



Compiled Tactics for Consideration

Goal One: As a result of our efforts, guide dog users and potential guide dog users are well informed.

UUObjectives:

1.1 Inform/promote value of a license

Collaborate with DCA staff to produce a “consumer oriented” brochure reflecting the value in choosing a CA licensed guide dog instructor and facility.

Prepare a statement promoting the value of CA licensed guide dog instruction and an overview of the Guide Dog Act, for voluntary use during student training curriculum.

Provide ongoing training and materials for sources of client referral to guide dog programs (DOR & VA counselors etc.), reflecting the value of choosing a CA licensed instructor and facility.

Issue press release when people attain them.

Possible ceremony at board meetings

Creating a place on the Web site for licensee sharing/private.

Public Service Announcements.

Community outreach to schools, service organizations.

Determine outreach target groups (i.e. general public, business community, consumers, etc.)

Identify outreach venues (i.e. Web site, mailings, materials).

Public demonstrations of use of Guide Dogs.

Send exclusive mailings to licensed trainers.

Send reminders of renewal dates.

Sanction unlicensed practitioners.

Survey consumers and licensees how they define the value of a license – what does this mean for them (establish baseline).

1.2 Increase outreach & education

Speak to consumer organizations and officials at Guide Dog Schools.

Be more in touch with instructors and law enforcement.

Coordinate outreach events with DCA Outreach Unit when appropriate.

Develop a communications plan. Ex: improve outreach to the media by providing/sharing “hero” stories.

Establish partnerships with local, state and federal law enforcement, media and policy makers.¹

1.3 Enhance electronic communication

Increase subscription to Listserve.

Keep Web site updated.

Conduct feasibility study on using social networking sites such as Facebook, YouTube, a forum and blog.

Develop and conduct periodic surveys on relevant issues.

1.4 Develop a plan for information and referral

Maintain database of relevant resources.

Develop and organize an information bank.

Work with stakeholders during information gathering phase.

Increase IT resource links.

Create an FAQ section on Board Web site.

Utilize outreach and education tools to publicize Web site.

Accommodate written or phone requests for applicable information and referral assistance.

Identify situations requiring advocacy, self-advocacy training, or follow-up services.

Have rehab counselors refer prospective clients.

Referral to Lions Club, Rotary, etc.

Referral and communication with UC, ophthalmologists, low vision clinics, blind schools, etc.

Publish e-mail and telephone contact information.

Disseminate information to policy makers.

Goal Two: As a result of our efforts, service providers are competent and ethical.

Objectives:

<p>2.1 Establish and maintain minimum standards of competency for instructors.²</p>

Monitor national and international industry standards.

Look to national and international bodies for trends.

Conduct occupational analysis at required intervals.

Solicit recommendations from Practices Task Force (comprised primarily of SME's) regarding standards of instruction.

Constant review of testing materials so they are always updated.

Maintain and update licensing examination.

Testing.

Work with schools through a task force to make sure concerns are heard.

Fingerprinting.

Criminal Background check.

Develop a KSA checklist for practitioners for periodic self-assessment.

Establish registry of licensed practitioners and log number of person years they have practiced.

2.2 Maintain a comprehensive testing process

Maintain examination process relying on assessments and evaluations provided by licensed SME's.

Conduct Occupational Analysis every seven years as recommended.

Update written examination materials on a continuum.

Periodically peer-review the examination and update.

Periodically (once every 10 years) formally review the examination content.

Monitor industry trends, remain flexible, and be willing to make appropriate adjustments to the examination process.

Similar to the previous [*refers to entries under 2.1 beginning "Constant review..." "Work with schools..." and "Look to national..."*]

Health and safety.

Comporting with industry standards.

Establish a "mobile" exam process to facilitate out of state examinations.

2.3 Maintain inspection process for schools

Conduct legal analysis of inspection mandates.

Evaluate current inspection procedure.

Evaluate alternative methods of performing specific inspection tasks.

Formulate recommendations to streamline a comprehensive inspection process.

Periodically peer review the inspection process and update.

Periodically (every 10 years) formally review and update inspection protocols.

Constant evaluation of process.

Involvement of board members in process on the ground.

Regularly scheduled inspection.

Schedule annual inspections.

Standardized inspection process.

Standardize inspection forms and data from schools.

Encourage confidential disclosures.

2.4 Revise regulations and statutory language to ensure practice is competent and ethical.

Maintain an ongoing legal analysis of statutes and regulations.

Regular review of regulation, at least annual or as need

Periodically (every 5 years or as-needed) review all regulations and revise as needed

Introduce procedure for review

Confer with legal counsel for appropriateness of review and change

Maintain "Practices Task Force" comprised primarily of SME's.

Consider specific recommendations from "Practices Task Force" and evaluate industry standards.

Define professional competence and negligence

Publish a practitioner ethical code and establish an ethical review process

Review of process by our committee.

Create and evolve an organization of guide dog practitioners

Revise regulations and statutes with input from both consumers and licensees

2.5 Define & increase enforcement capabilities

Conduct legal analysis of current enforcement authority.

Identify and implement best practices to maximize enforcement budget.

Look at regulatory/legislative possibilities to make sure we have the capabilities.

Determine what licensing v. enforcement duties the Board would need?

Review current enforcement capabilities and flaws.

Establish cite and fine authority.

Develop a fining and prosecution mechanism commensurate with budgetary and staffing capabilities.

Maintain budget line item for enforcement of unlicensed activity.

Establish an enforcement budget.

Make sure funds are in place.

Work closer with the Attorney General.

AG should deputize the Board, giving rights to enforce certain issues.

Via public education, reinforce to key partners (e.g., hospitality industry, police, Attorney General's office) key elements of guide dog users' rights.

Revise statutes and regulations to more clearly define guide dogs, guide dog instruction and guide dog instructor.

Goal Three: The Board is a recognized leader in promoting standards of practice³

Objectives:

3.1 Set and maintain model professional standards in licensing, regulation and enforcement.

Maintain partnerships with DCA staff for expertise in specialized services.

Rely on committee analysis and recommendations regarding legislation.

Assure clarity of regulations by continuous review.

Create a more enhanced Guide Dog brochure addressing this.

Some of the items covered in 2.5.

Review.

Revise.

Enforce.

Establish a standing professional standards committee composed of Board and stakeholder members.

Establish a standing committee on enforcement composed of Board and stakeholder members.

Reinforce to key partners (e.g., licensees, guide dog schools, Attorney General's office) key elements of guide dog training and professional standards.

3.2 Achieve voluntary compliance through education and enforcement.

Establish cite and fine authority to achieve maximum enforcement of unlicensed activity.

Establish an ongoing network of Board and stakeholder communications to learn about, discuss, and develop strategies to deal with non-compliance.

Develop enforcement capability, above.

Conduct legal analysis and clarify statutory/regulatory language regarding licensure.

Set reasonable and understandable standards.

Come up with rules.

Create a marketing plan to disseminate details of the Guide Dog Act.

Hold annual seminars for stakeholders addressing these issues.

Create email newsletter to address these also.

Work with schools to better address this and their concerns.

Publish and disseminate documents containing lists of professional standards.

Publish and disseminate documents containing Board enforcement methods.



3.3 Increase outreach efforts

Maintain Outreach & Education Committee.

Collaborate with parallel industries.

Assemble statewide volunteer speaker's bureau.

Do more public activities such as Guide Dog Day.

Work more closely with the media.

Develop larger footprint in the public eye, ads, referrals to community organizations, and to stakeholders.

Cooperate with interested service-dog entities; hold joint meetings.

Make written and telephone contact with out-of-state guide dog schools and trainers.

Establish routine contact with in-state entities affecting guide dog users (e.g., hospitality industry, departments of commerce).

Establish email newsletter to stakeholders.

3.4 Establish partnerships with local, state & federal law enforcements, media, and policy makers

Assemble joint task force including representative law enforcement officials and policy makers.

Prioritize relevant issues and identify potential solutions.

Increase media exposure using DCA press release protocol.

Create law enforcement list and email them on an occasional basis. Same with media and policy makers.

Meet regularly with various enforcement contacts.

Reach out through Facebook, twitter, blog, etc.

Have a Board member established as a contact point.

Develop a public information contact list.

Establish and follow a routine contact schedule of written, telephone and in-person interaction with local, state & federal law enforcement, media, and policy makers.

Maintain open communication on current issues/concerns.

Develop a standard Board information document and disseminate widely.



3.5 Maintain existing and develop new partnerships with national and international service dog organizations.

Identify organizations.

Identify issues of common interest.

Cosponsor special events.

Attend conferences when possible.

When possible, attend service-dog organization meetings and conferences.

Make sure they are on our mailing lists.

Invite them to make presentations at our board meetings.

Conduct joint meetings with current service-dog partners.

Work in concert with current service-dog partners to reach out to new ones

Identify foreign groups.

Establish contact.

Visit foreign organizations and reciprocate for their visits to CA.

Goal Four: The Board is a recognized leader in protecting and advocating on behalf of guide dog users.

Objectives:

4.1 Work with guide dog consumer groups on issues of mutual concern.

Participate in consumer organization activities.

Attend consumer group meetings; maintain routine contact with their leaders.

Encourage consumer participation at meetings and special events.

Facilitate collective dialog.

Constant engaging of guide dog groups for their input and feedback.

Identify specific contact person from the Board; to meet on a regular schedule; brainstorm and ID common issues to be addressed.

Survey consumer groups to identify issues.

Prepare a model amicus brief to use in defense of guide dog user rights.

Testify and speak on issues when appropriate.

Develop joint advocacy plan – prioritize goals.

Monitor and take positions on state and federal legislation.

4.2 Perform community outreach

Maintain Outreach & Education Committee.

Identify opportunities to increase public awareness.

Get out in the public eye.

Be seen and heard through media and public services, charitable organizations, and

Be seen in the news by championing needed enforcement.

More media.

More involved Guide Dog Day.

Outline outreach activities in marketing plan.

Look at possible marketing approaches.

Prepare or obtain a marketing packet (e.g., video, brochure,/information document, FAQs) and also post on Web site.

Establish a substantial e-mail list of partners and stakeholders and send routine informational mailings.

Identify outreach venue to reach guide dog school students – communicate who we are and what we do.

Visit schools and adult service organizations.

4.3 Promote, monitor and take positions on local, state and federal legislation and regulations and become a resource for policy makers.⁴

Legislative Committee.

Request consumer positions on proposed relevant legislation.

Maintain practice of notifying stakeholders regarding legislative issues.

I think this is being done and could be better, but we only have so much people power.

By emailing and providing them constant contact this should help as previously mentioned.

Select Committee member to meet with set representatives.

Set a monthly/regular meeting with reps to discuss existing and upcoming legislation.

Maintain greater visibility and participation in the process.

Publicize the Board's availability to Legislative aides and analysts.

Develop a Policy and legislative training module for Board and Executive Officer via DCA.

Schedule visits to the "Hill" for selected and interested Board members and the E.O.



4.4 Develop relationships, educate and work closely with local, state and federal law enforcement.

- Establish multidisciplinary team.
- Campaign for leadership participation in special events.
- Conduct feasibility study of producing educational multimedia tools.
- Addressed in earlier 3.4.
- Address their annual conferences.
- ID the agencies to be contacted.
- Establish contacts in local state and federal law enforcement agencies and associations.
- Develop a selected “target list” of law enforcement chiefs.
- Appoint a member to make contacts.
- Hold regular/set discussions between the agencies and Board.
- Schedule visits with chiefs and their staff to discuss guide dog issues.
- Develop a list of stakeholders willing to partner on this objective.
- Develop communication tools to educate law enforcement on consumer protection laws.

Goal Five: The Board is a recognized leader in collaborating with stakeholders⁵

Objectives:

5.1 Obtain mutual support on regulatory and legislative goals.

- Identify stakeholders.
- Continued focus on stakeholder participation throughout deliberation process.
- Hold open and regular meetings with stakeholder representatives.
- Ask for constructive and meaningful comment and participation from stakeholders.
- Identify goals with specific relevance for our stakeholders.
- Continue to build on the regulatory and legislative function of the board.
- Get out ahead of the curve.

5.2 Foster reciprocal relationships with guide dog stakeholders.

- Obtain list of guide dog users through the schools to introduce the Board.
- Ask the users to contact us specifically with any issues/concerns.
- Make the relationship open and communicative.

5.3 Establish joint task forces such as consumer organization, instructors, industry organization and veterans.

- Contact VA and Swords to Plowshares, etc.
- Open communications to hear concerns and meet on regular set schedule and / or as needed.

5.4 Share communication tools.

Not sure how many tactics this would involve.

Make sure they receive all of our communications. I assume they do already.

And invites.

Web site, Listserve.

Develop and maintain contacts.

Follow through with full cooperation.

5.4 Facilitate special events such as “Guide Dog Day.”

Seminars/annual conferences.

Sponsorships when financially possible.

Promote a group event like “a walk in the dark” to raise awareness.

Attend Street fairs in large cities.

Show participation in parades, any public displays.

Goal Six: The Board is a recognized leader in interacting with parallel industries.⁶

Objectives:

6.1 Monitor other service dog and service animal industries.

Identify which other organizations we wish to align our support.

Develop a roster of service dog and service animal organizations, national and international and chief contact persons

Constantly review their Web site for information or events.

Initiate a schedule of routine monitoring of Web sites for relevant service-dog and animal news and events

Maintain direct and specific contacts.

Participate openly to further our common goals.

Attend or partner with stakeholders to attend relevant meetings.

Trends.

6.2 Communicate and collaborate with other service dog organizations.

Same as above [*refers to entries under 6.1 beginning with “Identify which...,” “Maintain direct...,” and “Participate openly...”*]

Hold events (e.g., annual service dog day) with a prominent service dog organization.

Participate in joint policy discussions.

Facilitate stakeholder interaction among service-dog organizations.

6.3 Share best practices.

Open discussions.

Public participation.

Be seen participating.

Hold events (e.g., annual service dog day) with a prominent service dog organization Participate in joint policy discussions.

Facilitate stakeholder interaction among service-dog organizations.

¹ Addition by A. Sorrick

² A. Sorrick proposes deleting Objective 2.1.

³ A. Sorrick proposes deleting Goal 3: “This seems a combo of goals one and two – is it necessary?”

⁴ Deletion of Objective 4.3 proposed by A. Sorrick: “Unnecessary if a tactic above.”

⁵ Deletion of Goal 5 proposed by A. Sorrick: “Is this necessary? Seems like it is already covered above.”

⁶ Deletion of Goal 6 proposed by A. Sorrick.