case of dealing with governmental systems, it is critical that systems change leaders operate in a non-partisan way as much as possible. Turnover in state administration and legislative branches can be deadly to emerging shifts in policy and service delivery if players on all sides have not been educated or persuaded about the value of the changes – or if political enemies have been made by appealing more heavily to one side than to another. This education and inclusion process should also be extended to new people within the systems change movement; these individuals will carry efforts forward when current leaders leave their positions. The loss of informed staff, volunteers, consultants, and advisors weakens and fragments corporate knowledge.

2. Strategies for Recruiting and Developing Leaders

Of course, leaders with the range of skills described above do not always appear on the systems-change scene fully formed. Leadership recruitment and development are essential activities, part of a continuous process within social institutions and movements to generate a pool of leaders who can meet the

challenges involved in change. Our colloquium participants offered a diverse range of strategies for investing in leadership development.

Strategy #1: Add to and strengthen the leadership pool

When groups deliberately work to add new people to their leadership and to provide all their leaders with opportunities to develop their skills, chances for success increase. One example of this type of development is the well-known “Partners in Policy Making” program supported by state Planning Councils on Developmental Disabilities. States participating in this program learn how to identify consumers and families interested in leadership, and then provide them with training, peers, and mentors to strengthen their potential leadership contribution. In many states, this program has been in effect for over a decade and represents a comparatively long-term investment.

Many states, including Massachusetts, provide similar intentional training and support not only to consumer and family leaders, but also to staff, professionals, board members, and others. They offer this training through a specially designed regional- and state-level program sponsored by the State Department of Mental Retardation.

North Carolina developed a consumer and family training program on leadership and advocacy through a partnership between the state’s Consumer Empowerment Division, the North Carolina Planning Council on Developmental Disabilities, and the North Carolina Council of Community Programs. This project was undertaken in conjunction with the state’s introduction of Consumer and Family Advisory Councils as part of broader state reforms of the mental health, substance abuse, and developmental disabilities system.

The key is to invest in developing leaders who will create positive changes by exercising personal and collective leadership. Although there are many different models for recruiting and developing leaders, any effective leadership training program must:

- target emergent leaders and localities
- institute a deliberate recruitment process
- implement a specific leadership development curriculum relevant to the particular issues to be addressed
- establish necessary sponsorship and financing mechanisms

- implement measures to ensure continuity, follow up on training after it has been delivered, and evaluate the overall effectiveness and impact of the training program

Strategy #2: Develop leadership within state agencies and community organizations

Systems change advocates should capitalize on potential leaders already available within the agencies and organizations that may implement home- and community-based services. But new programs and heightened expectations require expanded leadership development. Many state agencies and community organizations have leadership development programs; however, few include training on how to collaborate with constituent groups to implement new approaches associated with modern home- and community-based services.

Executives of state agencies and community organizations should offer leadership training programs (or enrich existing programs) that incorporate constituent involvement and consumer direction. Some business models of customer-oriented quality management support this approach. However, training must go further to help leaders embrace the kind of shared leadership that fosters truly successful service programs.

To help members of state agencies and community organizations learn the unique skills required for consumer-directed systems, staff development training should include these topics (along with more traditional leadership topics):

- Shared vision: Work with broad-based constituencies as they create, test, and continually validate a conceptual framework for service programs.
- Values identification and clarification: Support identification of the principles, standards, and qualities a group considers essential in program design and implementation.
- Constituent partnerships: Involve the “right” constituencies and people, determining the desired background, skills, and qualities of those from the community who should play leadership roles, ensuring they are fully oriented to the programs in which they will be involved and that they continue to be fully informed of the issues they are expected to address. This area also involves knowledge of disability and techniques for facilitating full involvement of all, including persons with cognitive disabilities. Leaders should also have an understanding of the different organizational structures that can be used in partnerships: boards, task forces, advisory councils, etc.

- Working in partnership: Alter philosophical perspectives to create openness to shared power as well as learn the techniques that facilitate true partnership processes.
- Strategic planning, implementation, and evaluation in a power-sharing environment: Engage in group planning and process techniques that ensure constituents are continuously and fully informed of and involved in planning and implementation. This includes reporting to and securing guidance from constituent partners.

Strategy #3: Promote shared leadership through regular leadership meetings

When leaders meet together to resolve an important matter, their collective energies, resources, and constituencies can be unified into a single focus. They are also able to talk directly with one another to create a shared understanding. These two factors allow consensus to emerge so that leaders can then take joint action.

Getting to joint action is not automatic. Joint meetings help create the desired conditions for change, but they do not compel or assure change. According to the West Virginia Real Choice grantees, this type of shared leadership is important because it shows a deliberate attempt to get many key leaders from as many stakeholder groups as possible in the room together to prepare a common statewide change agenda. Their experience with this strategy was not utopian in its results, but it brought many stakeholder leaders into greater agreement and alignment on important issues and provided a kind of “social capital asset” that will serve as the foundation of future change. (For additional details about the West Virginia group’s experience, see their report at <http://www.hcbs.org/files/40/1979/findcomground-1.pdf>.)

One way to effectively convene leaders to establish and implement a common agenda involves these steps:

- Involve leaders from all stakeholder groups in planning the process for the meeting so that there is investment and ownership up front.
- Use a neutral facilitator who is familiar with long-term care and community living concepts to keep the discussion going and assist the group in finding common themes.
- Use a process of “appreciative inquiry” in which you ask, “What’s working well, what can we learn from what’s working well, and how can those lessons be applied to other areas?”
- Use a visioning process that enables the group to identify the current status of the issues, the future goal and action steps for reaching the goal, and the priorities of the action steps.

- Have a follow up plan with assignments to specific people, and then actually follow up.

B. Stakeholder Involvement

1. Diversity of Stakeholder Involvement

Having key people involved from all stakeholder sectors is the next essential ingredient that our colloquium participants agreed upon. Stakeholders include:

- service recipients
- family members
- advocates
- state agencies and government representatives (including politicians) who represent not just disability funding and services, but also community planning and development, transportation and housing services
- business people
- anyone affected by the inclusion or exclusion of people with disabilities and older people from the community

2. Full Inclusion in the Change Process

Colloquium participants argued that change can and should be negotiated across many groups, and that leaving people out of that negotiation process can be costly. Including diverse stakeholders makes it easier to reach consensus and develop vision – key processes for solidifying disparate elements into functional alliances. These stakeholder alliances enable people to act collectively to unite their efforts, energies, and purposes. Stakeholder discussion groups are valuable for formulating credible and persuasive answers to questions that are raised about systems change; the involvement of diverse participants allows people to test and modify positions in front of the group, so that the questions of many people are answered, rather than those of just a few. Finally, the shared consensus and vision generated by these groups also reduces the risk of losing momentum when leaders leave. The vision takes on its own life and no longer depends on any one person's presence.

In order to forge stakeholder alliances, change agents must first identify who the stakeholder parties are, then identify what will bring these groups to the table and keep them there. In the case of stakeholders who may have an agenda that conflicts with the

purpose of Real Choice Systems Change (for example, nursing home administrators who may see community-based services as threatening to their purpose and income), it may be necessary to invest additional time into developing a relationship and educating those representatives before actually including them at the table.

By engaging key stakeholders, several states generated support for systems change efforts that led to a workable mandate. One state, West Virginia, held an inclusive conference that brought a wide range of stakeholders together to gradually build a shared vision and consensus. That state's spokespersons reported that this event was a high-water mark in terms of recent systems change developments. In Connecticut and New Hampshire, two small towns marshaled an impressive range of initiatives affecting people with disabilities. Subsequent efforts brought in new supporters and stakeholders to the collective network and generated considerable good will and momentum. In these instances, there were actually many discussion tables rather than a single table, but the principle of having the right people at the right table flourished and expanded.

3. Strategies for Creating Meaningful Stakeholder Roles

Once stakeholders are identified and included in systems change discussions, they must be involved in the change process in authentic, substantive ways. Stakeholders must be active at all levels of change (policy development, program development and implementation, service delivery, monitoring and evaluation), and each group must have real (not token) roles to play.

By attending to the voice of consumers, families, and communities, leaders are more likely to develop support systems consistent with what these groups actually want and need. In one state, a long-term care agency sought consumer input so seriously and with such systematic quality that it persuaded even doubting consumers to have faith in the state's system change agenda and to take an active role. The active ingredient is not that participation by consumers occurs, but that leaders respect the voice of consumers and unmistakably use consumer feedback to inform policy decisions and directions.

Colloquium participants suggested two main strategies for encouraging stakeholders to voice their opinions and contribute substantively to change projects.

Strategy #1: Help people form social networks

People with social supports tend to function better than those who are socially isolated. As witnessed in the peer support movements

in mental health and independent living, there is something about solidarity with others who face the same challenges and concerns that strengthens, encourages, and gives practical assistance to “fellow travelers.”

Networking and solidarity can help people in many other ways, including the following:

| | |
|--|------------------------------------|
| Learning about resources | Being able to sound people out |
| Hearing other perspectives | Getting advice and counsel |
| Drawing strength in numbers | Being able to assist others |
| Validating arguments and getting clearer information about what works and what doesn't | Creating pathways for joint action |

People are much more likely to pursue and stay with demanding change agendas when they are well supported in their efforts by like-minded allies. An investment in such networking may be more fruitful than first meets the eye, because it can help create a “base” for change through the making of a unified and mutually supportive constituency.

There are many ways to help people find, start, and nourish change-oriented networks. The key is simply to help people with common interests find each other. Here are ways that you can enable service recipients, families, and other stakeholders to share perspectives, learn from each other, and support needed system changes:

- Start networks by connecting people you know who have some of the knowledge, interest and investment in the relevant issues.
- Make resources available such as a place to meet, staff to answer questions, and other resources.
- Give advice when asked.
- Take their opinions seriously by taking feedback from the networks to your formal advisory board and policymakers.

Strategy #2: Encourage stakeholder discussion groups to imagine and design groundbreaking initiatives

Once social networks are formed, the next step in innovation is to provide a forum where stakeholders can describe the groundbreaking changes they need. For instance, stakeholders may form miniature “think tanks” in which they examine particularly vexing problems and generate proposals for change. These

brainstorming sessions are often focused on specific challenges such as social inclusion, individualization, home ownership, or empowerment. Admittedly, not all such “think tanks” are equally successful, but by the same token not all problems are equally easy to resolve.

In Oklahoma, a key state advisory group consisting of consumers and families was formed to look deeply into many issues and brainstorm ways forward. The group was given extensive support to encourage their thinking and imaginative process. For example, in this project --

- Participants were treated as partners in the systems change process; this raises the value of their participation.
- Participants were given reading, research and reporting assignments to support and facilitate the process of creative thinking.
- Small group activities were used to help participants analyze for themselves the pros and cons of a policy, service, or procedure.
- Each participant was specifically asked for his or her opinion about the problems and proposed solutions; this technique ensured that everyone participated, and it gave quieter participants an opportunity to speak without having to fight for the floor. People need multiple options for offering input so that they can feel comfortable participating.

As stakeholder groups help to develop new initiatives, it's important to remember that they do not have to invent projects that change the world all at once. Small-scale projects can also challenge established, conventional, and institutionalized practices. These experimental demonstration projects take ideas from the drawing board into the real world, where they can serve as instructive examples of what could someday occur on a larger scale. They can elevate the “state of the art” in social services by modifying and updating old practices, and move ideas that are “gems in the rough” into more polished and advanced approaches. When the results are persuasive and compelling, others will more easily adopt and disseminate them. The Cash & Counseling Demonstration programs in Arkansas, Florida, and New Jersey are good examples of this type of innovation.

4. Individual Roles and Group Dynamics

Finally, our colloquium participants noted that change leaders must attend to individual roles and group dynamics if stakeholder networks are to succeed over the long term. Without such attention, some groups lose focus; other groups develop good ideas, but have trouble putting them into action because it isn't clear who is

supposed to do what. Some key strategies for keeping groups on track include:

- defining what type of coordination is optimal
- creating clear priorities and strategies
- eliminating confusion about who is doing what by asking people to clarify various roles in the change process
- directing potential supporters to appropriate entry points and entry roles for newcomers to the work of change.

These steps can help eliminate questions about who has or will take central responsibility for shaping the change process and who will assist with various stages of implementing the changes.

By following the steps modeled by our colloquium participants and other effective programs, change leaders have a good chance of enabling consumers, families, and other stakeholders to develop worthwhile initiatives.

C. Equalization of Knowledge

If leaders make a genuine effort to involve the diverse range of stakeholders we've described above, they must recognize that the people in these networks will bring disparate levels of knowledge and understanding of issues to the table.

This can be seen as a barrier or an opportunity. If it is seen as a barrier, it may be used as a reason to exclude certain people or groups from participating. Our participants, however, believe that this situation offers an opportunity for conveners to practice articulating the questions and issues more clearly.

1. Value of Equalizing Knowledge

Why is such practice valuable? Readiness for change, in both the cultural and political sense, does not occur until enough people in enough constituencies achieve consensus to prevail over the dissenters. The process of achieving consensus and swaying dissenter opinions takes both time and serious educational and persuasive effort. Unanimous agreement is not required, but most colloquium participants agreed that there must be sufficient consensus among key constituencies to create a mandate for action. Gaining this mandate is easier when much work has already been done to raise consciousness and issues, dissect and evaluate the arguments and proposals, and engage large numbers of people in some kind of thinking, discussion, and deliberative process.

Just as importantly, equalizing knowledge is not a one-way conduit from conveners to participants. Relationships among network

members are strengthened when participants are allowed to name their issues, discuss them extensively, and eventually describe remedies that seem to offer the most hope for progress. While the conveners share their knowledge of the issues with the constituents, the constituents educate the conveners about their own wishes and experiences. This mutual education process can take a great deal of time, but it may be the only way that diverse constituencies can get to a point where they understand the nuances of the issues well enough to substantively pursue changes to the system.

State agencies have an important role to play as well. Knowledge is power, so if states are serious about empowering consumers and families to have more control over their lives and a higher quality of life – and if states are serious about empowering communities to alter their infrastructures to be more inclusive – then they, too, must work to equalize knowledge. Because states know more about the policies, programs, and services within their vast range of control, they can be valuable educators for stakeholder networks.

2. Strategies for Equalizing Knowledge

Knowledge can be imparted through a number of means, including trainings, meetings, social occasions, conferences, special project work, websites, and printed material. The key is meaningful and on-going communication, in whatever form is best for a given issue.

Strategy #1: Prepare people to better understand key issues and to apply critical thinking

To understand abstract, multi-sided issues, people need more than a “broad stroke” picture of those issues – they need to know and understand the details. When people are “in the dark” about the details of issues, they are less likely to be able to act; when they do act, they are less likely to act with finesse and discipline. When they are well informed, they can better participate in public issues because they know what is at stake. Detailed information can be helpful for advocates, politicians, activists, consumers, families, and many others. In fact, in special education circles, family advocates are regularly given instructive briefings on special education laws and regulations to make their advocacy more effective.

Once people understand and master background facts, they can then analyze the information and apply it. The analysis is often what leads people to favor or to oppose change. For instance, although institutional care is currently among the dominant support systems for the elderly and for people with disabilities, many people realize that not all these individuals need institutionalization. What they don’t realize is that there are viable alternatives that can

substitute other forms of support for institutional care. If a substitute support system were made available, people who now rely on institutional models of care might instead choose an effective community-based model of support. Only after this sort of analysis do people question why institutional care should be given a monopoly or preferential bias among the options for support. Institutional bias is well known to people who understand today's system, but it is clearly not well understood by many others. Education can change this.

Such briefings can go a long way to demystify systems, claims, and slogans that have heretofore been baffling or impenetrable. In the process, these briefings also clear up misconceptions, offer people a better sense of their options, and help people see where change might be possible. Educational investments empower members of the public to play a role in the personal and public affairs that shape their lives.

To help people understand issues better and to apply critical thinking to solutions --

- Plan and budget up front for the resources required for educational activities.
- Survey stakeholders to find out what their misconceptions are.
- Develop and offer materials, briefings, trainings, forums, and other activities that share detailed information about systems change issues.

Strategy #2: Create opportunities for values-based engagement and training

Much of what we call “change” involves shifts in beliefs, attitudes, and even deeper values – because these are usually very significant in motivating people to take collective action. If these value shifts are to occur, we must provide opportunities for people to try out different perspectives and evaluate their relevance and value.

Sometimes this “trying out” of perspectives and values can come about informally simply by creating the networking and dialogue opportunities in which people can share and discuss such issues. In a more formal context, forums and training sessions can have considerable values content; these can be designed to sharpen people's appreciation of differing values and the consequences that may flow from their adoption. For example, adoption of a value that addresses safety by simply stipulating that safety of service recipients is paramount could fail to allow for levels of informed risk-taking on the part of service recipients. Training on the many

aspects of risk management could have great value for stakeholders as they establish a common value around safety and risk.

Strategy #3: Expose people to excellence

Many people have correctly noted that “vision building” is a key component of the change process. Such vision only takes hold in people when they are exposed to examples that help them revise their sense of what is both good and desirable. One way to achieve this is by bringing stakeholders into contact with other people, examples, and activities that exemplify excellence and help others to expand their vision.

For example, the Alliance for Full Participation Conference represents a single event to strengthen vision and to motivate people to change. Another example is the annual Ellensburg Conference in Washington State, which is an ongoing investment that for well over a decade has exposed Washington residents and others to national best practices in the field.³ In local instances, such as the Model Communities initiative sponsored by the Real Choice Systems Change project in New Hampshire, leaders have created deliberate training events and conferences that are intended both to inspire and build vision.

The essential steps in exposing people to excellence are the same, although target groups will vary according to location and interests. The steps are as follows:

- Identify promising examples of excellence (best practices and evidence based practices).
- Create learning opportunities in which people are exposed to examples of excellence to stimulate their thinking about how programs could be improved.
- Reinforce vision building by exposing more and more groups to create a cumulative impact.

D. Systems Changes Must Be Sustainable

Colloquium participants noted that not all Real Choice Systems Change projects were initiated with a plan for sustainability, and to them that was a contradiction

³ For more information about these two projects, see the Alliance for Full Participation website at <http://www.allianceforfullparticipation.org/public> and the Ellensburg Conference website at <http://www.communityinclusion.org>.

in terms. If a state system or subsystem authentically changes, they reasoned, the change should continue beyond the term of a federal grant.

1. Barriers to Sustainability

Colloquium participants agreed, however, that there are often serious barriers to sustainability, including --

- lack of a clear vision about what should be sustained
- lack of adequate documentation that a service works effectively and should be sustained
- lack of a way (including funding) to sustain the change

2. Strategies for Sustaining Systems Change

States that have instituted enduring systems changes seem to have several things in common. Their strategies are described below.

Strategy #1: Allow leaders to work across conventional boundaries

The first ingredient in sustainability takes us back to the leadership (at all levels) component earlier put forth as a key to systems change itself. When diverse people who cross over multiple boundaries “own” the vision, they invest time, energy, and personal passion that will carry the vision forward beyond the limits of a finite grant. Of course, this requires a change in culture within the state system that allows leaders to think and act outside the confines of their own institutions. Operating in “silos” – such as single-project, single-agency, or single-disability modes – can be a serious barrier to systems change in general and the capacity to sustain that change.

Strategy #2: Affirm, recognize, and celebrate valuable actions, initiatives, and leadership

It can be a thankless and taxing exercise to labor alone and unappreciated on changing systems and communities for the better. Such work can be discouraging and even punishing, and some people might easily give up on the exercise. Fortunately, much of this burden can be lifted for people if you show respect, appreciation and validation of their efforts. Such reinforcement can help people stick to difficult tasks and find renewed resolve to persevere. It is helpful when those concerned about change parcel out some energies and time to pay homage to hardworking persons and groups. Simply being thanked can go a long way to helping people endure.

There are other reasons to give such trailblazers and committed actors the recognition they deserve. Their work can be very instructive for others who are similarly engaged because they have accumulated insights and lessons that might be lost if they were not identified as being important. Additionally, such recognition validates the actions of others. Their role modeling represents more than a singular investment: it contributes momentum to others throughout the broader systems change movement.

Strategy #3: Use the media to build your profile and develop a relationship with the public

In modern times, achieving any major shift in public perception always involves a consistent, clear, and credible message put forward through the media. More importantly, however, the message must be relevant to the listener. The public does not yet widely know, for example, that there can be options other than nursing home care when a family member reaches a certain level of infirmity. Thus, people may not ask for what they don't know is possible. A relationship built over time with the newspapers and television and radio stations can reap huge rewards in raising the consciousness of the public to the next level, giving immeasurable support to an agency seeking passage of new laws or new funding.

We must invest in helping change groups shape, communicate, and get out their message more successfully. We must not assume that everyone is equally equipped in this regard or that the media chosen and the content to be shared are going to be similar in different places or situations. This process of "message making" may need to be repeated with considerable regularity so more people can benefit from your assistance and support.

Strategy #4: Change regulations to provide a framework for future action

Regulations provide an institutional bridge between past and future leaders. New staff, consultants, and advisors gain immediate exposure to what the requirements are under the current paradigm of services. They in turn will continue to refine and change regulations for the next generation of leaders. Sometimes, policy makers change regulations to force issues that are stymied within a state. Other times, the revisions in policy will be an outgrowth of changes in processes and procedures that occur naturally over time. It can, and often does, happen either way.

Strategy #5: Collect data that will prove the effectiveness of system changes

Change advocates need concrete evidence that new service approaches enhance lives and are more cost-effective (or at least cost-neutral). Without such data, it may be extremely difficult to persuade legislatures and federal funding agencies to change laws and policies or to better fund certain services. In order to collect the right data, leaders must establish a data collection process at the beginning of a project. One New England group that was awarded a Nursing Facility Transition systems change grant so effectively collected and reported information from moving people out of nursing homes that they easily won funding from their state legislature to continue the service beyond their grant period. If they had not implemented an effectual data collection method early on, they would have had inadequate proof with which to make a case.

Strategy #6: Find additional sources of funding for change projects

Finally, and clearly, there is the need for continued funding for those services that prove to be effective and satisfactory for service recipients. The previous five items build the foundation that makes future funding much more possible. With these in place, the systems change leader will be able to articulate the larger vision and the workable outcomes from that vision to win needed financing with a large base of support.

IV. Conclusion

This paper illustrates that potentially effective catalysts are available to people trying to bring about needed changes in their community or state. These catalysts can be very beneficial if used with discretion and wise application. However, they are not a panacea. They do not guarantee success, but they sometimes produce powerful results. We hope that the principles and examples discussed in this paper will help systems change leaders across the country to recognize some catalysts that might suit their particular change challenges.

Obviously there are more catalysts for change than those presented as examples here. Our understanding of the key components of meaningful and sustainable systems change continues to grow as we collectively gain experience through the Real Choice Systems Change Grant initiatives. We expect this paper and others in the series to facilitate further discussion and discovery among all stakeholders who work to transform the social support systems serving people with disabilities of all ages.

V. Reading List

This list, which is common to all three systems change papers produced by ILRU, contains the two publications which were referenced in the second and third papers, but primarily is offered as a reading list for those wishing to read more about improving service systems to make them more responsive to people with disabilities, the users of those systems. The list draws from many fields, not just human services. Not all materials are still in print, but the reader should be able to locate all these references in most large libraries.

Badcock, C.R., *The Problem of Altruism*, Basil Blackwell, 1986

Bella, Robert N., Madsen, Richard, Sullivan, William M., Swidler, Ann, Tipton, Steven, M., *The Good Society*, Vintage, 1992

Bella, Robert N., Madsen, Richard, Sullivan, William M., Swidler, Ann, Tipton, Steven, M., *Habits of The Heart*, University of California Press, 1985

Ciulla, Joanne B., (Editor), *Ethics; The Heart of Leadership*, Praeger, 1998

Colby, Anne, Damon, William, *Some Do Care: Contemporary Lives of Moral Commitment*, The Free Press, 1992

Coles, Robert, *The Call of Service: A Witness to Idealism*, Houghton Mifflin, 1993

Collins, Pam, (editor), *Relationships and Everyday Lives*, CRU Publications, Brisbane, Australia

Driedger, Diane, *The Last Civil Rights Movement, Disabled Peoples International*, St. Martin's Press, 1989

Easterbrook, Gregg, *The Progress Paradox; How Life Gets Better While People Feel Worse*, Random House, 2004

Eddelman, Murray, *The Symbolic Uses of Politics*, University of Illinois Press, 1985

Fratangelo, Pat, Olney, Marjorie, Lehr, Sue, *One Person at a Time*, Training Resource Network, Inc., 2001

Frieden, L., Richards, L., Cole, J., & Bailey, D., *ILRU Source Book: A Technical Assistance Manual on Independent Living*. Houston, Texas: Independent Living Research Utilization, 1979

Galper, Jeffrey H., *The Politics of Social Services*, Prentice Hall International, 1975

Gilman, Sander I., *Disease and Representation, Images of Illness from Madness to AIDS*, Cornell University Press, 1988

Gladwell, Malcolm, *The Tipping Point; How Little Things Can Make a Big Difference*, Back Bay, 2002

Goffman, Erving, *Relations in Public*, Harper and Row, 1971

Goffman, Erving, *Frame Analysis*, Harper and Row, 1974

Gottschalk, Simon S., *Communities and Alternatives; An Exploration of the Limits of Planning*, John Wiley And Sons, 1975

Gray, Barry, Jackson, Robin, (editors), *Advocacy and Learning Disability*, Jessica Kingsley Publishers, 2002

Hillman, James, *Kinds of Power; A Guide to Its Intelligent Uses*, Doubleday, 1995

Hoopes, James, *False Prophets; The Gurus Who Created Modern Management and Why Their Ideas Are Bad for Business*, Perseus Books, 2003

Hoos, Ida R., *Systems Analysis in Public Policy; A Critique*, University of California Press, 1972

Ignatieff, Michael, *The Rights Revolution*, House of Anansi Press Limited, 2000

Kallen, Evelyn, *Label Me Human; Minority Rights for Stigmatized Canadians*, University of Toronto Press, 1989

Kendrick, M., Levels of Empowerment, *Planet Advocacy*, Issue Number 7, March 2004, pp 6-7

Klees, Janet, *We Come Bearing Gifts, The Story of the Deohaeko Support Network*, Copywell, North York, Ontario

Kuhn, Thomas S., *The Structure of Scientific Revolutions*, 2nd Edition, 1970

Kouzes, James M., Posner, Barry Z., *Credibility*, Jossey Bass, 1993

Kouzes, James M., Posner, Barry Z., *The Leadership Challenge, Third Edition*, Jossey Bass, 2002

Lasch, Christopher, *The Revolt of the Elites and the Betrayal of Democracy*, W.W. Norton And Co., 1995

Leiss, William, *The Limits To Satisfaction: An Essay on the Problems of Needs and Commodities*, University of Toronto Press, 1976

Loeb, Paul, R., *Soul of a Citizen*, St Martins Griffin, 1999

- Loeb, Paul, R., *The Impossible Will Take a Little While*, Basic Books, 2004
- Melnyk, George, *The Search for Community; From Utopia to a Cooperative Society*, University of Toronto Press, 1985
- Minow, Martha, *Making All the Difference; Inclusion, Exclusion and American Law*, Cornell University Press, 1990
- Morgan, Gareth, *Images of Organization; The Executive Edition*, Sage, 1998
- Neugeboren, Jay, *Transforming Madness; New Lives for People Living with Mental Illness*, William Morrow And Company, 1998
- Oliner, Samuel P., Oliner, Pearl, M., *The Altruistic Personality*, The Free Press, 1988
- Porta, Donatella Della, Diani, Mario, *Social Movements; An Introduction*, Blackwell Publishers 1999
- Palmer, John L., Smeeding, Timothy, Torrey, Barbara B., *The Vulnerable*, The Urban Institute Press, 1988
- Piven, Francis Fox, Cloward, Richard A., *Poor People's Movements; Why They Succeed, How They Fail*, Vintage Books, 1977
- Putnam, Robert D., *Bowling Alone*, Simon and Schuster, 2000
- Race, David, (editor), *Leadership and Change in Human Services, Selected Readings of Wolf Wolfensberger*, Routledge, 2003
- Reinders, Hans S., *The Future of the Disabled in Liberal Society; An Ethical Analysis*, University of Notre Dame press, 2000
- Resnick, Herman, Patti, Rino J., (Editors), *Change from Within*, Temple University Press, 1980
- Rost, Joseph C., *Leadership for the Twenty-First Century*, Praeger, 1993
- Rosenberg, Charles E., *The Care of Strangers; The Rise of America's Hospital System*, Basic Books, 1987
- Saddhatissa, Hammalawa, *Buddhist Ethics*, Wisdom Publications, 1997
- Sharpe, Virginia A., Faden, Alan I., *Medical Harm; Historical, Conceptual and Ethical Dimensions of Iatrogenic Illness*, Cambridge University Press, 1998
- Thrall, Bill, McNicoll, Bruce, McElrath, Ken, Blanchard, Ken, *The Ascent of a Leader; How Ordinary Relationships Develop Extraordinary Character and Influence*, Jossey Bass, 1999

- Toch, Hans, *The Social Psychology of Social Movements*, Bobbs-Merrill, 1965
- Tronto, Joan C., *Moral Boundaries; A Political Argument for an Ethic of Care*, Routledge, 1993
- Turnbull, H.R., Turnbull, Ann P., *Parents Speak Out; Then and Now, second edition*, Charles E. Merrill Publishing, 1985
- Volkan, Vamik D., *The Need to Have Enemies and Allies*, Jason Aronson Inc., 1988
- Wharf, Brian, *Communities and Social Policy in Canada*, Maclellan and Stewart, 1992
- Wilson, James Q., *The Moral Sense*, The Free Press, 1993
- Wolfe, Alan, *Whose Keeper? Social Science and Moral Obligation*, University Of California Press, 1989
- Wolfensberger, Wolf, *The Principle of Normalization in Human Services*, National Institute on Mental Retardation, 1972
- Wolfensberger, Wolf, and Glenn, L., *Program Analysis of Service Systems: A Method for the Quantitative Evaluation of Human Services, 2nd Edition*, National Institute on Mental Retardation, 1973
- Wright, Chris, *The Sufficient Community; Putting People First*, Green Books, Devon, 1997

2022-2023 Mayor's Committee on Disability Priorities by Category:

Health and Safety

- Purchase and implementation of Access and Functional Needs (AFN) kits.
- Emergency Preparedness:
 - Including new alternative responses, and awareness of how they work with people with disabilities.
- Increase safe relationships with authorities for community members with disability needs, awareness of how to work with people with disabilities.
- Disability access, functional needs, emergency preparedness, collaboration with city of SF emergency management, and first responders.
- Increase use of systems (phone apps, city vehicle posters, etc.) to aid in awareness/communication of emergency notifications and evacuation procedures.
- Effective emergency communication.
- Access Mass Care – City of Santa Fe emergency shelter, family assistance centers, etc.
- Emergency transportation
- Whole community planning
- Disability integrated recovery, mitigation
- Enforcement of maintenance of city streets, sidewalks, crosswalks, parking lots, pathways, and bike trails in accordance with ADA regulations (ice, snow removal, debris, brush, and weed removal, and development and maintenance to reduce liabilities and increase access for safety and emergency evacuation).
- Gathering data to show the need for enforcement of the current noise ordinance with an eye on an update in the future. And educating residents about how loud/sustained noise can cause hearing loss and what the safe and unsafe limits are.
 - Enforcement of noise ordinance, includes:
 - Traffic calming
 - Mufflers required and enforced
 - dBA level at concerts/enforcement in public venues/events
- Awareness of Post-Traumatic Stress (PTS) as it is impacted by noise ordinance issues and PTS symptoms/sensory awareness – noise can be very harmful for behavioral health.
- Building community awareness of the PTS Spectrum— to facilitate a more civil, inclusive, and productive discourse around PTS issues. PTS is not considered a disorder in current parlance, and it's counterproductive to refer to it that way. PTS is a condition that exists on a spectrum. On one end of the spectrum exists a state of being that afflicts us all, by virtue of our births— PTS. On the other end of the spectrum exists a disabling state of being that afflicts some, by virtue of the intensity, frequency, and/or duration of exposure to trauma inducing events— disabling PTS. In between these two ends of the spectrum exists another state of

being, where functionality may be impaired or limited, and aspects of personal and professional life may be adversely affected— problematic PTS.

- Susceptibility to problematic and disabling PTS: Certain populations in our community are more susceptible to problematic and disabling PTS by virtue of their circumstances. Populations highly susceptible to problematic and disabling PTS include but are not limited to food insecure; homeless; immigrant; incarcerated; LGBTQ+; minority; physically, sexually, and/or psychologically abused; substance abuse; unemployed; and veterans. The subcommittee will increase community awareness to better understand problematic and disabling PTS in these and other highly susceptible populations to the City of Santa Fe.
- Services available to those with problematic and disabling PTS: There are a multitude of local services available to those with problematic or disabling PTS; the Subcommittee will bring awareness of gaps in current services and the need for other effective treatment solutions not currently offered that would be of benefit to our community in order to reduce negative individual, social and economic consequences of problematic and disabling PTS in Santa Fe.
- Emergency evacuation plan for paratransit/bus users and seniors.
- Private vehicle 'Emergency Notification System' for people with disabilities, non-verbal people, seniors, and others with health and safety needs.

Parks and Recreation

- Revision and enforcement of the ordinance governing noise levels during outside events in the Plaza and public parks.
- *(Pending – In Progress)* Fort Marcy Park: Bus stop has no map or guidance for bus riders to access park safely/indicate distance, pathways, etc.
- *(Pending – In Progress)* Accessible/inclusive parks in Santa Fe.
 - Update play areas in city parks to allow wheelchair access (phase out and replace wood chips and add inclusive play equipment).
- *(Pending – In Progress)* Fix pedestrian bridge and pathways in Fort Marcy Park to make them accessible to wheelchairs and scooters; install temporary signage with directions to accessible route until repairs done.

Transportation

- 24/7 public transportation: This is needed for safety and medical reasons. Poor people and abuse victims are most vulnerable to transportation challenges. A poor person with a sick child might delay medical care because there is no transportation. City of Santa Fe activities and SFCC classes end at 10:00pm, but Transit has ended operations.
- Increase transportation access to residents who lack private transportation access.
- Bus accessibility: older residents and those who can't stand long have difficulty using bus stops without benches. Add benches where possible to bus stops that serve the elderly

and disabled people, such as outside of medical service providers, stores/shopping areas, residential areas.

- Transportation cost assistance for paratransit users: Economical bus passes are available to all Santa Feans, but for persons who must use paratransit for all transportation, there are no programs that would help income-qualified people with these expenses.
- Free transportation for youth/low-income adults who use paratransit.
- Explore possible permanent dashboard display of disability parking placard for those with memory issues.

Transition Plan

- Getting Deaf and Hard of Hearing to be specifically included in the Transition Plan.
- Need interior plans for southside bus depot.
- Maintenance of City parking lots, streets, sidewalks, crosswalks, pathways, and bike trails in accordance with ADA regulations.
- Review of city construction and remodeling projects by plan Review Subcommittee for adherence to ADA guidelines.
- Ongoing sidewalk improvements, barrier removal, and repairs, and update of PROW list as projects are completed (20-year time frame unless more funding obtained):
 - Obstructed, narrow, sidewalks – light poles, fire hydrants, etc.)
 - East Palace Avenue - steep curb cut with parking meter obstructing.
 - East Palace/Washington Ave – Ice builds up in crosswalk if snow is not cleared.
 - Canyon Road (and many others) light poles obstructing.
 - Sidewalks lacking, lacking curb cuts, etc. in all four districts (including below):
 - *(Pending – In Progress)* Ventana de Vida along Pacheco to St. Michael's
 - *(Pending – In Progress)* Henry Lynch between Agua Fria and Rufina

NOTE: Sidewalk repair: The stretch of Pacheco between the Ventana de Vida senior center and St. Michael's Drive has no existing sidewalk, thus impeding access to the local shopping. This is a high priority and expected to be addressed next after some work on Agua Fria, but the city has a huge, prioritized list of sidewalk repairs that could benefit from a share of a gas tax or other funding mechanism.
- *(Pending – In Progress)* Review the Transition Plan to identify the outstanding upgrades needed to Public Rights of Way (PROW).
- *(Pending – In Progress)* Cerrillos Road bus transfer station access – light pole in the way of sidewalk that inhibits accessible wheelchair route between Santa Fe Place Mall and the Southside bus station.
- *(Pending – In Progress)* Bus stop in front of Indian Hospital – update for accessibility and curb cuts.

Effective Communication

- Update online systems to maintain and expand inclusive and accessible hybrid/online Committee, Board, City Council (etc.) meetings.
- Hearing Loops: Availability of hearing loops in all locations where the City Council meets and a new city ordinance that requires loop installation in new construction and remodels of public venues.
- Update/modernize City Website to be ADA accessible/compliant, and assure accurate, up to date, and clearly written/organized information.
- Mayor's Committee on Disability (MCD) Webpages:
 - Update language and organizing to be clearer and more useable
 - Add Accomplishments page
 - Add Subcommittee page
 - Accessibility Statement
 - Make Community Resources clearer
- Awareness campaigns:
 - Radio, newspapers, website, online outreach, Alert Santa Fe, informational flyers, community engagement, train/outreach to other committees (Quality of Life, City Council, etc.) etc.
 - Educational campaign to encourage installation of adult changing tables in public and commercial facilities. Ask Chamber of Commerce and City to recognize these efforts and produce a map/app of available facilities

Housing

- Income source anti-discrimination laws: Promote updated city ordinance that requires landlords to accept legitimate income sources from potential tenants (but the landlord would still retain discretion with credit, etc.). Landlords currently do not have to accept all legitimate types of income to evaluate potential tenants. This is particularly a problem for people who are disabled, veterans, and seniors. Other cities have fixed this with an ordinance.
- Housing affordability: The housing shortage adversely affects all Santa Feans.
- Housing accessibility: It's easier to incorporate accessibility features into new construction. Ensuring that new multi-unit housing has accessibility features, and a certain number of wheelchair friendly units would help. Funds are currently available to help retrofit older housing so that people can adapt to health changes and/or age in place.
- Homelessness: Persons with physical and mental health needs are disproportionately represented in the homeless population. Housing First can help put these constituents on the road to getting better health care and an enormously improved quality of life.
- Transitional housing for people coming out of jail/institutions.

- Explain process and benefits of accepting housing vouchers on the City website, and include PSA by Ms. Kyra Ochoa who had housing-voucher tenants and had a good experience (other cities have examples we can examine).

Other

- Dave McQuarie Memorial Plaque in Santa Fe

1. MCD Priorities Addendum for 2023 (DRAFT - work in progress):
 - a. Hire an ADA Coordinator
 - b. Inclusive City Meetings (hybrid, Zoom, ASL, CART, Captions in person/online, Loop, Spanish, etc.)
 - c. Move MCD/ADA Coordinator to more appropriate Dept/Office.
 - d. H.R. hiring process – needs to be accessible (currently no step by step guidance on what is required to apply for a job, no ability to save info entered (it mostly erased), no info re disability accommodations online).
 - e. Disability Pride Month – July. Establish Disability Pride within Santa Fe.
 - f. Advocate for Disability Justice framework within the City of Santa Fe and Community.
 - g. Continue fixing new city website – overlay issues, inaccessible attachments and images, lacking ADA info in HR, etc.
 - h. City Clerk’s office needs to be educated on disability access for public meetings.
 - i. Expand MCD – update bylaws to include required one each minimum legally blind and assistive device user member positions. Add 2 more members to the MCD – Quorum of 5, Subcommittees of 4.
 - j. Greater community outreach/advocacy with disabled community members.
 - k. Establish Civil Rights Department/enforcement within the city to address discrimination.
 - l. What else am I forgetting?