

A photograph showing a person's hand reaching down to touch a basketball. The hand is positioned just above the basketball, which is resting on a light-colored floor. To the left of the basketball, the metal frame of a wheelchair is visible. The background is a bright, slightly cloudy sky.

City of San José
Strategic Plan
Services for Persons with Disabilities

City of San José
Department of Parks, Recreation &
Neighborhood Services
Office of Therapeutic Services

August 2000



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EXECUTIVE SUMMARY

In January 1999, the City of San José began a strategic planning process to assess community needs for therapeutic recreation and human services, and engage residents and service partners in mapping a plan for the future.

The City of San José Office of Therapeutic Services has provided recreation opportunities that have enriched the lives of individuals with disabilities since 1972. Services and facilities are now used by approximately 3,000-4,000 San Jose residents annually. The need for therapeutic recreation services, however, is much greater. Today, the facilities used by therapeutic services are fully programmed with waiting lists. The number of programs and participants is limited by budgetary and facility constraints.

The purpose of the Strategic Plan is to:

- Define both services and recreation facilities needed to meet the needs of individuals with a range of disabilities;
- Define a model for future service delivery;

- Provide a 20-year Strategic Plan to guide the development of facilities, therapeutic recreation programs, and services for people with disabilities;
- Identify corresponding funding and staffing requirements for years one through ten; and
- Develop a design concept for a new, state-of-the-art recreation and wellness facility for people of all abilities in San Jose.

Close to 100 community members participated in the development of this Strategic Plan. This process provided the community, partner agencies, and staff with an opportunity to identify comprehensive service needs, priorities, and new partnership opportunities for expanding therapeutic recreation services.

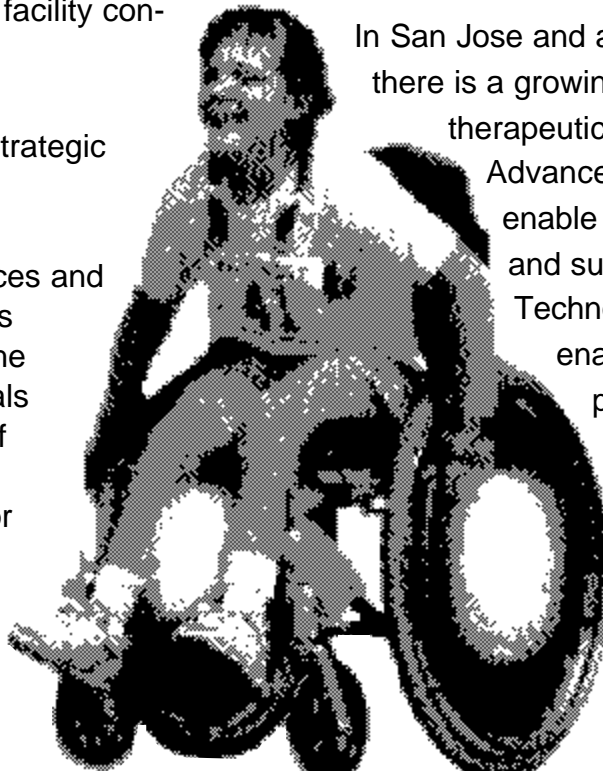
Need

In San Jose and across the country, there is a growing need for therapeutic recreation services.

Advances in medical care enable people to live longer and survive traumatic injuries.

Technology and accessibility enable people to live independently.

The goal of public schools is to educate children with disabilities alongside their non-disabled peers.



Employers are beginning to make “reasonable accommodations” to add people with disabilities to their work-force; and theaters, ball parks, cruise ships, campsites and local parks are accessible. These positive changes have welcomed children, adults and elders with disabilities into all aspects of society. Community therapeutic recreation provides an opportunity for people of all abilities to increase understanding, strengthen health, maintain wellness and independence, and develop a stronger community together. Several facts indicate the need for additional services:

- *Many San Jose residents with disabilities are not receiving services.* According to 1990 U.S. Census data, and the County Office of Education nearly 65,000 San Jose residents are disabled. Therapeutic Services provides programs for 3,000 to 4,000 persons annually.
- *Therapeutic recreation provides cost savings to individuals and society.* Community-based recreation services help people with disabilities remain independent, and can be provided at a much lower cost than institutionalization.
- *Demand for health and wellness programs is growing.* Managed health care has greatly reduced the length of stay for persons rehabilitating from surgery and catastrophic injuries. As local government recreation and park agencies become more centrally

involved in health care, a major issue will be long-term health promotion and maintenance. Geoffery Godbey, proposes that the progression in recovery from a major health event may be: injury, illness, medical treatment, clinical rehabilitation, community-based health promotion sponsored by parks and recreation and, finally, parks and recreation participation (Parks and Recreation, October 1999).

- *The aging population will increase the demand for services significantly.* In 1990, individuals age 60 and over made up 12.2% of the population. By 2020, as the baby boom generation ages, there will be a 70% increase in the number of people 60 years of age and over. California Department of Aging estimates that 12% of those individuals over 65 have a mobility limitation or a self-care limitation, or both (United Way Trends Report). As the population ages, there will be more people who live with chronic health issues, such as arthritis, post-stroke, Parkinson’s disease, and cardiac conditions.
- *A continuum of services is needed to fully address community needs.* The abilities and skills of individuals with disabilities vary greatly. A continuum of services from inclusive programs to specialized programs is needed.

- *Specialized facilities are often needed for recreation programs serving individuals with disabilities.* To meet all community needs, all existing recreation facilities should be renovated in accordance with Americans with Disabilities Act guidelines. In addition, a facility designed specifically for those with disabilities is needed to meet specialized health and wellness needs of all of the groups described above.

This continuum of service--offering services at every level from a safe, protective, non-integrated to a totally inclusive integrated setting in the community--allows for individuals with disabilities to choose their level of recreation participation. This will ensure that San Jose residents with disabilities have adequate opportunities to preserve and improve wellness.

Vision for Therapeutic Recreation

Community residents, representatives from partner agencies, and staff created a vision for future services. The City's therapeutic services vision, mission, goals, and strategies were refined by the Strategic Plan, Services for Persons with Disabilities, Steering Committee and Advisory Board. These elements provide a strategic framework for enhancing therapeutic recreation services to the San Jose community.

The vision describes the preferred future for San Jose, which is supported by the Office of Therapeutic Services and its

partners' programs, services, and facilities.

The vision for the future is:



To thrive as individuals and as a larger society, people must feel connected to others around them in positive ways. This is especially important to people with disabilities, who may feel isolated and are often excluded because of architectural or attitudinal barriers. Recreation opportunities foster community connection, both in spirit and in activities. Recreation also promotes wellness, boosting physical, mental and emotional well-being.

The mission describes the primary purpose of the strategic plan services for people with disabilities:



Eight goals were developed during the strategic planning process:

- A. Improve health and fitness
- B. Enhance independence
- C. Improve social skills
- D. Increase self-esteem
- E. Connect people and families with community resources
- F. Provide opportunities to contribute to society
- G. Promote community integration
- H. Promote play, hope and joy

The following seven strategies will guide the provision of future therapeutic recreation and related human services and describe ways to accomplish the above stated goals:

- 1. Increase community outreach and participation in therapeutic recreation
- 2. Expand specialized programs for people with disabilities
- 3. Enhance inclusion in existing Parks, Recreation and Neighborhood Services programs and facilities
- 4. Ensure that the needs of disabled persons are considered in all City and neighborhood planning efforts
- 5. Develop a recreation and wellness facility that will serve as a "hub" for therapeutic recreation programs
- 6. Enhance staffing levels and capabilities to deliver quality services for people with disabilities

- 7. Maintain maximum organizational efficiency to deliver services to people with disabilities

Service Delivery Model

A new service delivery model is required to fully address the therapeutic recreation needs of San Jose residents. This new model identifies program and service needs and the location of services for the convenience and benefit of San Jose residents. By enhancing services and facilities and by collaborating with key community partners, the City of San José will be well-positioned to serve the varied needs of its expanding population.

Core Services

The following programs and services for people with disabilities will be provided by the Office of Therapeutic Services, other City departments, and partner agencies:

Programs

- Aquatics
- Health/fitness/sports
- Independent living skills
- Employment-related skills
- Socialization/recreation
- Performing arts
- "Reverse mainstreaming"

Services

- Transportation
- Transition services for persons leaving hospitals, schools, and other recreation programs
- Mentoring
- Inclusion
- Information and referral

- Counseling
- Volunteer program

Program Locations

Multiple program locations are needed to achieve the mission and expand services to individuals with disabilities. To provide a continuum of services, a variety of facility types and locations are required. The new service delivery model recommends three types of facilities:

- *Community Facilities* - Facilities that serve the general community and integrate people with disabilities into community recreation activities.
- *Recreation and Wellness Center* - A multi-purpose facility designed specifically to meet the needs of people with disabilities and also serving a wide range of San Jose residents.
- *Specialized Facilities* - Small facilities designed to meet the needs of specific population groups, such as people with mental illness.

Partnerships

Partnerships and collaborations with others are seen as key resources for development and operation of the Recreation and Wellness Center and expanded therapeutic recreation programs throughout the City of San José. Current and potential categories of “partners” include:

- Schools
- Small businesses and corporations
- Government agencies

- Community-based organizations
- Colleges and universities
- Transportation agencies
- Medical community
- City of San José departments
- Redevelopment Agency

Recreation and Wellness Center

The Recreation and Wellness Center will provide a state-of-the-art fitness and community center to serve the needs of San Jose residents with disabilities. It will include therapeutic aquatic pools and a gym and fitness center, as well as classrooms for recreation and training, and areas for relaxing and interaction.

The Recreation and Wellness Center will be the "hub" for therapeutic services programs. It will also serve as a community center and meeting place for the general community.

The Recreation and Wellness Center could be an opportunity for collaboration and partnerships, as well as a catalyst for redevelopment of surrounding neighborhoods. The size of the Recreation and Wellness Center will be determined by the square footage standards established in the City’s plan for its multi-service centers, with additional space required to accommodate the accessibility guidelines and staff-to-client ratios necessary to provide safe and effective programs. It is recommended that it be located near a light rail transportation corridor to allow easy access by public transportation.

Cost Estimates and Funding Plan

Estimated development and construction costs for the Recreation and Wellness Center are \$23,584,100. These costs are based on preliminary facility needs identified by staff and the community. Once a site is selected, the type and range of components may change based on site constraints. Similarly, development and construction costs may change as the project becomes more defined.

Annual operating and maintenance costs for the Recreation and Wellness Center, excluding staffing, have been calculated, based on the facility size and functional use. The total annual operations and maintenance cost is estimated to be \$585,744. This includes labor, utilities, materials and other direct costs needed to operate and maintain the Center. The City of San Jose has several funding sources used to fund parks and community facility capital improvements including Construction and Conveyance Taxes, joint use agreements, and the City's General Fund. The proposed Recreation and Wellness Center may qualify for many of the traditional funding sources and attract new, creative partnership opportunities. Private foundations and grants, such as Community Development Block Grants, should be a good source of additional funding for the new facility and start up operations costs.

Staffing Plan

Additional staffing will be required to implement the new therapeutic recreation service delivery model. Program and staffing enhancements will be phased in incrementally over the next ten years. Currently 27 full-time equivalency (FTE) Office of Therapeutic Services staff provide programs and services. By 2010, an additional 39.5 FTEs are required to staff the new centralized Recreation and Wellness Center as well as expand services at specialized facilities and multi-service community centers.

Performance Measures

To help the City of San Jose assess progress toward goals, Investing in Results performance measures will continue to be used. These measures and those newly developed will be linked to each of the eight goals in the Strategic Plan, and will be used to evaluate successful Strategic Plan implementation. Implementing the measures will require the development of data collection and reporting methodologies and practices. As these measures are implemented, the City's therapeutic services will build a database of information, providing feedback on the success of each strategy, while guiding future planning decisions.

APPENDIX A. PARTNERING AGENCIES

- 3 Com
- Alum Rock School District (Lyndale School/Deaf Program)
- American Heart Association
- Arthritis Foundation
- Brain Injury Association of California
- Community Hospital of Los Gatos, Rehabilitation Center
- Diabetes Society
- Far West Wheelchair Athletic Association
- Lions Silicon Valley Blind Center
- O'Connor Hospital
- Parents Helping Parents
- Parkinson's Institute
- Pastimes Bowling Lanes
- Project Hired
- Rangeland Golf Range
- San Andreas Regional Center
- San Jose Medical Center
- San Jose Sports Authority
- San Jose State University (Therapeutic Recreation Department, Adapted Physical Activity Department, Occupational Therapy Department)
- Santa Clara County Department of Mental Health
- Santa Clara County Office of Education
- Santa Clara Valley Medical Center (Therapeutic Recreation Department, Adapted Physical Activity Department, Occupational Therapy Department)
- Services for Brain Injury
- Silicon Valley Independent Living Center
- Southbay Head Injury Association
- Stanford Stroke Center
- Union School District (Oster Deaf Program)
- Valley Transportation Authority
- Wheelchair Sports, USA

APPENDIX B. RECREATION AND WELLNESS CENTER GUIDELINES

Gymnasium

Concept

The gymnasium will be designed to accommodate a variety of sports programs and activities. The primary uses include:

- Cardiovascular training
- Weight training
- Indoor court sports

Entrance to the gymnasium will be via a secured reception desk. Visitors will be required to scan their electronic membership cards for entry.

The gymnasium will host team sports, such as basketball, volleyball, soccer, quad rugby, floor hockey and goal ball. The addition of spectator seating, score clocks and a sound system will allow the gym to be utilized for tournaments.

Function

The cardiovascular training room will have state-of-the-art accessible equipment:

- Exercise bikes
- Treadmills
- Power trainers
- Cross trainers
- Nordic tracks
- Parallel bars

The weight room will include standard weight training equipment as well as Cybex, Versa trainer and standing frames

for members and guests with physical disabilities.

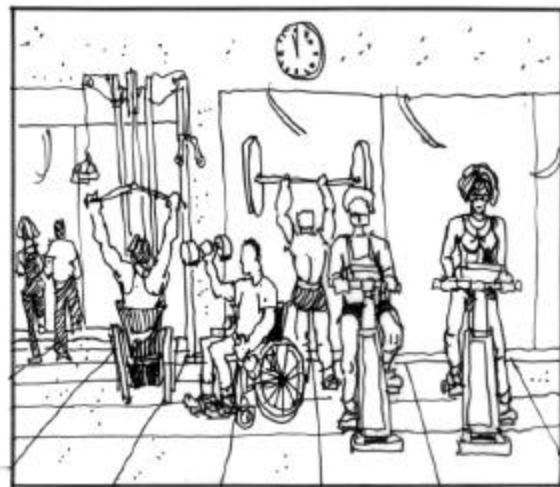
The gymnasium will accommodate up to 100 people per hour.

Description

- Cardiovascular exercise and training room
- Weight room
- Six indoor basketball courts
- Storage space

Adjacencies

- Parking
- Men's, women's and family locker rooms
- Swimming pools
- Auxiliary areas



Swimming Pools

Concept

The sports center swimming pools will include all the necessary features to offer a wide array of aquatic programs--from adapted competitive swim training to water exercise and family fun.

The pool facility will include:

- Nine-to-twelve-foot deep warm water multi-purpose pool
- Four-foot deep warm water teaching pool
- Therapeutic spa
- Recreation pool with a water play element

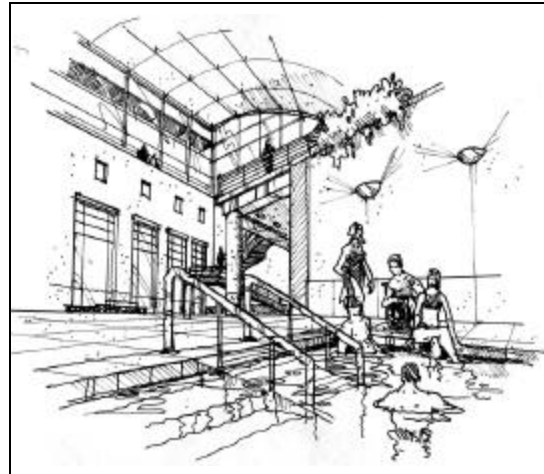
Function

The warm water pools will enable the facility and staff to serve diverse therapeutic needs. The pools will be multi-purpose. The pool area will provide spectators with a special point of entry to the pool decks for viewing competitions. All pools will be accessible via zero depth entry, ramp, stairs or lift. There will also be a deck available for parties adjacent to the pool area.

The swimming pools will accommodate up to 50 people per hour.

Adjacencies

- Parking
- Gymnasium
- Men's, women's and family locker rooms
- Auxiliary areas



Multi-Purpose Rooms

Concept

Two multi-purpose rooms will provide a variety of meeting spaces for use by the community, city departments and local businesses. The multi-purpose rooms will provide program space for larger programs, such as performances and movement classes.

Function

Flexibility will be incorporated into the space through the use of moveable walls. This will allow programs, training sessions, conferences and meetings of many sizes to take place within the spaces easily. An electronic multi-media presentation system will also be incorporated into the rooms.

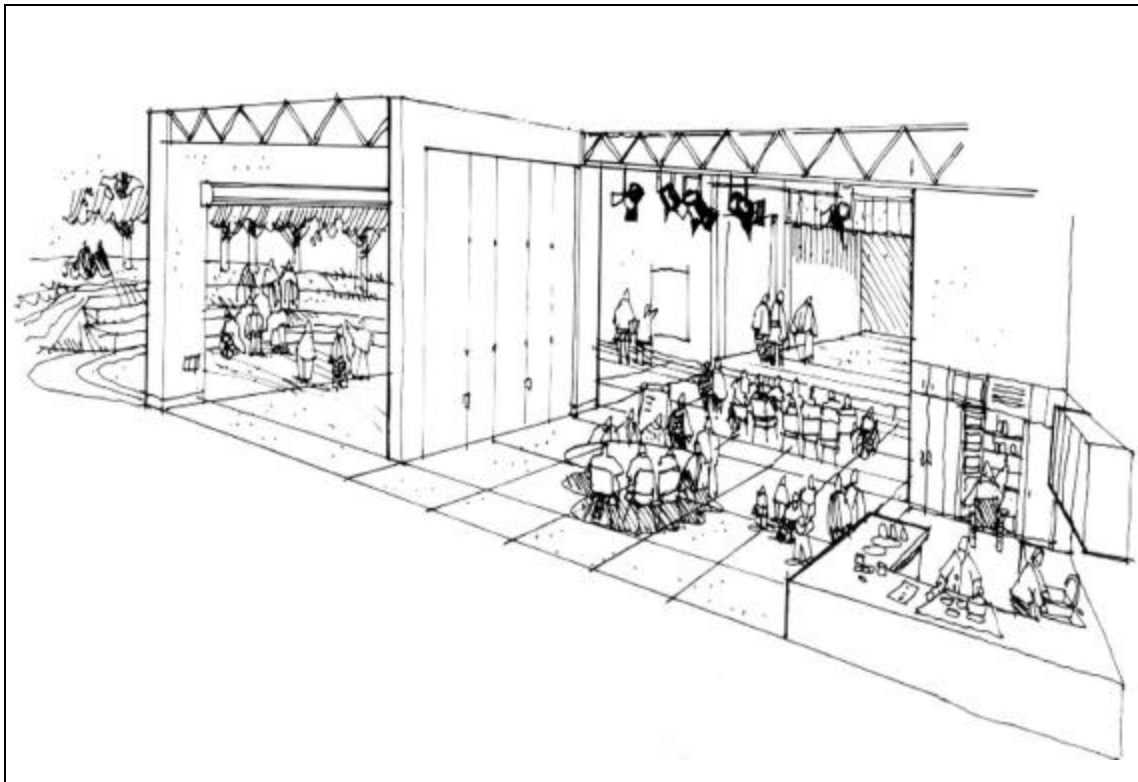
The multi-purpose rooms will accommodate 300 participants.

Description

- Two multi-purpose rooms of varying size
- Electronic presentation system
- Raised stage area with ramp
- Mirror and ballet bars for movement classes
- Storage room for tables and chairs and adapted equipment
- Acoustics compatible with Assistive Listening Devices

Adjacencies

- Building lobby and central reception
- Outdoor areas
- Restrooms
- Central kitchen



Classrooms and Activity Areas

Concept

Classrooms and activity areas will be designed to serve program functions as well as be appropriate for rental use. The design approach will be flexible and adaptable for multi-use spaces. Some classrooms, however, will be dedicated to specific programs and designed accordingly.

Function

Some of the programs that will be located in this portion of the facility include:

- Art program - classrooms serving 25 to 35 students each
- Children's program - room designed for preschool children
- Other recreation programs and neighborhood services
- Rental space

Other related and support areas:

- Library and reading room
- Game area/lounge

The classrooms and multi-purpose activity area will accommodate 270 visitors, students and instructors.

Description

- Kitchen for cooking classes with storage
- Art rooms with sinks and storage area
- Tiny tot room
- Library and reading room
- Game room
- Storage area

The multipurpose rooms and central kitchen also will be utilized for meeting and program space.

Adjacencies

- Outdoor areas
- Children's play area
- Restrooms
- Central kitchen



Computer Center

Concept

The computer center will be the technology hub of the Recreation and Wellness Center. The computer center will support multiple types and levels of computer users:

- Formal educational training sessions
- Personal and informal use
- Adapted computer technology training
- New business start-up and cottage industries internet support
- Professional "income producing" customers
- Adaptive equipment demonstration

Function

The lab area will be set up to accommodate individual use, small training sessions and large work groups. Adjustable computer furniture and ergonomic seating will be used. The center also will accommodate multi-media and assistive technology training.

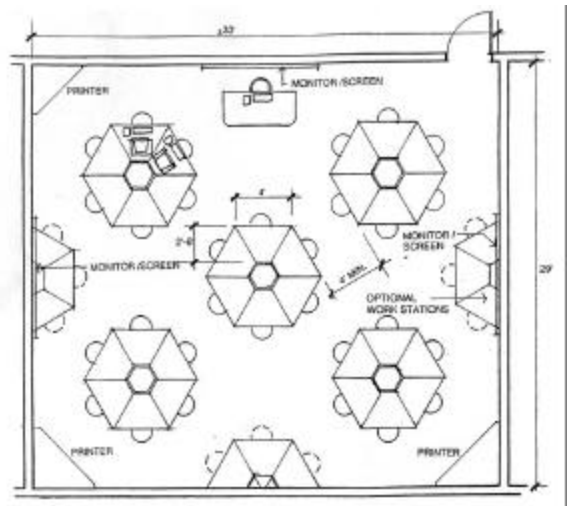
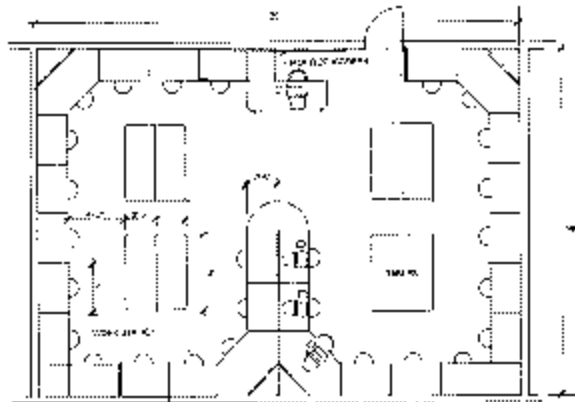
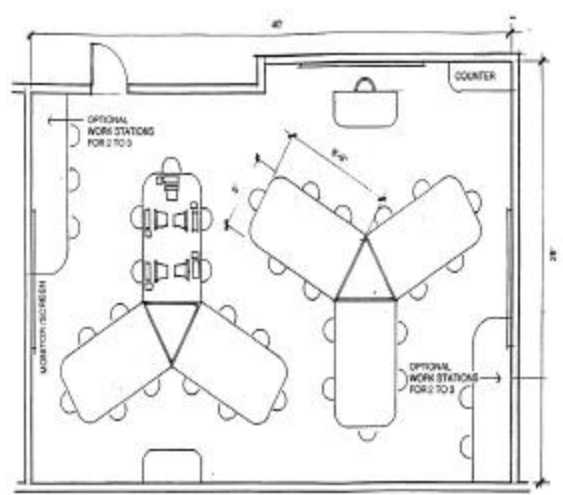
The meeting space will house 20 computer workstations.

Description

- Computer lab area
- Multi-media projection system and screen
- Work and storage area
- Server room

Adjacencies

- Office area



Mental Health Area and Counseling Rooms

Concept

The mental health area is a separate space designed with a residential perspective towards comfort. The counseling rooms will be set up to promote a safe and comfortable environment.

This area will provide space for:

- Mental health staff
- Counseling
- Therapy

Function

The meeting spaces will accommodate multiple uses:

- Counseling rooms
- Art therapy rooms
- Rental space

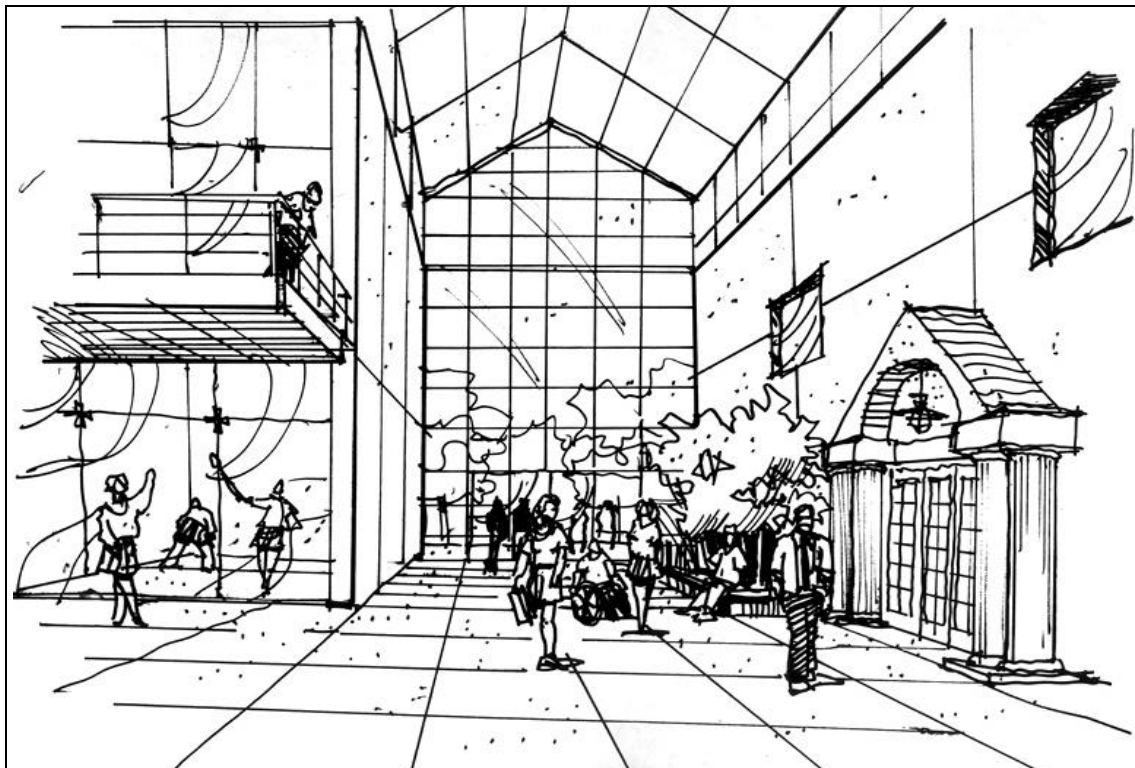
The mental health area and counseling rooms will accommodate 10 to 12 people.

Description

- Two offices
- Three adjacent meeting rooms
- Storage room
- Kitchenette
- Copy area

Adjacencies

- Reception
- Meeting rooms



Locker Rooms

Concept

The men's, women's and family locker rooms at the sports center will be centrally located to provide access to the gym, pools and sports center auxiliary areas.

Function

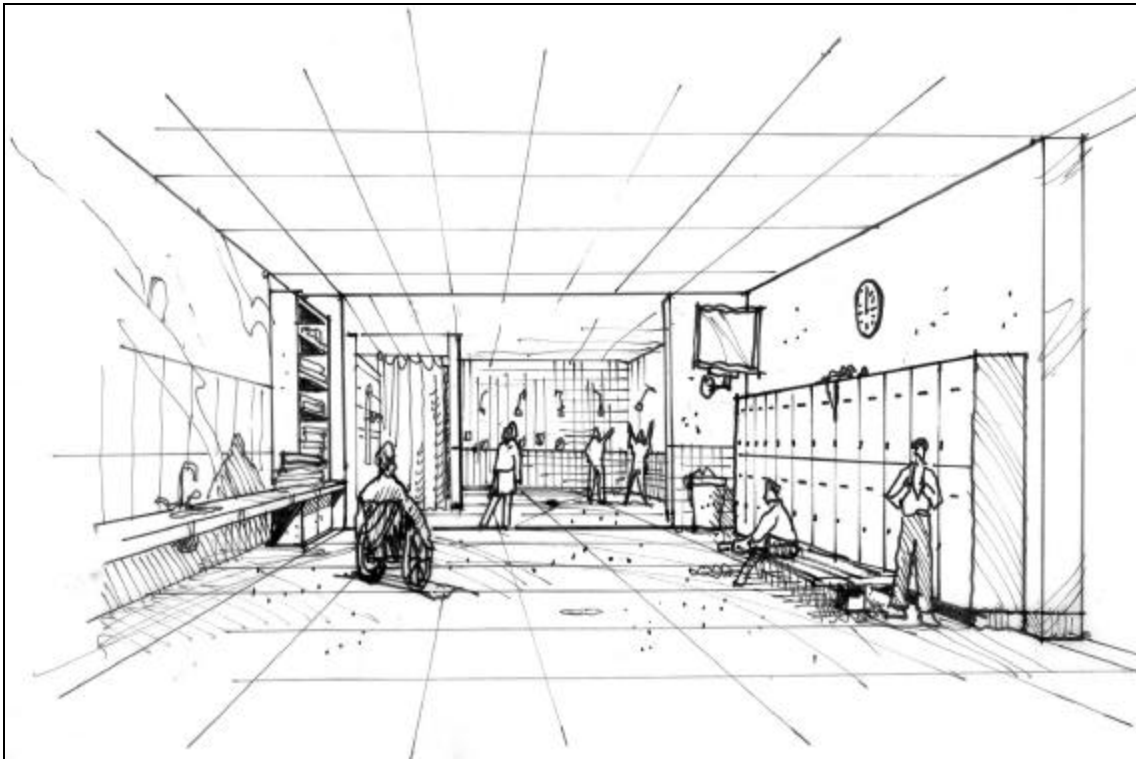
All locker rooms will be fully accessible to individuals of all abilities. Toilets and changing benches will be installed at varying heights. Lockers will be easy to use and require minimum strength to operate. Group and private showers will have electronic control systems. Floors will be slip- and bacteria-resistant.

Washers and dryers will be installed to provide contract towel services to the gym users.

All the locker rooms will accommodate 50 people per hour.

Adjacencies

- Gymnasium
- Pools
- Auxiliary area



Building Lobby and Central Reception

Concept

The central reception area sets the tone for the visitor experience as community members enter this state-of-the-art facility. The reception personnel greet users and provide information at this official entry point. Additional information and facility schedules will be accessed through:

- Information kiosks
- Computerized bulletin boards
- Interactive technology stations

The lobby design will incorporate tactile and multi-sensory artwork and will be enhanced through the use of natural light. Guests will circulate easily within the space or wait comfortably for their appointment or meeting time to arrive. This area encourages people with and without disabilities to connect as one community of people.

Function

As the central entry point, the lobby provides access to clearly articulated paths of travel that lead to programs and activities, including:

- Building corridors
- Ramps
- Elevators

Security access points are provided to allow controlled access to accommodate the facility's diverse program schedule. Doors will be controlled electronically

when appropriate. The gymnasium requires its own point of entry, and members may directly access this area using their electronic membership card.

Description

- Central reception desk (2 staff members)
- Reception storage area
- Open circulation and gathering area
- Lounge seating
- Table seating
- Information kiosks
- Art display areas
- General storage

Accommodates 20 people disbursed in the areas noted below:

- Point of entry (6 visitors)
- Information desk (4 visitors)
- General circulation (15 visitors)
- Lounge seating (10 visitors)
- Table seating (8 visitors)
- Art viewing and circulation area (4 visitors)

Adjacencies

- Parking and drop off zone
- Exterior seating
- Meeting rooms
- Restrooms
- Main circulation system

Central Kitchen

Concept

The central kitchen will be a fully equipped, commercial scale facility. It also will host a meals program. Designed for ease of maintenance and high use, the kitchen will be an active center of this facility.

Function

Consistent with the overall objectives of the facility, the kitchen will be fully accessible for individuals with disabilities.

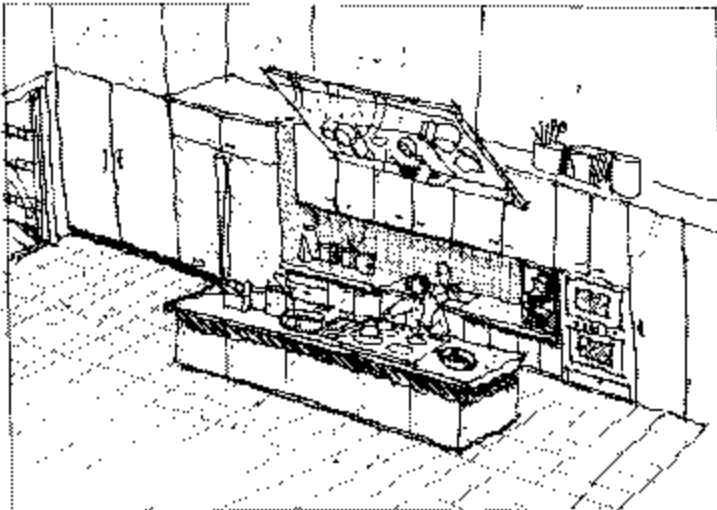
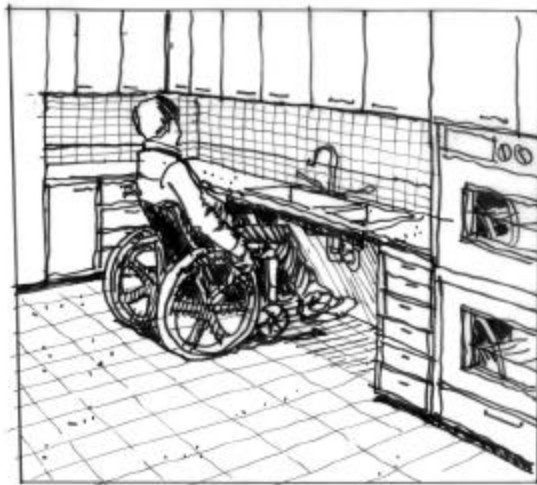
The central kitchen will host approximately 10 people.

Description

- Commercial equipment: two dishwashers, three sinks, two refrigerators, etc.
- Work and storage area

Adjacencies

- Meeting rooms
- Classrooms



Office Space

Concept

The office space will be designed to provide staff with an effective and efficient workspace. The area will be located close to the building lobby and reception, connecting it visually and physically for ease of access.

The layout of the area will encourage interaction of the staff while providing quiet work zones.

Function

There will be a variety of work and meeting spaces within the office area:

- Shared workstations
- Private offices
- Facility manager's office
- Guest workstations with computer connections
- Common spaces
- Meeting rooms
- Staff break room with kitchenette

The office space will accommodate 10 staff

Description

- Private offices
- Group work area which houses 5 workstations
- Meeting rooms
- Staff lounge and kitchenette
- Computer server/utility room
- Copy area and work room
- Storage
- Restrooms

Adjacencies

- Building lobby and central reception
- Building meeting rooms

FACILITY GUIDELINES

Designing a facility that accommodates people with a wide range of abilities requires additional design sensitivities. To successfully serve all visitors, this section presents recommended facility guidelines.

Way-Finding Systems

Way-finding systems are detailed approaches to successfully direct people throughout spaces. This is particularly important in buildings, such as the Recreation and Wellness Center, which must accommodate a broad range of users.

A strong way-finding system is integrated into the facility's technology and communication system. The following functions should be developed in conjunction with the facility design:

- Information that can be "read" by touch, sound, and sight
- Pictograms and words
- Materials that do not promote glare
- Clear and legible information
- The use of art to identify location
- An integrated security system

Security

Appropriate levels of safety and security is essential to the Recreation and Wellness Center. Designing for a safe facility should consider the:

- Location and look of the facility
- Activities in and around the facility
- Population who uses the facility
- Level of facility use during both day and night

Security includes procedures for controlling and maintaining facility safety. It also includes the security devices and building equipment that keep the occupants safe, such as alarm systems, sprinklers, locks, surveillance equipment, and communications systems. Secure, well-lit parking was noted as a concern during the community involvement process.

When addressing safety and security, consideration should be given to:

- Providing clear sight lines for supervision and adequate lighting for indoor and outdoor spaces
- Locating high activity areas away from more tranquil settings
- Identifying the needs and perceptions of each user group
- Providing an entry area that is friendly, yet controlled and monitored with visible security
- Establishing an after-hours security access system
- Providing an alarm system that is multi-sensory and usable by individuals with all types of disabilities
- Using the accessible route of travel throughout the building as the designated means of emergency egress
- Designing the facility's way-finding and lighting system as part of an emergency egress route
- Requiring all exit routes above ground level to lead to an area of safe refuge for people with mobility limitations
- Considering emergency plans during early stages of design development to integrate the necessary security technology into the building design.

Circulation

The circulation system is envisioned as the centerpiece for the Recreation and Wellness Center. It will move people of all abilities efficiently throughout the building. Places for gathering, communicating, and showcase displays will be provided adjacent to the circulation pathways.

The circulation system of this facility can be one of the "highlighted signature" elements. These functional and innovative pathways will allow maximum accessibility and will be distinguished by artistic, sculptural design. The circulation system will:

- Provide a clear, visible route through the building
- Include elevators and ramps that move people between changes in elevation
- Provide accessible emergency egress that does not rely on stairs from all parts of the building
- Integrate the wayfinding system into the building's environment and technology systems
- Incorporate handrails that also are communication devices, allowing a person who reads Braille to navigate throughout the building by "reading" the handrails

Parking

Parking for the facility must meet zoning, occupancy and access requirements. To provide safer visitor access, the following guidelines are recommended:

- Designate twenty-five percent of the parking as "disabled" parking spaces
- Provide a covered path of travel

- from the parking area to the building
- Provide a secure, covered drop-off and waiting area at the building entry

Restrooms

Because of the wide range of building users, existing restroom codes and access requirements will not be adequate. The following guidelines should be considered:

- Provide separate restrooms for public and staff
- Design a variety of restroom types, such as unisex and family restrooms
- Include a variety of toilet configurations
- Provide accessible toilets in all restroom stalls

Work Space and Furnishings

Access to well-designed work places, seating, and work surfaces is important to all people, regardless of whether the intended use is short-term, infrequent, or long term. Recommendations include:

- Flexible workstations and seating that can be easily adjusted to the individual user
- Non-glare work surfaces, walls, and floors
- Multiple light sources with supplemental task lighting at each workstation
- Lighting and ventilation controls by area
- Electrical and telecommunications outlets at a variety of heights for easy reach
- Work area design which allows for easy navigation and orientation
- Use of color and other distinguishing features for orientation

- Use of color and other distinguishing features for orientation
- Avoid identical workstations in similar configurations
- Sturdy outdoor and public furniture with backs and arms
- Ample space for maneuverability around all furniture
- Good drainage on ground surfaces

Lighting and Ventilation

The following heating, ventilating and lighting recommendations assist in providing flexible control and comfort:

- Provide zone controls for the HVAC system throughout the facility and create as many zones as is affordable
- Install operable windows with individual shades
- Consider individual heaters or small fans at workstations and reception desks
- Allow maximum control of the lights in each area
- Avoid having one switch control all lights
- Install non-glare lights, utilizing ambient (uplighting) where possible
- Provide individual task lights at workstations
- Avoid florescent lighting

Building Maintenance

The facility maintenance affects the overall "health" of the building environment as well as operational costs. The goal is to design a facility that is environmentally sustainable, easy to maintain, and is free of toxins.

To achieve this, recommendations include:

- Select materials, furniture, carpeting, and window coverings that are made of natural materials and are durable
- Avoid the use of chemically treated items, such as furniture, carpeting, and window coverings
- Where floor covering is necessary, install durable, low pile carpeting that does not impede wheelchair circulation
- Select carpeting that is a dark color with a pattern, which does not show wear and is easy to clean
- Use "natural" cleaning products that are biodegradable and free of chemicals and perfumes
- Use gray water to irrigate garden and plant areas inside and outside the building
- Install "low-flow" toilets and showers
- Maximize the reuse and recycling of all materials
- Provide an adequate number of trash receptacles in areas that are convenient for users
- Promote a culture of environment sensitivity within the facility with signage and informational flyers
- Install lighting, heating, and cooling systems that are technologically advanced and energy efficient
- Consider maintenance issues early in the design process to ensure that the design will support sustainable maintenance practices

APPENDIX C. RECREATION AND WELLNESS CENTER DEVELOPMENT COSTS

Table 2 describes the preliminary development and construction costs (based on 2000 dollars) for the City of San José Recreation and Wellness Center.

Table 2 includes:

- Facility: Functional areas within the facility.
- Total Units: The total units in square feet.
- Estimated Unit Cost: Estimated cost per unit to acquire or develop each facility area.
- Estimated Total Cost: Estimated cost for developing each area of the centralized facility.

Recreation and Wellness Center	UNITS	ESTIMATED UNIT COST **	ESTIMATED TOTAL COST
Community Center Building	30,580 SF	\$425	12,996,500
Swim Center (2 pools)	15,412 SF	\$425	6,550,100
Gymnasium	9,500 SF	\$425	4,037,500
Total SF Cost	55,492 SF		\$23,584,100

Table 2: Recreation and Wellness Center Development Costs

** Does not include land acquisition costs.

APPENDIX D. RECREATION AND WELLNESS CENTER MAINTENANCE AND OPERATIONS COST

The table lists each area of the Recreation and Wellness Center, the square footage, and the unit cost per square foot to operate and maintain that facility area. The total annual cost for operating each facility area is listed in the last column.

Table 3 includes:

- Facility: Functional areas within the Recreation and Wellness Center. Operating and maintenance costs vary, depending on facility areas.

For example, swimming pool areas are more expensive to maintain than the community center space.

- Square Feet: Square footage recommended for each facility area.
- Estimated Operations and Maintenance Unit Cost: Estimated cost per square foot to operate and maintain each facility area.
- Estimated Total Annual Operations and Maintenance Cost: Annual cost of operating and maintaining each area of the Recreation and Wellness Center.

Recreation & Wellness Center	SQUARE FEET	ESTIMATED OPERATIONS & MAINTENANCE UNIT COST *	ESTIMATED TOTAL ANNUAL OPERATIONS & MAINTENANCE COST
Community Center Building	30,580 SF	\$10.00	\$305,800
Swim Center (2 pools)	15,412 SF	\$12.00	\$184,944
Gymnasium/Fitness	9,500 SF	\$10.00	\$95,000
Facility Total Square Footage	55,492 SF		
Total Estimated Annual Operations & Maintenance Costs			\$585,744

Table 3: Recreation and Wellness Center Maintenance and Operations Costs

* Program Personnel cost not included.

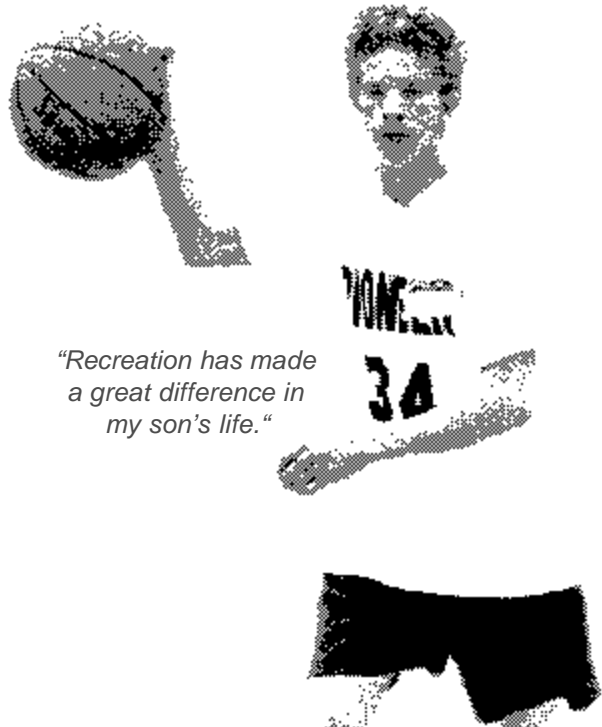
CHAPTER I. INTRODUCTION

Since 1972, the City of San José has provided recreation opportunities that have enriched the lives of individuals with disabilities. These services include aquatics, sports, after school recreation, camps, and community reintegration outings. Accessible transportation has been provided and many programs have been implemented through collaboration with other community agencies. Services and facilities are now used by approximately 3,000-4,000 San Jose residents annually. The need for therapeutic recreation services, however, is much greater.

Currently, the City of San José provides therapeutic recreation programs and services to individuals with various disabilities (see glossary) through four service areas:

- *Adapted Sports and Special Events* provides a continuum of adapted fitness and sports opportunities promoting physical health for people with disabilities. Adaptations to the sport and equipment are made to meet disability specific needs. Special events are provided to foster disability awareness, enhance independence, and promote the accomplishments of persons with disabilities.

- *Social Recreation/Health and Wellness* provides leisure opportunities and facilitates the inclusion of individuals with disabilities into community recreation programs. A therapeutic aquatics program is provided in a leased warm-water pool to develop and maintain health and wellness.
- *Grace Baptist Community Center* provides socialization, recreation, education, and community services to residents of Santa Clara County who have mental illness or developmental disabilities. It is the only program of its kind in the county and serves close to 150 clients daily.



- *Special Olympics of Santa Clara County*: Provides year-round sports training and athletic competition in a variety of Olympic type sports for children and adults with developmental disabilities. Special Olympics provides participants with continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills, and friendships with their families, other Special Olympics athletes, and the community.

Providing recreation services for people with disabilities requires a continuum of programs. People with disabilities have different needs, depending on age, type of disability, leisure interest, and skill. To serve this range of needs, therapeutic recreation services must be available in a variety of settings. These include therapeutic activities that are fully integrated with existing neighborhood recreation services, as well as specialized facilities and programs that are specifically designed to serve people with disabilities.

Today, the facilities used by the Office of Therapeutic Services are fully programmed. The number of additional programs and participants is limited by budgetary and facility constraints.

In January 1999, the City of San José Office of Therapeutic Services staff began a strategic planning process to assess community needs for therapeutic recreation and related human services engaging residents and service partners in mapping a plan for the future.

The purpose of the *Strategic Plan, Services for Persons with Disabilities* is to:

- Define both services and recreation facilities needed to meet the needs of individuals with a range of disabilities;
- Define a model for future service delivery;
- Provide a 20-year Strategic Plan to guide the development of therapeutic facilities, programs, and services;



- Identify corresponding funding and staffing requirements for years one through ten; and
- Develop a design concept for a new, state-of-the-art recreation and wellness facility for therapeutic recreation in San Jose.

Developing the Strategic Plan

Community residents and representatives from partner agencies joined the Office of Therapeutic Services staff in creating a vision for future programs and services, and for a state-of-the-art therapeutic recreation facility.

Program and facility needs were discussed in two focus groups attended by representatives from San Jose area schools and non-profit organizations that serve individuals with disabilities and their families. Participants identified needed programs and discussed facility needs. They also suggested that the Office of Therapeutic Services take a leadership role in promoting the integration of people with disabilities into community programs and services. The groups identified desired outcomes that would result from participation in City of San José programs and services. Partnership opportunities with San Jose agencies and community-based organizations were also identified.

A community workshop provided an opportunity for a broader group of residents and program participants to contribute their ideas to the Strategic Plan. Participants reviewed the preliminary vision and service delivery plan for therapeutic services. They also identified the recreation program needs of individuals with disabilities, and discussed facility needs. This group emphasized the importance of a service delivery system that provides easily accessible services close to home.

Close to 100 community members participated in the development of this Strategic Plan. This process provided the community, partner agencies, and staff with an opportunity to identify comprehensive service needs, priorities, and new partnership opportunities for expanding therapeutic recreation services. The City's Services for Persons with Disabilities Strategic Plan Advisory Board and Steering Committee, and the City's Disability Advisory Commission actively participated throughout the strategic plan development process to ensure that the emerging concepts reflected community needs and values.

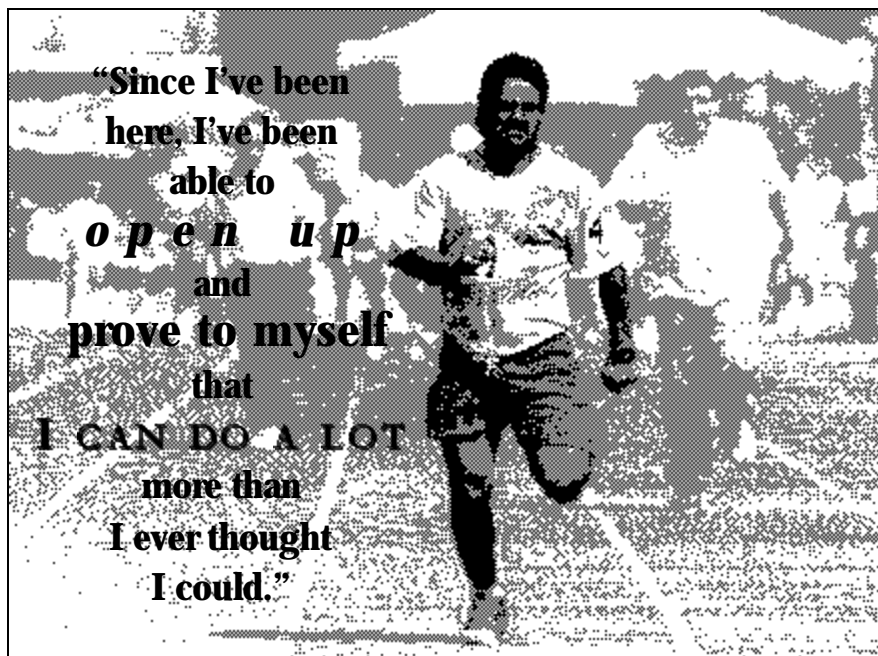
"Therapeutically, this program has helped me by demonstrating to others the good that can come from trying the impossible."

Strategic Plan Report

This report describes the growing need for therapeutic recreation services, and presents a vision, mission and goals to guide the expansion of the City of San José therapeutic services, programs, and facilities to better meet these community needs.

A new service delivery model for serving people with disabilities is presented. This model expands current services to address the full range of individuals with disabilities and therapeutic recreation needs. The model also recognizes the need to provide facilities and services in a variety of locations for the convenience and benefit of San Jose residents.

A key component of the Strategic Plan is a new Recreation and Wellness Center for therapeutic recreation. This state-of-the-art facility will provide a therapeutic aquatic center, an accessible gymnasium and other sports facilities designed specifically for people with disabilities as well as community meeting and activity rooms. This report provides an overview of the Recreation and Wellness Center concept, and presents costs, funding mechanisms and an annual operations and maintenance plan for the facility. A staffing plan for the new Recreation and Wellness Center and for expansion of services throughout the community is included.



To implement the new service delivery model, the Strategic Plan identifies strategies for reaching eight goals for therapeutic services. Action items for completing each strategy are identified in the plan.

Finally, Investing in Results performance measures will help the City of San José assess progress toward goals and the impact on its residents. As these measures are implemented, the Office of Therapeutic Services will build a database of information to guide future planning and provide feedback on the success of each strategy.

CHAPTER II. NEED

In San Jose and across the country, there is a growing need for community therapeutic recreation services. Federal Laws enacted over the last thirty years, required that all children have access to public education and that people with mental retardation move from institutional living into the community. Also, managed health care has reduced patient services and length of rehabilitation, while the Americans with Disabilities Act heightened awareness and specified the access requirements for facilities, services, transportation, and employment. The first two decades of the new millennium will see a doubling of the nation's older population as the baby boomer generation ages.

In addition, advances in medical care enable people to live longer and survive traumatic injuries. Technology and accessibility enable people to live independently.

Public schools now educate children with disabilities alongside their non-disabled peers. Employers make "reasonable accommodations" to add people with disabilities to their work-force, and theaters, ball parks, cruise ships, campsites and local parks are accessible. These positive changes have welcomed children, adults and elders with disabilities into all aspects of society.



Community therapeutic recreation provides an opportunity for people of all abilities to increase understanding, improve health, maintain wellness and independence, and develop stronger community by playing together.

Currently, the number of programs that can be offered, and participants who can be served by the City of San José has reached maximum capacity. The potential for growth is limited by budgetary and facility constraints. Several facts indicate the need for additional services.

- *Many San Jose residents with disabilities are not be receiving services.* City of San José therapeutic recreation services and facilities are now used by approximately 3,000-4,000 residents annually. The need for therapeutic recreation services,

however, is much greater. According to 1990 U.S. Census data, more than 93,000 Santa Clara County residents age 16 and older have mobility limitations or work disabilities. For San Jose alone, this figure is nearly 50,000. Additionally, 15,000 youth under age 16 have disabilities in San Jose. This represents approximately 8% of the population.

The Office of Therapeutic Services is currently serving less than 8% of the population with disabilities. According to a recent survey conducted as part of the City of San José Parks, Recreation, and Neighborhood Services Strategic Plan, about 29% of the general population attends indoor recreation activities. Therefore 18,850 residents with disabilities could benefit from City programs. This figure suggests a demand to greatly expand therapeutic recreation services.

Figure 1 shows the percentage of San Jose residents currently served by therapeutic recreation compared to number of San Jose and Santa Clara

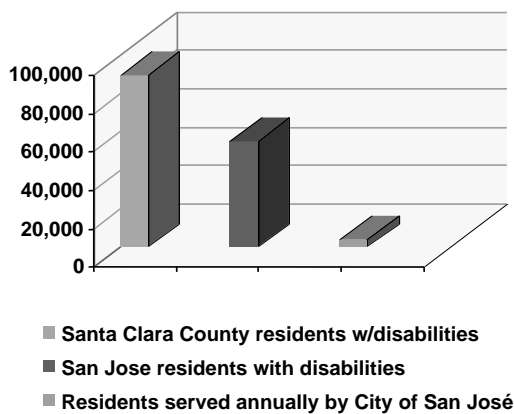


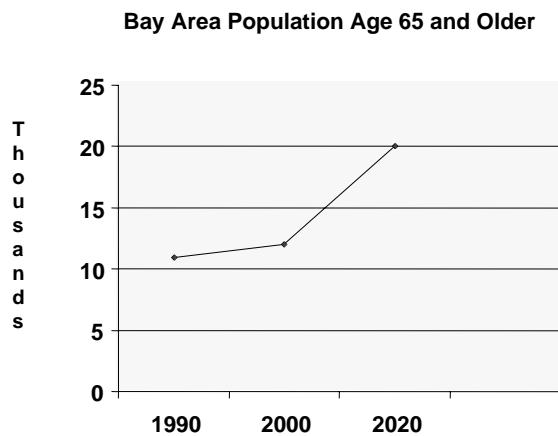
Figure 1: Residents with Disabilities Served

County residents who have disabilities, according to U.S. Census data.

- *Therapeutic recreation provides cost savings to individuals and society.* Therapeutic recreation services can help people with disabilities remain independent and avoid institutionalization. Recreation can help individuals maintain and improve their health, increase independent living skills, and enhance social support. Community-based recreation services can be provided at a much lower cost than institutionalization, providing cost savings to individuals and society. For example, the cost of care in a psychiatric unit in Santa Clara County is approximately \$750 per day. Therapeutic recreation services designed for the mentally ill costs only \$20 per day.

- *Demand for health and wellness programs is growing.* Managed health care has greatly reduced the length of stay for persons recovering from surgery and catastrophic traumas, such as spinal cord and traumatic brain injuries. This under-served segment of the population will greatly benefit from therapeutic recreation programs. As local government recreation and park agencies become more centrally involved in health care, a major issue will be long-term health promotion and maintenance. The City of San José will serve people who are transitioning from rehabilitation services, supporting and promoting their continued recovery and health maintenance in a community setting.

- The aging population will increase the demand for services significantly.* Another trend that will increase the demand for therapeutic recreation services is the aging population. According to Association of Bay Area Governments Projections 2000, those age 60 and older now make up 12 percent of the Bay Area population, but will account for nearly 20 percent of the area's population in 2020. As the population ages, there will be more people who live with chronic, limiting conditions, such as arthritis, post-stroke, Parkinson's disease and cardiac conditions. According to a 1997 Public Health Service Report ¹, 80% of people over age 65 have one chronic illness. Fifty percent have two or more chronic illnesses.



Source: Association of Bay Area Governments

Figure 2: Bay Area Population Age 65 and Older

- Wellness studies of aging adults have documented the effectiveness of recreation in relieving stress and improving health. For example, older adults who use local parks have been

found to make fewer visits to a physician for reasons other than a check-up. ²

- A continuum of services is needed to fully address community needs.* For individuals with disabilities, a "one size fits all" approach to recreation programming is inadequate. The abilities and skills of individuals with disabilities vary greatly. Social skills and comfort levels also vary. While integrating individuals with disabilities into community programs is a primary goal of the City of San José, other individuals may lack the skills and abilities for successful integration. Some individuals may need adaptations for certain activities, may prefer to participate in activities with their disabled peers, or may need specialized facilities. For these reasons, San Jose must provide a continuum of services from inclusive programs to specialized programs to meet community needs and provide **opportunities for choice.**
- Specialized facilities are often needed for recreation programs serving individuals with disabilities.* The expansion of City of San José therapeutic recreation programs has been limited by lack of adequate recreation facilities. Facilities that comply with the Americans With Disabilities Act (ADA) guidelines are a minimum requirement for recreation participation. Other specialized needs of persons with disabilities include additional space meeting ADA guidelines, a warm water

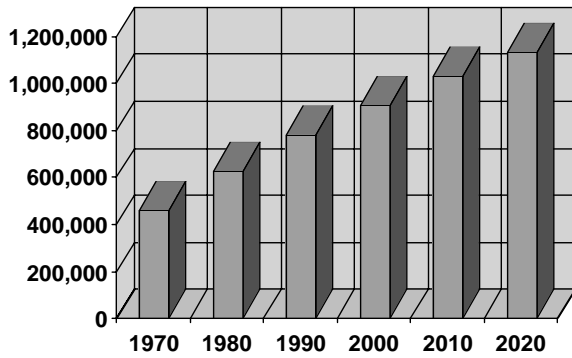


Figure 3: City of San José Population Growth

therapeutic pool, and increased staff to client ratio in order to enhance the effectiveness of the City’s programs. To meet all community needs, existing recreation facilities should be renovated in accordance with ADA guidelines. In addition, a specialized facility is needed that can be designed for individuals with disabilities. The specialized facility may be viewed as a "reverse main-streaming facility" that serves people without disabilities as well as disabled individuals to promote community integration. Many San Jose residents with disabilities or other health conditions would benefit from the expansion of therapeutic recreation services and facilities today.

Expanding facilities and services is even more pressing in light of the anticipated future need for therapeutic recreation services. A continuum of services and convenient access to affordable facilities and programs will ensure that San Jose

residents with disabilities have adequate opportunities to preserve and improve wellness. This Strategic Plan provides a guide for expanding services to address these growing community needs

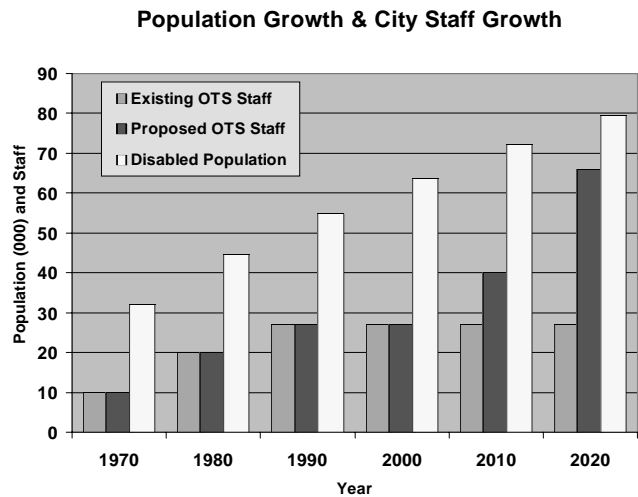


Figure 4: City of San José Disabled Population Growth versus Staffing Levels at Office of Therapeutic Services

1. Teague, M. L., V.L. McGhee, D.M. Rosenthal and D. Kearns. 1997. Health Promotion: Achieving High-Level Wellness in the Later Years (3rd ed.) Dubuque, Iowa: Brown and Benchmark.
2. Godbey, G. M. Roy, L. Payne, and E. Orsega-Smith. 1998. Final research report for the health and park use study. University Park, Pa.: Pennsylvania State University

CHAPTER III. VISION FOR THERAPEUTIC RECREATION

Community residents, representatives from partner agencies, and staff contributed to create a vision for future therapeutic recreation and related human services. The City of San José Department of Parks, Recreation and Neighborhood Services vision, mission, goals and strategies were refined by the Strategic Plan Steering Committee and the Advisory Board. These elements provide a strategic framework for enhancing therapeutic recreation and related human services to the San Jose community.

The elements of the strategic framework are:

- A vision for facilities and services;
- The mission of the City's therapeutic services;
- Goals that frame the future direction for services and facilities;
- Strategies that describe how the City's services to persons with disabilities will achieve its vision, mission and goals; and
- Performance measures that will be utilized to measure success at achieving this vision.



"The gathering of people in a community lets you meet people; it's nice to know you have something in common."



The vision reflects what the Strategic Plan aspires to create. It describes the preferred future for San Jose, which is supported by the City of San José programs, services, and facilities. This vision echoes the overall vision for City of San José Parks, Recreation, and Neighborhood Services.

The vision for the future is:

***Communities of people
connected by play,
hope and joy in life***

The vision reflects San Jose's remarkably diverse population with multiple communities. These **communities** provide people with a sense of belonging, a common identity, and a shared purpose. Communities provide familiarity, acceptance, and support. They naturally result from people's need to live interdependently with others.

To thrive as individuals and as a larger society, people must feel **connected** to others around them in positive ways. This is especially important to people with disabilities, who may feel isolated and are often excluded because of architectural or attitudinal barriers. Recreation opportunities foster community connection, both in spirit and in activities.

Recreation provides an opportunity to experience **play** - an essential human activity. Therapeutic recreation helps individuals identify new ways of doing favorite activities and provides opportunities to explore new activities that are adapted for their needs. Recreation also promotes wellness, boosting physical, mental and emotional well-being. Recreation, sports, fitness and social activities allow all San Jose residents to relax, refresh, and explore. Involvement in recreational activities enhances personal health and wellness as well as improves community livability. Through recreation, individuals with disabilities can discover renewed **hope and joy in life.**



Mission

The mission describes the primary purpose of the City's therapeutic and related human services, programs, and facilities. This mission evolved from input received during the Strategic Plan community involvement process.

The mission is:



To provide a continuum of services to improve health and wellness, including special programs and inclusive recreation

The mission reflects the need to expand facilities and provide a range of services to better serve the varied abilities, needs, ages and interests of persons with disabilities.

Goals

Eight goals for the City of San José were developed during the strategic planning process. These goals describe how the City's therapeutic services will strive to enhance and enrich the lives of persons with disabilities. Strategies, services and facilities are focused toward achieving these goals and, thereby, improving the lives of San Jose community members with disabilities.

The goals are:

- A. *Improve health and fitness*
Health and wellness enhance personal enjoyment and satisfaction with life. Exercise, diet and healthy living habits improve health and fitness, enabling people to feel recharged and invigorated physically, mentally and emotionally. Health and wellness are critical factors in achieving or maintaining independence and in reducing institutionalization.
- B. *Enhance independence*
Therapeutic recreation helps individuals with disabilities learn skills needed to live independently, such as mobility skills, self-care skills, home management skills, and social and recreation skills. Recreation also provides support services that contribute to emotional well-being and reduce isolation and loneliness. A primary goal of therapeutic recreation services is to promote independent living and reduce the need for institutionalization. For those with disabilities, regaining and maintaining strength, balance and fitness expand the range of activities they can perform and enjoy independently. Acquiring and maintaining independent living skills allow individuals with disabilities to remain in the community, enjoying life among family and friends.

C. *Improve social skills*
Socializing and social acceptance are critical to human well-being. Recreation programs offer opportunities for people with mental or physical disabilities to further develop their social skills in a supportive and encouraging setting. These skills enhance opportunities for community integration.

D. *Increase self-esteem*
Good health, fitness, independence, and accomplishments achieved through recreation generate positive self-esteem. Recreation and fitness activities promote skill-building and offer individuals with disabilities opportunities to set and achieve personal goals.

E. *Connect people and families with community resources*
Recreation activities foster a sense of belonging and provide an opportunity to be engaged in a larger, lively community. This reduces the isolation often experienced by individuals with disabilities and their families.

F. *Provide opportunities to contribute to society*
Contributing one's time and talents to the larger community not only benefits society, but also gives life meaning and significance to people of all abilities. By enhancing the volunteer opportunities for individuals with disabilities, therapeutic recreation services offer individuals with disabilities many opportunities to contribute to

and enhance the lives of others in our community. Through volunteerism, many individuals with disabilities will also learn job readiness skills leading to employment.

G. *Promote community integration*
The City of San José's Office of Therapeutic Services can provide leadership for integrating people with disabilities into community activities. By actively promoting opportunities for inclusion, and by educating and assisting others, therapeutic recreation can increase opportunities for people with disabilities to enjoy community recreation activities.

H. *Promote play, hope and joy*
Play, hope and joy are the heart of life. By fostering physical fitness, recreation, social interaction and community connection, therapeutic services nurtures joyful life and the human spirit.

Strategies

The following seven strategies will guide the provision of future therapeutic recreation services and describe ways to accomplish the above stated goals.

1. Increase community outreach and participation in therapeutic recreation
2. Expand specialized programs for people with disabilities
3. Enhance inclusion in existing programs and facilities

4. Ensure that the needs of disabled persons are considered in all city and neighborhood planning efforts
5. Develop a Recreation and Wellness Center that will serve as a "hub" for therapeutic recreation programs
6. Enhance staffing levels and capabilities to deliver quality services for people with disabilities
7. Maintain maximum organizational efficiency to become accountable for delivery of quality services to people with disabilities

Chapter VI. describes these strategies in detail.

CHAPTER IV SERVICE DELIVERY MODEL

To provide the continuum of services established in the City's therapeutic services mission statement, a new service delivery model is required to fully address the therapeutic recreation and related human service needs of San Jose residents. This new model identifies program and service needs and the location of services for the convenience and benefit of San Jose residents. By enhancing services and facilities and collaborating with key community partners, the City of San José will be well-positioned to serve the varied needs of the expanding San Jose population.

Program Needs

During the Strategic Plan community involvement process, needs for programs and services were identified. These services for people with disabilities will be provided by the Office of Therapeutic Services and partner agencies:

- Programs
 - Aquatics
 - Health/fitness/sports
 - Independent living skills
 - Employment-related skills
 - Socialization/recreation
 - Performing arts
 - "Reverse mainstreaming"



- Services
 - Transportation
 - Transition services for persons leaving hospitals, schools, and other recreation programs
 - Mentoring
 - Inclusion
 - Information and referral
 - Counseling
 - Volunteer program

Program Locations

Multiple program locations are needed to achieve the City's therapeutic services mission and expand services to individuals with disabilities. To provide a continuum of services, a variety of facility types and locations are required. The new service delivery model recommends three types of facilities:

- *Community Facilities*

Facilities that serve the general community and integrate people with disabilities into community recreation activities.

- *Recreation and Wellness Center*
A multi-purpose facility designed specifically to meet the needs of people with disabilities.
- *Specialized Facilities*
Small facilities designed to meet the needs of specific population groups, such as people with mental illness.

This service delivery model will provide the following benefits:

- Increase the availability of therapeutic recreation services throughout the community
- Provide specialized facilities where needed
- Provide flexibility to serve emerging community needs

Community Facilities

As part of the Parks and Community Facilities and Programs Strategic Plan, a multi-service community center will be established in each of San Jose's 10 Council Districts. The purpose of these facilities is to provide core recreation and neighborhood services to all community members. The facilities will be approximately 40,000 square feet in size. The multi-service centers will be augmented by satellite facilities, which may include smaller recreation centers serving all age groups, youth centers, senior centers, and programs at schools and other partner agencies, etc. Both multi-service centers and satellite centers also will

serve as information and referral centers, helping connect people with disabilities to other facilities and services.

At the heart of the Strategic Plan, Services for Persons with Disabilities, is the charge to increase the integration of people with disabilities into the multi-service community center programs. A therapeutic recreation specialist, assigned to each district, will interface with existing program sites and staff to ensure that people with disabilities are appropriately included in all activities. Adapted recreation activities and support groups may be offered to meet the needs of people with disabilities where demand exists. In addition to the work at the multi-service community center, the therapeutic recreation specialist will work with staff at satellite facilities and programs to provide inclusion services and adaptive programs as required.

Volunteers will be trained and available to assist disabled participants, as needed. Programs offered through district facilities that will serve people with disabilities may include:

- Inclusive recreation programs
- Adapted sports tournaments
- Adapted sports clinics, athletic development and training for coaches and officials
- After-school recreation programs
- Anger management classes
- Art therapy, music, drama and dance programs

- Community reintegration outing programs
- Computer clubs
- Drop-in recreation
- Recreation and fitness classes (adapted exercise)
- Independent living skills training and transition classes
- Pre-school movement/play programs
- Programs for deaf youth and adults
- Social programs
- Special events and holiday events
- Youth programs during school holidays and vacations
- Teen programs
- Volunteer programs
- Internship opportunities
- Advisory Council to provide feedback to therapeutic recreation specialist
- Information and referral service

Recreation and Wellness Center

The Recreation and Wellness Center will be dedicated to the needs of individuals with disabilities and serve as the "hub" for therapeutic and related human services. Accessible by public transportation, this facility will provide:

- A site for specialized programs for individuals who are not ready for inclusion and who require a supportive, non-threatening environment, a higher staff ratio, and specially trained staff
- An opportunity for recreation and socialization with disabled peers
- Facilities designed specifically for persons with disabilities
- Adaptive recreation activities

- "Reverse mainstreaming" and community rentals to promote community integration

More detailed information about the Recreation and Wellness Center is provided in Chapter V.

Specialized Facilities

These smaller facilities will serve persons with disabilities and be developed to serve a specific geographic or community need. The Grace Baptist Community Center, which serves people with mental disabilities in Downtown San Jose, is an example of a specialized facility.

Programs and services will vary, depending on the identified need, allowing the Office of Therapeutic Services to respond to neighborhood concerns.

Partnerships

Collaboration with outside agencies has proven to be essential in providing therapeutic recreation and related human services. These partnerships have included contributions of facilities, equipment, transportation, staff training, and program opportunities (see Appendix A).

Partnering will continue to be a driving force for the successful implementation of the Strategic Plan. To implement the Plan, the following types of partnerships will be expanded and new areas for collaboration will be pursued:

- Schools
- Small businesses and corporations
- Government agencies
- Community-based organizations
- Colleges and universities
- City of San Jose departments
- Transportation agencies
- Redevelopment Agency
- Medical community

“The Counselors have given me so many opportunities for experiences/ activities that are healthy and life affirming. To be here and see them in action helping so grandly has restored my soul.”

CHAPTER V. RECREATION AND WELLNESS CENTER

The centralized Recreation and Wellness Center will be a state-of-the-art fitness and community center to serve the needs of San Jose residents with disabilities. It will include therapeutic aquatic pools, a gymnasium and adapted fitness center as well as classrooms for adapted recreation and training, and areas for relaxing and interaction.

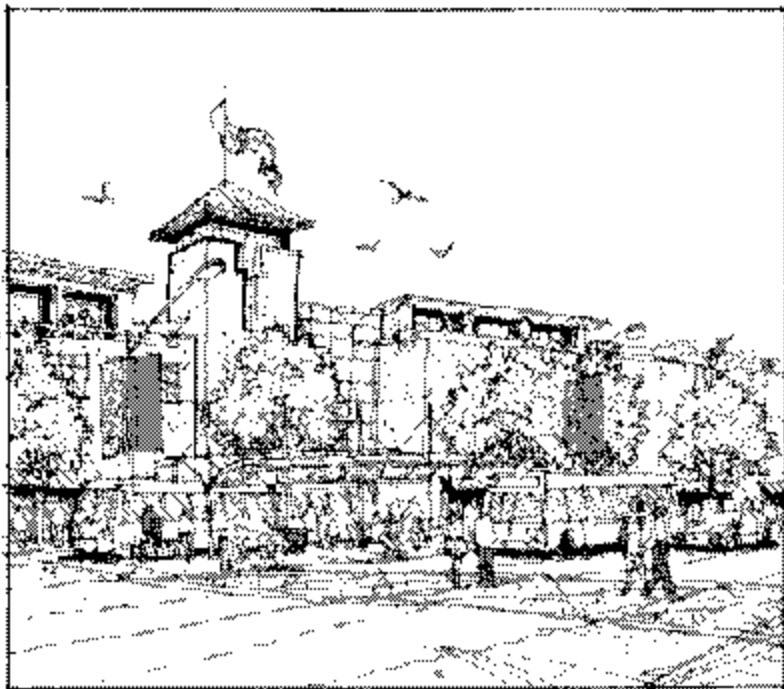
The Recreation and Wellness Center will be the "hub" for therapeutic and related human services. It will also serve as a community center and meeting place for the general community. A broad range of programs and services will be tailored to the specialized needs of people with disabilities. "Reverse mainstreaming" will be practiced to encourage non-disabled

persons to recreate at the Center as well.

The Center should be located to allow easy access by public transportation. Other criteria for facility location include safety, parking, and visibility.

Architectural Image and Character

The Recreation and Wellness Center will have landmark quality that communicates its adapted sports and fitness function and reflects the special culture of the City of San José. The design will be contemporary and timeless.



“The Center provides an atmosphere conducive to companionship and a safe place to spend time. All of the Center is a stage, and we are but the players.”

The image throughout the facility will be active, fun, safe, and welcoming. Environments will be adapted to meet the needs of various disabilities, such as providing tactile evacuation markings for individuals with visual impairments. It will be a friendly, people-oriented place that focuses on recreation and wellness.

The Recreation and Wellness Center could be an opportunity for collaboration and partnerships, as well as a catalyst for redevelopment in surrounding neighborhoods.

Key components of the Recreation and Wellness Center include:

1. Gymnasium
2. Therapeutic aquatic pools
3. Two large multi-purpose rooms
4. Classrooms and activity areas such as art rooms, tiny tot room and game room
5. Computer center
6. Mental health area and counseling rooms
7. Locker rooms
8. Restrooms (fully accessible)
9. Lobby and central reception
10. Central kitchen for classes and meals program
11. Office space
12. Adequate storage areas

A more detailed description of the Recreation and Wellness Center is provided in Appendix B.

Development Costs

Estimated development and construction costs for the Recreation and Wellness Center are \$23,584,000. These costs are based on preliminary facility needs identified by staff and the community. Once a site is selected, the type and range of components may change based on site constraints. Similarly, development costs may change as the project becomes more defined.

Preliminary development costs are further described in Appendix C.

Maintenance and Operations Costs

Annual operating and maintenance costs for the Recreation and Wellness Center have been calculated, based on the facility size and functional use. The total annual operations and maintenance cost is estimated to be \$585,744. This includes labor, utilities, materials, and other direct costs needed to operate and maintain the Center. It does not include staffing costs which are shown separately in Chapter 7.

Operating and maintenance costs for the three main components of the Recreation and Wellness Center are as follows:

Community Center Building	\$305,800
Aquatics Center	\$184,944
Gymnasium	\$95,000

Cost estimates were based on surveys of comparable cities and historical costs based on City of San José experience in operating and maintaining similar facilities.

Detailed maintenance and operations costs for the Recreation and Wellness Center are provided in Appendix D.

Potential Funding Sources

The City of San José has several funding sources typically used to fund parks and community facility capital improvements. The proposed Recreation and Wellness Center may qualify for many of the traditional funding sources and attract new, creative partnership opportunities, such as private foundations and grants. General Obligation Bonds may also be a source of funding.

The City's main funding sources for improvement of parks and community facilities are the Construction and Conveyance (C&C) Taxes, the Parkland Dedication Ordinance (PDO), and Park Impact Ordinance (PIO). Redevelopment Agency funds, Community Development Block Grant funds and City General funds are other potential funding sources. Other capital funding sources include federal, state, and regional grants, private foundation grants, parking and admission fee revenues, lease income, and joint-use agreements. On the operating side, the City achieves a high proportion of cost recovery for many recreational programs by charging user and admission fees.



Additionally, partnerships and joint use agreements allow intergovernmental cost and budget sharing. The City's therapeutic services and programs currently have ongoing relationships with community agencies and other service providers.

These ongoing relationships may create an opportunity for joint use and shared funding responsibilities for services, programs and facilities at the Recreation and Wellness Center or at each of the ten district multi-service centers.

CHAPTER VI. STRATEGIES

Strategies describe how the City of San José will achieve its vision, mission, and goals. These strategies are organized into seven key strategy areas:

1. Increase community outreach and participation in therapeutic recreation
2. Expand specialized programs for people with disabilities
3. Enhance inclusion in existing Parks, Recreation and Neighborhood Services programs and facilities
4. Ensure the needs of disabled persons are considered in all City and neighborhood planning efforts
5. Develop a Recreation and Wellness facility that will serve as a "hub" for therapeutic recreation programs
6. Enhance staffing levels and capabilities to continue to deliver quality services for people with disabilities
7. Maintain maximum organizational efficiency to become accountable for delivery of quality services to people with disabilities.

The seven strategies, action items, and time-frames for their implementation are described on the following pages. Many of these strategies are ongoing essential aspects of service delivery and participant satisfaction.



"I love the programs. They relieve my stress and tensions- I can go home and face my problems easier."

1. Increase community outreach and participation in therapeutic recreation	0-2 Years	2-5 Years	5-10 Years
1.1 Increase community involvement in program and facility development. <ul style="list-style-type: none"> a. Citywide Advisory Council. b. Community Center Advisory Board (per Community Service Area). c. Disability Advisory Commission. d. Park and Recreation Commission. 	X		
1.2 Collaborate with the County and other agencies for service delivery.	X		
1.3 Improve the evaluation of benefits provided by the City's therapeutic services. <ul style="list-style-type: none"> a. Conduct a biannual survey of participants/customers, including both existing and potential customers. 	X		
1.4 Improve communication of outcomes to the community. <ul style="list-style-type: none"> a. Publish a quarterly newsletter. b. Distribute information electronically via the web. c. Ensure that all printed material is multilingual and available in alternative formats. d. Distribute <i>City of San José Strategic Plan, Services for Persons with Disabilities</i> to participants. e. Host community informational meetings. 	X X X X X		

	0-2 Years	2-5 Years	5-10 Years
<p>1.5 Raise awareness of the City's therapeutic services and its programs.</p> <ul style="list-style-type: none"> a. Develop a media campaign. b. Develop an outreach program for health care professionals. c. Evaluate current publicity of programs and make necessary improvements. 	<p>X</p> <p>X</p> <p>X</p>		

2. Expand specialized programs for persons with disabilities	0-2 Years	2-5 Years	5-10 Years
2.1 Secure additional city, public and private facilities to expand service delivery, including rentals and shared space.		X	
2.2 Expand program sessions, hours of operation, and program duration according to community need.		X	
2.3 Increase transportation opportunities and connections to improve access to programs and services. <ul style="list-style-type: none"> a. Work with Santa Clara Valley Transit Authority to improve paratransit. b. Work to have more accessible vehicles available at neighborhood and community multi-service centers and satellite centers. 	X		
2.4 Increase collaborative partnerships for programming.	X		
2.5 Anticipate and respond to local, state and national trends.	X	X	X

3. Enhance inclusion in existing Parks, Recreation, and Neighborhood Services programs and facilities	0-2 Years	2-5 Years	5-10 Years
3.1 Develop and implement a Parks, Recreation, and Neighborhood Services departmental inclusion statement.	X		
3.2 Increase Parks, Recreation, and Neighborhood Services awareness and implement of inclusion, diversity, Americans with Disabilities Act, and other relevant legislation.	X		
3.3 Coordinate with the City's Americans with Disabilities Act Access Coordinator and the City's Americans with Disabilities Act transition plan to evaluate the accessibility of existing multi-service community centers.		X	
3.4 Develop inclusion programs at multi-service community centers. <ul style="list-style-type: none"> a. Conduct inclusion training specific to facility and program needs at pilot sites. b. Hire inclusion staff to assist in integrating citywide recreation programs by providing client assessment and staff support. 	X		

4. Ensure the needs of disabled persons are considered in all city and neighborhood planning efforts	0-2 Years	2-5 Years	5-10 Years
4.1 Refine the Parks, Recreation, and Neighborhood Services department policy statement regarding coordination with Office of Therapeutic Services on accessibility issues (i.e., the Park and Facilities Development Guidelines) to include all planning, programming and development activities.	X		
4.2 Train and assign staff to serve as accessibility advocates for each Council District/Community Service Area.		X	
4.3 Meet with staff of appropriate City departments to discuss the importance of Office of Therapeutic Services involvement.	X		
4.4 Identify consumer advocates.	X		

5. Develop a Recreation and Wellness facility that will serve as a “hub” for therapeutic recreation programs	0-2 Years	2-5 Years	5-10 Years
5.1 Create a business plan for development of the City’s Recreation and Wellness facility using the Strategic Plan.	X		
5.2 Secure support and resources from the City Council and Redevelopment Agency, if appropriate.		X	
5.3 Select a centralized site with good transportation access.		X	
5.4 Select a design consultant for design development and construction documents.		X	
5.5 Obtain financing for design and construction of a new Recreation and Wellness facility.		X	
5.6 Construct the Recreation and Wellness facility.		X	

6. Enhance staffing levels and capabilities to continue to deliver quality services for people with disabilities	0-2 Years	2-5 Years	5-10 Years
6.1 Increase staffing levels to meet current program demands.		X	
6.2 Implement the Staffing Plan according to schedule.		X	X
6.3 Develop a mentoring program to enhance staffing resources.		X	
6.4 Expand volunteer opportunities.	X		
6.5 Hire multi-lingual staff/sign language interpreters.	X		
6.6 Recruit interns from therapeutic, recreation, adapted physical education, and related disciplines.	X		
6.7 Ensure maintenance of current certifications and licenses for appropriate positions.	X		

7. Maintain maximum organizational efficiency to become accountable for delivery of quality services to people with disabilities.	0-2 Years	2-5 Years	5-10 Years
<p>7.1 Develop and implement a Quality Assurance plan for the Office of Therapeutic Services.</p> <p>a. Conduct regular peer review by therapeutic recreation professionals from outside agencies.</p>		<p>X</p> <p>X</p>	
<p>7.2 Review and improve the organization of the Office of Therapeutic Services as needed to provide new services and programs.</p>	<p>X</p>		
<p>7.3 Continue measuring performance and Investing in Results to ensure effective, quality services.</p>	<p>X</p>		

CHAPTER VII. STAFFING PLAN

Additional staffing will be required to implement the new therapeutic recreation service delivery model. To provide the level of service and the quantity of additional personnel as detailed below, this new service model will require substantial City resources and strengthened partnerships with organizations serving people with disabilities. Personnel from partner agencies may supplement City staff thus reducing the total reliance on City resources.



- *Multi-Service Community Centers:*
This program component represents the therapeutic services featured at multi-service community centers, located in each City Council district. Incremental staff increases will add an additional 21 FTEs of full and part-time positions by 2010 to provide the inclusion programs.
- *Social Recreation/Health and Wellness:* This city-wide program component ties in closely with the Recreation and Wellness Center and includes the aquatics program and other specialized services. This program will feature shared staffing, facility space, and other program resources at the Recreation and Wellness Center. These services will require additional staffing of 5 FTEs.
- *Adapted Sports and Special Events:*
This city-wide component will add 4 FTEs to support the growing wheelchair sports need and develop adapted sports for others who wish to participate. Use of the Recreation and Wellness Center will be an important feature of this program. Coordination with communities throughout San Jose will help provide year-round cultural and special events.
- *Recreation and Wellness Center:*
This new centralized facility will require a supplement of 4 FTEs.

- *Grace Baptist Community Center:* This specialized program for persons with mental illness and developmental disabilities will expand service through increased social, recreation, and community services. Expanded partnership with County of Santa Clara Mental Health Department and other community based service providers will require increased supervision and program support. Three (3) additional FTEs are needed to support the growing needs of the mentally disabled.
- *Special Olympics Santa Clara County:* This regional program will continue to conduct co-sponsored programs with the City of San José. Staffing levels are expected to change as the therapeutic recreation services adjust to meet the needs of the developmentally disabled.
- *Management:* In order to effectively manage and administer the additional programming and staffing, a Community Services Supervisor and Staff Analyst are recommended in this strategic plan. These positions would be added when five of the ten multi-service community center therapeutic programs are brought on line.

Summary of Staffing Need

Currently City of San José's Office of Therapeutic Services staff representing 27 FTEs provide programs and services. By 2010, an additional 39.5 (FTEs) positions will be required to expand services at specialized facilities, increase inclusion programs at multi-service community centers, and staff the new Recreation and Wellness Center.

Table 1 summarizes current total staffing and staffing needs for 2010, when the Strategic Plan is fully implemented. The table also shows the number of current and projected positions in each job classification. Current and projected costs also are listed in Table 1.

Position Classification	Current FTEs**	2010 FTEs	2010 Salaries
Community Services Supervisor	0	1.0	\$80,000
Therapeutic Supervisor	4.0	5.0	\$334,420
Therapeutic Specialist	11.0	25.0	\$1,289,350
Recreation Leader (Part Time)	9.4	25.5	\$643,906
Pool Manager (Part Time)	0.9	3.0	\$102,111
Lifeguard (Part Time)	0.7	3.0	\$102,111
Clerical	1.0	3.0	\$126,210
Analyst	0	1.0	\$66,884
Total	27	66.5	\$2,744,992

Table 1: Summary of Current and Projected Staffing Needs

**Current staffing costs (approximately): \$1,200,000
Projected (2010) staffing costs: \$2,744,992

CHAPTER VIII. PERFORMANCE MEASURES

To evaluate the progress of the Strategic Plan's implementation, performance measures have been developed. The City's Investing in Results system, data collection, customer satisfaction surveys, and other reporting methods will be applied. Measurements will also apply to collaborative programs. As these measures are implemented, the Office of Therapeutic Services will build a database of information. In addition to providing feedback on the success of each strategy, this information will guide future planning decisions.

Improve health and fitness

- Increased percentage of City's therapeutic services participants reporting improved health status (lost weight, lowered blood pressure, etc.)
- Improved fitness levels after participation in programs (increased endurance, increased weight-bearing, etc.)
- Fewer doctors' visits reported since individual participated in City's therapeutic services

Enhance independence

- Increased number of participants who have been able to live independently or in group homes
- Increased number of participants in independent living skill development programs and services

- Improved skills testing scores of participants enrolled in skills training and support groups to promote independence



"The program provides a safe and uplifting foundation in which I can grow and flourish and have an opportunity to make dreams a reality."

Improve social skills

- Increased percentage of persons with disabilities involved in community recreation, fitness, sport, and arts/culture activities
- Increased number of persons with disabilities reporting that they "made a new friend" as a result of participation in City's therapeutic services and programs

Increase self-esteem

- Increased number of persons reporting that their self-esteem improved as a result of participation in Office of Therapeutic Services programs
- Reduced anti-social behaviors (drugs, drinking, etc.) after program participation

Connect people and families with the community

- Increased number of Office of Therapeutic Services clients participating in integrated neighborhood and community recreation and park activities and family events
- Increased number of participant referrals to integrated community services
- Increased number of participants involved in groups or events related to solving community issues
- Increased opportunities for client families to participate in mainstreaming activities as a family

Provide opportunities to contribute to society

- Increased number of Office of Therapeutic Services clients involved in groups or events related to solving community issues
- Increased percent of clients volunteering in San Jose programs and services
- Increased number of clients serving on city or local community committees or boards.

Promote community integration

- Increased number of Office of Therapeutic Services clients reporting increased success mainstreaming in community programs and services
- Increased number of participants in mainstreaming program opportunities
- Increased number of persons with varied disability types participating in City's therapeutic services and programs
- Increased participant feedback on success of outreach and marketing efforts to promote community integration

Promote play, hope and joy

- Improved customer service survey ranking of play and fun as a reason for participation in program
- Increased number of Office of Therapeutic Services clients participating in community group events and festivals
- Increased participant feedback on success of outreach and marketing efforts to promote play, hope and joy

City of San José, California
Strategic Plan
Services for Persons with Disabilities

San José City Council

Ron Gonzales	Mayor
Frank Fiscalini	Vice Mayor, District 6
Linda J. LeZotte	District 1, Council Liaison, Strategic Plan-Services for Persons with Disabilities
Charlotte Powers	District 2
Cindy Chavez	District 3
Margie Matthews	District 4
Manny Diaz	District 5
George Shirakawa, Jr.	District 7
Alice Woody	District 8
John Diquisto	District 9
Pat Dando	District 10

Strategic Plan Advisory Board

Linda J. LeZotte, Chairperson	San Jose City Council
George Archambeau	Project Hired
Sheri Burns	Silicon Valley Independent Living Center
Jay Glicksman	Special Olympics
David Ledwitz	Valley Transportation Agency
John Longabaugh	Santa Clara Co. Programs for the Disabled
Sandy Mayfield	Santa Clara Valley Medical Center
Dr. Nancy Megginson	San Jose State University
Leslie Sue Mitobe	Grace Baptist Community Center
Rich Patterson	San Jose Disability Advisory Commission
Santi Rogers	San Andreas Regional Center
Cheryl Snyder	Parent
Janie Whiteford	Silicon Valley Independent Living Center

City Administration

Del D. Borgsdorf	City Manager
Debra J. Figone	Assistant City Manager

Department of Parks, Recreation and Neighborhood Services

Mark Linder	Director
Terry Eberhardt	Deputy Director, Recreation and Community Services
Greg Tompkins	Analyst
Jean Boyden	Administrative Officer

Strategic Plan Steering Committee - Office of Therapeutic Services

Dave Peyton	Recreation Superintendent
Jan Elix	Project Coordinator

Lisa Blevins	Gerard Manuel
Mary Burson	Gwen Parker
Kara Capaldo	Suzanne Wolf
Dan Greeley	Lauri Yarwasky
Donna Hepp	

Consultant:

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	Sharon McNamee, Project Manager
	Brianne Overbye, Associate
	Misty Fisher, Associate

City of San José
**Strategic Planning Framework
for Serving Persons with Disabilities**

VISION
Communities of people connected by
play, hope, and joy in life

MISSION
The City provides a continuum of services to
improve health and wellness—including special
programs and inclusive recreation

Goals

- Improve health and fitness
- Enhance independence
- Improve social skills
- Increase self-esteem
- Connect people and families with community resources
- Provide opportunities to contribute to society
- Promote community integration
- Promote play, hope and joy

Strategies

- Increase community outreach and participation in therapeutic recreation
- Expand specialized programs for people with disabilities
- Enhance inclusion in existing Parks, Recreation and Neighborhood Services programs & facilities
- Ensure that the needs of disabled persons are considered in all city planning efforts
- Develop a Recreation and Wellness facility that will serve as a "hub" for therapeutic recreation programs
- Enhance staffing levels and quality services for people with disabilities
- Maintain maximum organizational efficiency to deliver services to people with disabilities

GLOSSARY

Arthritis - The inflammation of joints.

Autism - Disorder indicated by impairments in social interactions, verbal and nonverbal communication, and in activities requiring creativity. Individuals with autism have a tendency to engage in repetitive behavior and/or movements, and can seem socially withdrawn by appearing to be self-absorbed.

Bipolar Disorder (Manic-Depressive Illness) - A mood disorder in which individuals "swing" between manic (or "high") phases/episodes and depression. In some cases cognitive functioning is severely impaired and psychosis may be present. This illness has a highly hereditary correlation. Risk of suicide is extremely high during periods of depression. Mood stabilizing medications are available.

Cerebral Palsy (CP) - A chronic neurological disorder of movement and posture which is not hereditary, contagious or progressive. It is caused by a defect or lesion of the immature brain and accompanied by associated dysfunction.

Congenital - An occurrence that originates from birth. A person with a congenital disability is one who was born with a specific disability as opposed to acquiring the disability later in life.

Continuum of Service - Offering services at every level, from a safe, protective, non-integrated environment to a totally inclusive integrated setting in the community which promotes opportunities for individuals with disabilities to choose their level of recreation participation.

Developmental Disability - A general term that is used to describe congenital disabilities, also known as a developmental delay. An individual with a developmental disability will usually have poor social skills, lower intellectual functioning, and poor self-care skills. The chronological age of someone with a developmental disability is not congruent with his or her mental age. Persons with developmental disabilities usually require assistance in daily needs and tasks and cues for appropriate social interaction.

Dissociative Disorders - Occur as a result of severe recurring trauma, usually physical, emotional and/or sexual abuse originating in childhood. Dissociative disorders may involve amnesia or the ability to recall important personal information, physical and/or emotional numbness, psychosomatic symptoms, and depressed mood and affect. The most extreme variation of dissociation is Dissociative Identity Disorder (formerly Multiple Personality Disorder) which is characterized by the presence of two or more distinct identities or personality states that recurrently take control of the individual's behavior, and are accompanied by amnesia about the event(s).

Down's Syndrome - A congenital form of mental retardation that is characterized by several physical characteristics, including: upward-slanting eyes, small mouth, teeth, and prominent ears, shorter neck, small hands and fingers, and a flat facial profile. Individuals with down's syndrome have remedial thought patterns and can be stubborn, needing simple instructions, reminders of appropriate social interaction, and minimal to moderate supervision in daily tasks.

Hearing Impairment - Individuals whose ability to hear has decreased to a degree that is noticeable by others as well as themselves.

Deaf/deafness - means a severe impairment or a total lack of hearing.

Hard of Hearing - means enough hearing so that speech can be at least partly heard.

Inclusion - Practice of including people with disabilities into public settings. Inclusion provides people with disabilities opportunities to participate in appropriate programs geared to their abilities and needs with support and assistance as needed to ensure success.

Integration - Individuals with disabilities are participating in the same settings as their non-disabled peers.

Limb Deficiencies (Amputations) - This disability involves the absence of arms and legs.

Major Depressive Disorder - Occurs without any manic episodes. Mortality is high (15%) from suicide. Onset can be any time, but may increase after age 55. Symptoms include depressed mood, feeling of hopelessness, helplessness, low self-esteem, and self-deprecating thoughts. A single episode may occur, or the depression can be recurring. Some types of include catatonic, melancholic and post-partum. Anti-depressant medications are prescribed.

Mental Retardation - A broad term that describes individuals with a form of developmental disability, characterized by poor social interaction, lack of inhibition, and lower intellectual functioning. Degrees of severity include one of four categories: mild, moderate, severe, and profound. Individuals with mental retardation require assistance in daily tasks and cues for appropriate social interaction.

Muscular Dystrophy - Group of genetically determined conditions in which progressive muscular weakness is attributed to pathological, biochemical and electrical changes that occur in the muscle fibers.

Multiple Sclerosis - Progressive neurological disorder which is caused by the disintegration of myelin covers of nerve fibers throughout the body.

Multi-Service Center - A large, forty thousand square foot facility located in each council district, providing core recreation and neighborhood services to all community members.

Obsessive-Compulsive Disorder - Includes obsessions which are persistent and/or intrusive, often inappropriate ideas or thoughts that cause significant anxiety or distress, and compulsions which are repetitive behaviors (such as hand-washing, counting, checking things), which are enacted in an attempt to reduce the anxiety or distress, but provide no pleasure or gratification.

Orthopedic Impairments - Wide range of disabilities which affect a person's performance.

Panic Disorder - Characterized by panic attacks and fearful anticipation about having future panic attacks. Panic attacks include increased heartrate, shortness of breath, profuse sweating, and thought disturbances such as morbid or fearful thoughts. Individuals may develop phobias and/or avoid situations they fear will cause panic.

Post Traumatic Stress Disorder (PTSD) - The essential feature of PTSD is formation or development of symptoms following exposure to an extreme traumatic experience that involves actual or threatened death or serious injury. These events may include natural or manmade disasters (earthquakes, fire, etc.), violent personal assault (rape, mugging, kidnapping, torture, terrorist attack), military combat, severe automobile accident, or being diagnosed with a life-threatening illness. The individual responds with intense fear, helplessness, or horror. Symptoms include "flashbacks" (the persistent reexperiencing of the traumatic event), persistent avoidance of situations associated with the trauma, and increased physical and emotional arousal (similar to panic disorder symptoms).

Reverse Mainstreaming - The integration of general public into environments of individuals with disabilities.

Schizoaffective Disorder - Involves a disturbance in which the symptoms of a mood disturbance such as major depression and/or bipolar disorder are concurrent with symptoms of schizophrenia.

Schizophrenia - The onset is often in the late teens or twenties. Characteristics or symptoms include visual and/or auditory hallucinations, disruptions in the language and communication and delusional thinking. Affect and behavior are usually affected and distinctive of the illness. Anti-psychotic medications help reduce symptoms and stabilize the individual. Types include paranoid, catatonic, disorganized.

Spina Bifida - Congenital defect of the spinal column caused by failure of the neural arch of a vertebra to properly develop and enclose the spinal cord.

Spinal Cord Injury (SCI) - Injury to the spinal cord when the bones of the spine are fractured, dislocated or move excessively.

Stroke (Cerebrovascular accident or disease) - Sudden onset of neurological impairment caused by blockage or hemorrhage of blood vessel in or near the brain. The impairment affects awareness, motor, speech, perception, memory and cognition.

Traumatic Brain Injury (TBI) - Permanent damage caused by concussion, contusion, or hemorrhage sustained in vehicular accidents, assaults, falls and other kinds of trauma.

Visual Impairment - A term used to describe individuals with decreased, reduced or loss of vision. Visual impairments can be divided into two categories:

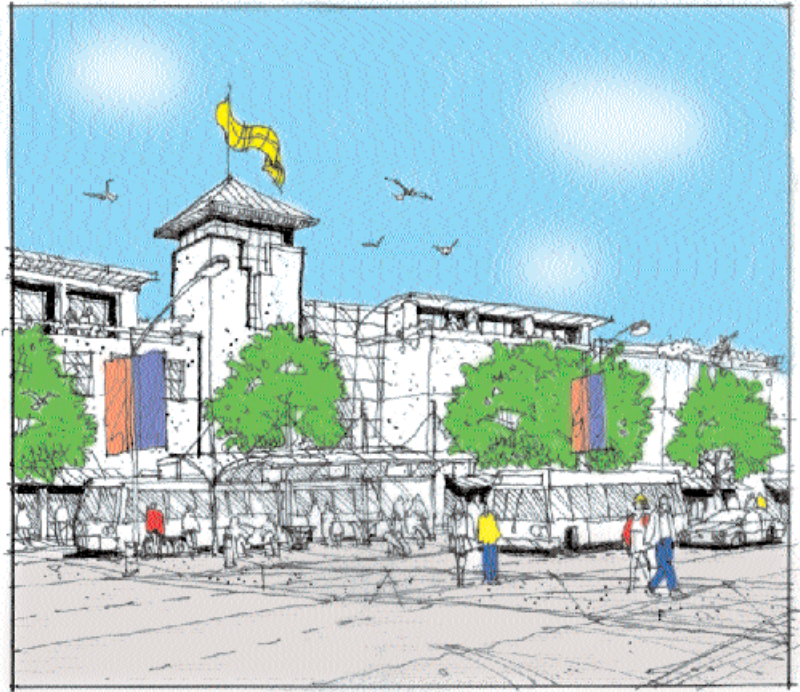
Legally Blind: individual either has a vision of 20/200 or less(20/200 means seeing at 20 feet what normally-sighted individuals can see at 200 feet) , even with the help of glasses, or the peripheral (or side) vision is severely limited.

Low Vision: can see better than the legally blind, but the vision is very blurry. Low vision is defined as better than 20/200 in the better eye, even with glasses.

EXECUTIVE SUMMARY

Strategic Plan

Services for Persons with Disabilities

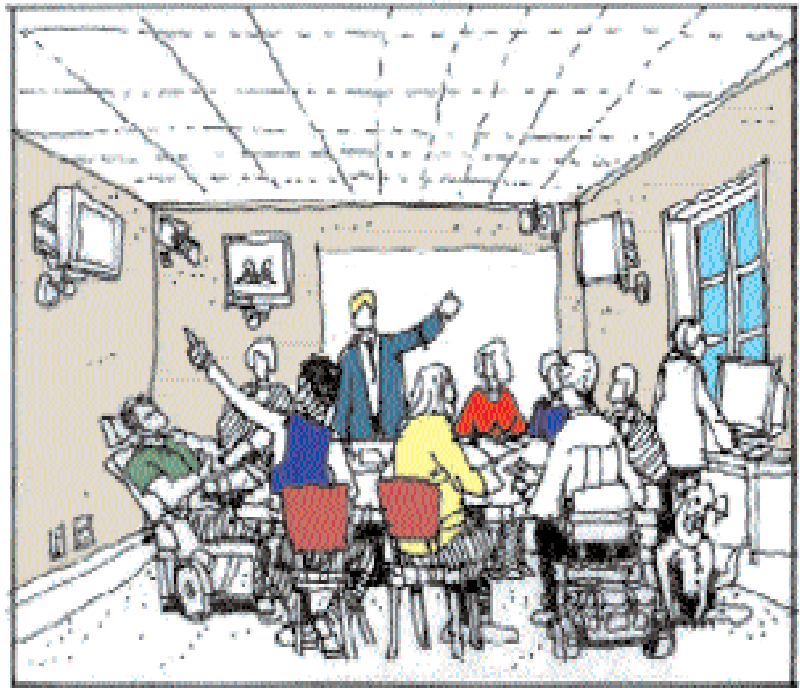


City of San José
Office of Therapeutic Services

August 2000

Strategic Plan

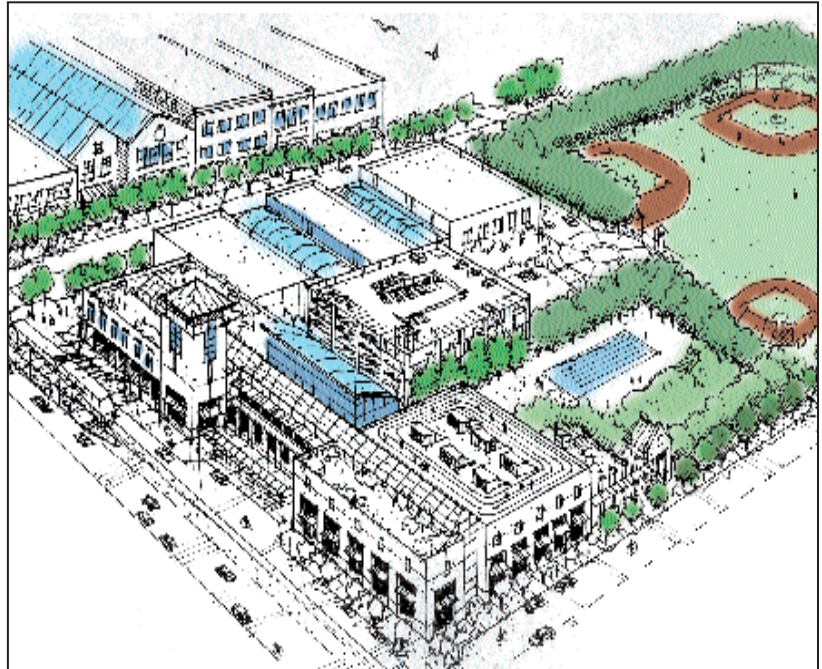
Services for Persons with Disabilities



City of San José
Office of Therapeutic Services

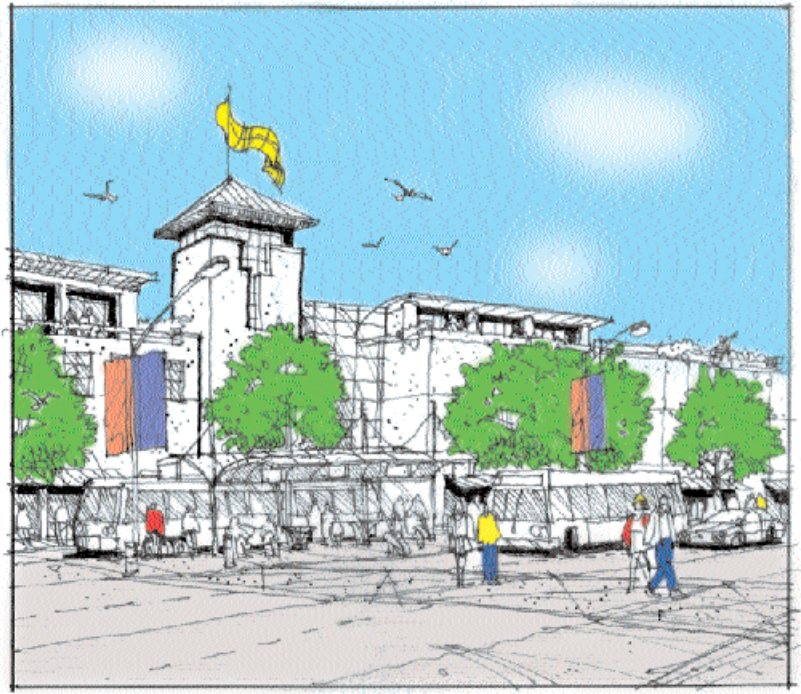
August 2000

Appendix A.



Partnering Agencies

Appendix B.



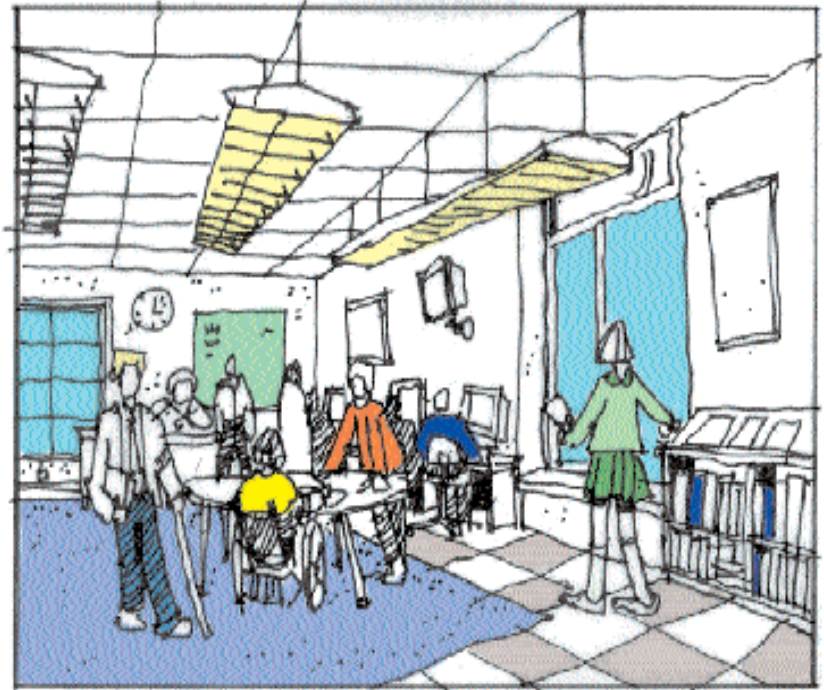
Recreation and Wellness Center Facility Guidelines

Appendix C.



Recreation and Wellness Center Development Costs

Appendix D.



**Recreation and Wellness Center
Maintenance and Operations Costs**

Glossary

