



# Creating High-quality ADA Transition Plans for the Pedestrian Environment : A Casebook of Success Stories

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# Acknowledgments

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*Photo Source: IMPACT Collaboratory, University of Washington*

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# What Is This Casebook About?

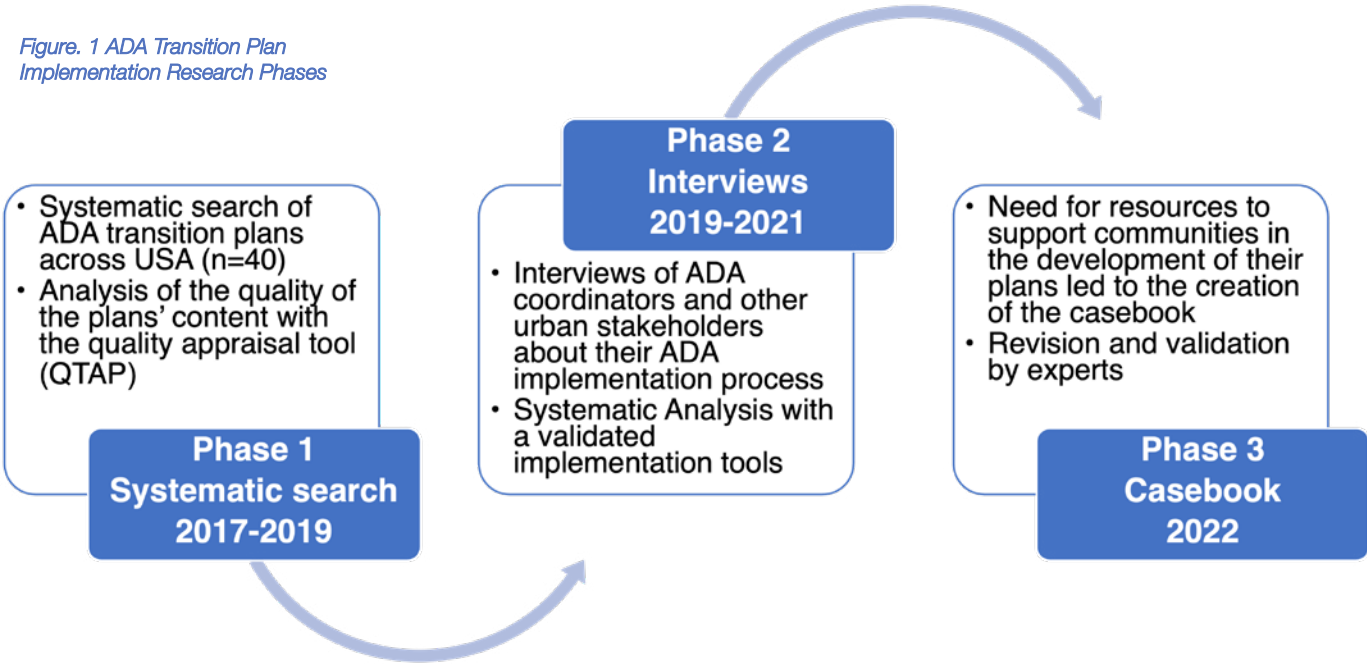
The purpose of this casebook is to provide a toolkit that highlights concrete examples and best practices of ADA transition plan development and implementation for the pedestrian right of way (PROW), that includes sidewalks, curb ramps, and pedestrian signals. This casebook is a collection of case studies of various municipalities across USA of how they develop and implement their ADA transition plans. It offers insight

to those who are looking to develop or revise their ADA transition plans, regardless of the location, size, or density of your municipality. The goal is to be able to learn from other's experiences. Each case study highlights the most important information about the process of developing the transition plan done by the municipality and how they concretely implemented it.

# How Was This Casebook Created?

The information you will find in this casebook is taken from rigorous research conducted by researchers from the University of Illinois at Chicago, Great Lake ADA Center- Region V. The information has been collected in a multi phases project (see figure 1)

Figure. 1 ADA Transition Plan Implementation Research Phases





## PHASE I

The team conducted a systematic search and analysis of the presence, content, and quality of ADA transition plans for Pedestrian Right-of-Way (PROW) across the United States.\*

- The search was conducted online and with direct contact of municipalities of more than 50 employees. A total of **40 plans were available that were focusing on the PROW.**
- The quality of these 40 plans was assessed with a quality appraisal tool (QTAP) based on the mandatory requirement for the ADA transition plans (as published by the Federal Highway Administration, 2007 and Title II of the ADA) such as the need for community outreach, self-evaluation inventory process, monitoring, etc. The researchers looked at the quality of the content provided and identified the common practices found in the plans.
- The results showed how a small proportion of communities had developed plans and how many were of low quality. However, they also identified municipalities with successful and quality plans.

\*For complete study: Eisenberg, Y., Heider, A., Gould, R., & Jones, R. (2020) Are communities in the United States planning for pedestrians with disabilities? Findings from a systematic evaluation of local government barrier removal plans. *Cities*, 102, <https://doi.org/10.1016/j.cities.2020.102720>

## PHASE II

Based on this first phase, the team reached out to ADA coordinators and other stakeholders from municipalities that had developed transition plans that were evaluated as being of great quality.

- Those plans were identified by the first phase of the study and by recommendations from State DOT representatives and technical assistance specialists around the country.
- The team interviewed **20 ADA coordinators and other stakeholders from 13 municipalities** such as engineers and planners involved in ADA implementation to document their successes, best practices, and experiences in the development and implementation of ADA transition plans. .
- The interviews were systematically analyzed using a validated implementation evaluation tool: the Consolidated Framework for Implementation Research (CFIR) (Damschroder et al., 2009).

## PHASE III






During the interviews, many ADA coordinators and teams reported how more resources were needed to help municipalities develop and implement their ADA transition plan. The casebook has been developed based on this need. It has been reviewed and validated with ADA coordinators for accuracy of content. Its impact will also be evaluated for usefulness for stakeholders in the field.

# What Are You Going to Find in This Casebook?

- A)** Definition of each quality indicators of the quality of appraisal tool used to assess the ADA Transition plans in the systematic search (Phase 1) and to conduct the interviews with the ADA coordinators (Phase 2).
- B)** Overview of all ADA transition plans included in this casebook: their location, and a timeline.
- C)** Quality indicator summary and key learning points from all assessment
- D)** Each municipality (or cases) will be presented. For each case, we provide an overview of the municipality and its plan, and the important information about their development and implementation process using the indicators of quality

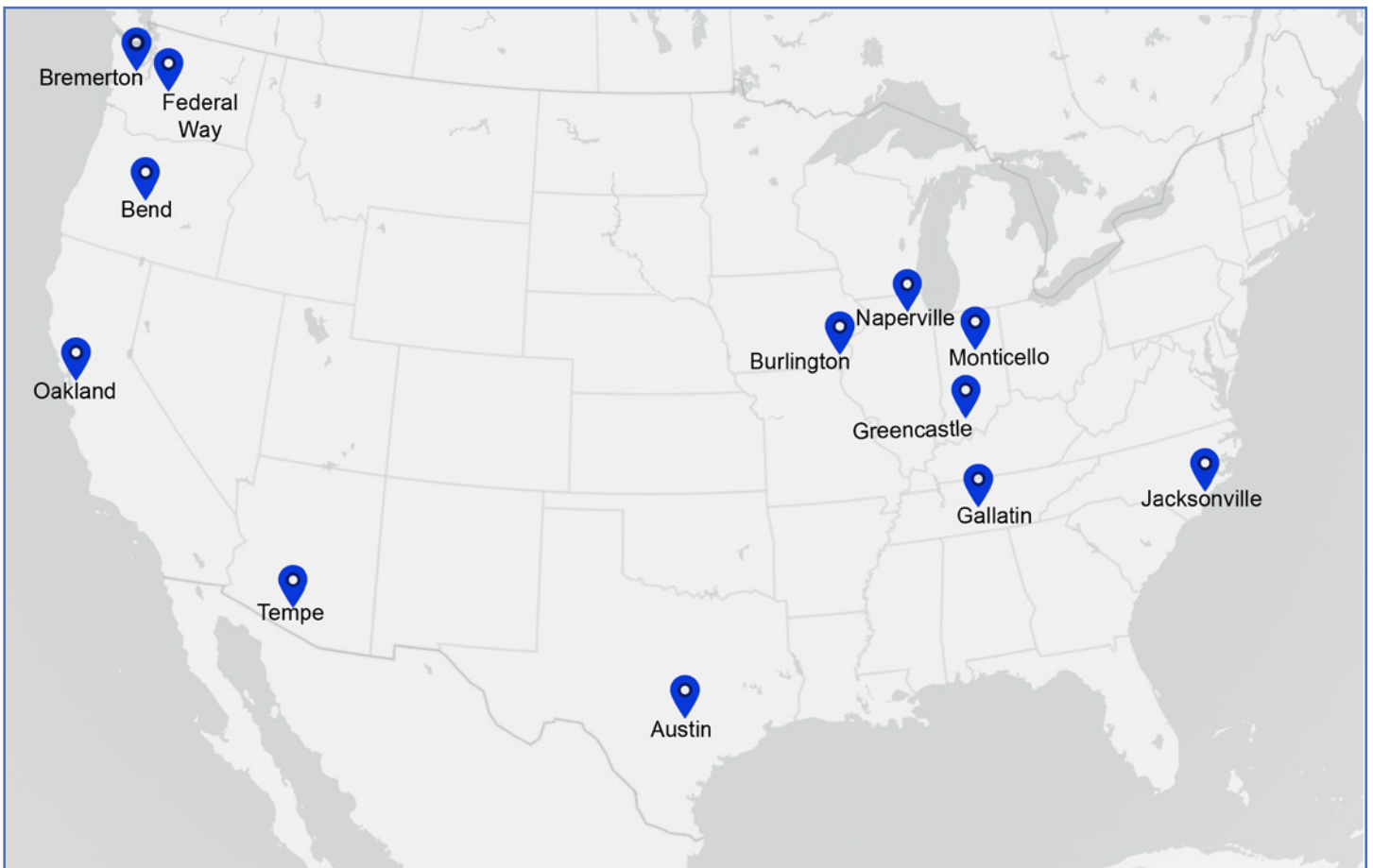


# A) Quality Indicator Definitions

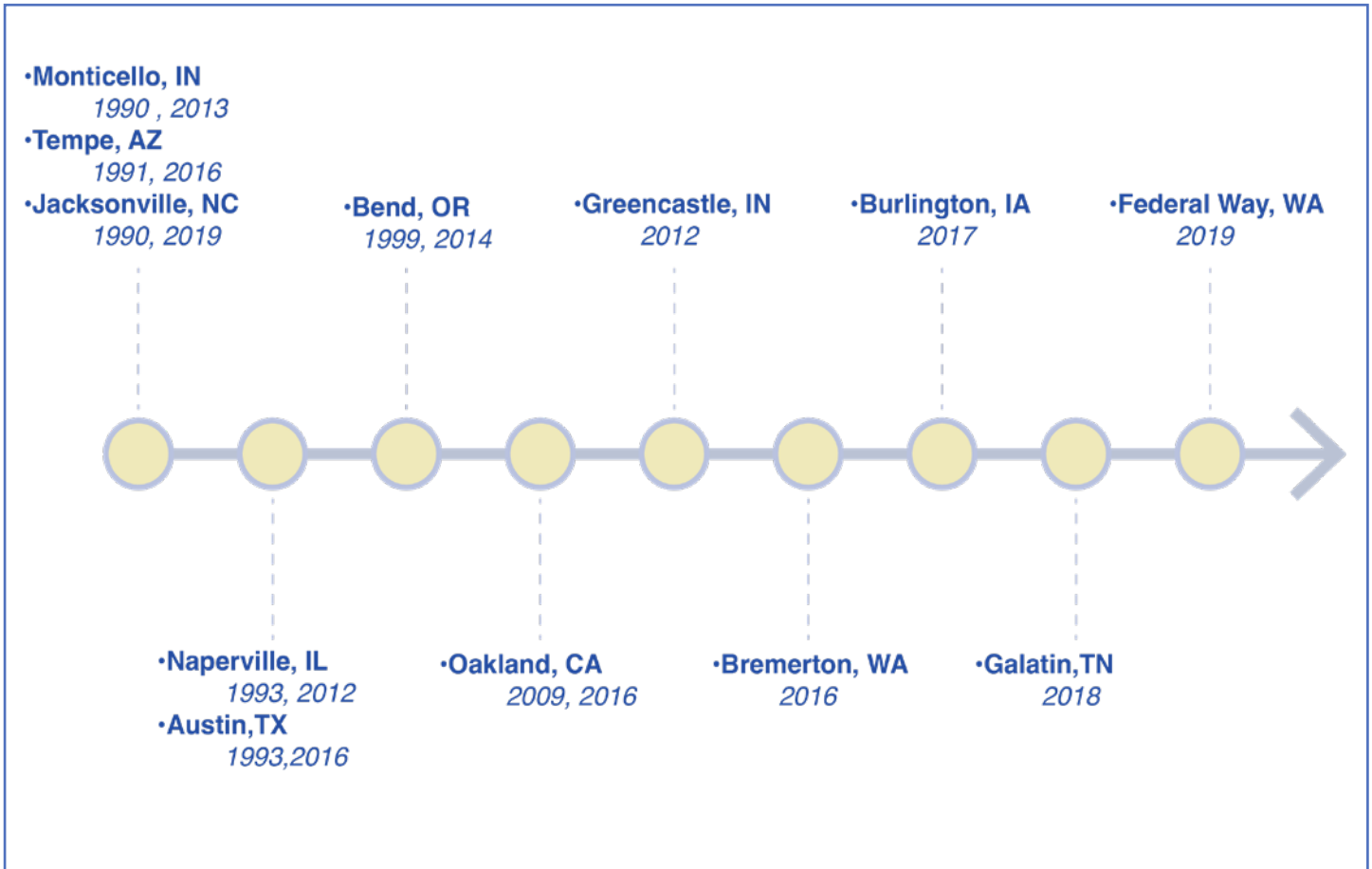
TRANSITION PLAN INDICATOR	DEFINITION
 <p data-bbox="435 695 656 772">Community Engagement</p>	<p data-bbox="773 667 1503 888">Opportunity for meaningful public engagement by involving the public including people with disabilities in the planning process. This could be done by providing an opportunity for public comment, gathering input and prioritizing barriers.</p>
 <p data-bbox="435 930 688 1014">Self-Evaluation Inventory</p>	<p data-bbox="773 947 1455 1020">Audit of existing barriers (i.e., identification of physical obstacles) in the public rights-of-way.</p>
 <p data-bbox="435 1098 662 1192">Responsible Stakeholders</p>	<p data-bbox="773 1094 1495 1234">Responsible stakeholders responsible for the development and implementation of the plan were identified such as ADA coordinators or other officials.</p>
 <p data-bbox="435 1325 721 1423">Funding &amp; Other Resources</p>	<p data-bbox="773 1314 1503 1455">Outlined budget and identified potential funding sources for executing the plan as well as the knowledge and skills needed, training required, process and time invested to implement the plan.</p>
 <p data-bbox="456 1581 721 1623">Implementation</p>	<p data-bbox="773 1535 1503 1675"><b>Methods and Schedule:</b> Methods for barrier removal including policy changes, systems of prioritization. High quality plans include a schedule for implementation and barrier removal.</p> <p data-bbox="773 1703 1487 1850"><b>Monitoring Progress:</b> Strategies to monitor the implementation progress. This could be through periodic updates, an annual review, or quarterly report.</p>

# B) Overview of Cases

FIGURE 2. MAP OF MUNICIPALITIES WITH HIGH-QUALITY TRANSITION PLANS



**FIGURE 3. TIMELINE OF TRANSITION PLAN DEVELOPMENT<sup>1</sup>**



<sup>1</sup>For the municipalities with two dates: The first date correspond to the original plan and the second date is for the updated plan.

# Key Elements of Success

Each municipality has made the ADA transition planning its own, adapting it to their local context. **HOWEVER**, the successful municipalities in developing and implementing the ADA Transition plans share **certain common features**:



- Strong links with local disability organization or having advisory committee of people with disabilities seems to be particularly helpful in the development of the plan.



- Conducting a targeted self-evaluation inventory to initiate their process of ADA planning help to make it less daunting and more feasible, i.e. starting by focusing on one feature of the pedestrian infrastructure such as curb ramps.



- Choosing to conduct the self-evaluation inventory in-house or hiring a consultant to do so was dependent of the human and financial resources available. The municipalities were satisfied with both.



- Having an ADA coordinator with a clear role and responsibilities, and with certain level of “power” facilitate the development and evaluation of the ADA transition plan.



- Having other responsible stakeholders who work closely with the ADA coordinator also support the process.



- Being creative and integrating the ADA requirement as part of other budget “section” was often the way those municipalities made it work. Funding sources vary greatly among the successful municipalities.



- Having a specified target for achieving barrier removal. Although, the time frame for the implementation varied between 10 to 29 years.



- Having clear but reasonable goals facilitate the start of the process and help not being overwhelmed by the amount of barrier removals needed.



- Monitoring progress yearly was important in the implementation of the plan. The reports made to the leadership or elected officials can help build ongoing support for funding or other resources allocation.





## **C) Summary of Quality Indicators**



## COMMUNITY ENGAGEMENT

MONTICELLO, IN	Very active advisory committee of people with disabilities (PWDs), with a wait list
NAPERVILLE, IL	Public involvement and disability advisory committee
GALLATIN, TN	Liaison committee including different disability organizations
BURLINGTON, IA *KIMLEY HORNE/ ACCESSOLOGY CONSULTANTS	Update on website, press release promoting website update, sent to community orgs (One listed as disability focused)
OAKLAND, CA	Mayor's committee on PWDs* approved draft of the plan. Draft sent to community organization for comments.
FEDERAL WAY, WA	Disability advisory group reached out to advocacy groups for review
AUSTIN, TX	Flyers, website, forums, meeting with committee of PWDs
GREENCASTLE, IN	Public hearings, made available to the council on aging
BREMERTON, WA	Quarterly ADA Advisory meetings
TEMPE, AZ *COLE/ ACCESSOLOGY CONSULTANTS	Met with 10 community organizations over 3 months
JACKSONVILLE, NC	Comment period, public outreach to many organizations
BEND, OR	Very active advisory committee of people with disabilities (PWDs), with a wait list



## SELF-EVALUATION INVENTORY

MONTICELLO, IN	Full curb ramp self-evaluation inventory
NAPERVILLE, IL	Comprehensive sidewalks and curb ramps, GIS
GALLATIN, TN	Identified priority areas. Completed by consultants
BURLINGTON, IA *KIMLEY HORNE/ ACCESSOLOGY CONSULTANTS	Very comprehensive, sidewalks and curb ramp
OAKLAND, CA	Database of curb ramps. Completed by consultants
FEDERAL WAY, WA	Not a complete self-evaluation inventory: Select areas such as the city center
AUSTIN, TX	Sidewalks and curb ramps, started with a sample, but expanded out to all areas. Completed initially by consultants
GREENCASTLE, IN	In-house Comprehensive curb ramp self-evaluation inventory including list of intersections needing ramps
BREMERTON, WA	Comprehensive self-evaluation inventory of ramps in GIS data base by intern.
TEMPE, AZ *COLE/ ACCESSOLOGY CONSULTANTS	3 phases in 3 yrs., included curb ramps, sidewalks, signalized intersections
JACKSONVILLE, NC	Zoned city into 6 parts started with highest pedestrian traffic areas. Goal is one additional zone/year
BEND, OR	Full city but only curb ramps inventoried





## RESPONSIBLE STAKEHOLDERS

MONTICELLO, IN	ADA Coordinator
NAPERVILLE, IL	City Engineer
GALLATIN, TN	ADA Coordinator
BURLINGTON, IA *KIMLEY HORNE/ ACCESSOLOGY CONSULTANTS	ADA Coordinator/ City Engineer
OAKLAND, CA	ADA Coordinator and Program Analyst
FEDERAL WAY, WA	ADA Coordinator and Deputy Public Works Director
AUSTIN, TX	ADA Coordinator and Administrators
GREENCASTLE, IN	ADA Coordinator/City Attorney
BREMERTON, WA	ADA Coordinator
TEMPE, AZ *COLE/ ACCESSOLOGY CONSULTANTS	ADA Coordinator, and Enterprise GIS and Data Solutions Manager
JACKSONVILLE, NC	ADA Coordinator, City Manager ADA TP Implementation Manager, City Clerk
BEND, OR	ADA Coordinator



## FUNDING & OTHER RESOURCES

MONTICELLO, IN	Capital Improvement Plan (CIP), Federal and State grants, local fundraising
NAPERVILLE, IL	Identifies specific funding streams for engineering staff and construction costs
GALLATIN, TN	Lists potential sources of government (all level) and private funding. No specific amounts allocated beyond the scheduled goals
BURLINGTON, IA *KIMLEY HORNE/ ACCESSOLOGY CONSULTANTS	40k forecasted annually from CIP
OAKLAND, CA	Not available
FEDERAL WAY, WA	Estimated costs available for the city centers
AUSTIN, TX	Funding details available, incorporated into expansive sidewalk program, grants and alternative funding also listed.
GREENCASTLE, IN	Some mention of cost sharing, not detailed funding plan
BREMERTON, WA	Yearly budget for curb ramps and removing barriers Approval of two new positions for concrete work.
TEMPE, AZ *COLE/ ACCESSOLOGY CONSULTANTS	Funding details for pedestrian programs
JACKSONVILLE, NC	Annual dept operating budget and CIP for longer term projects. Estimated costs tied to specific projects.
BEND, OR	Not available



## IMPLEMENTATION

	Methods & Schedule	Monitoring Progress
MONTICELLO, IN	Adopting PROWAG standards for new construction. Committing annual budget	Annual updates, with all previous plans available
NAPERVILLE, IL	Combination of routine maintenance, specific corrective work. Schedule based on specific metrics, 5-year plan	Annual goals and metrics updated
GALLATIN, IN	Calculates total cost and divides by 30 for anticipated annual cost-30 yr. schedule. Sets aside amount of \$\$ for repairs	3yr. updates. Dept. leadership required to report to ADA coord. on progress
BURLINGTON, IA *KIMLEY HORNE/ ACCESSOLOGY	ADA specific fixes, incorporate into usual repair workflow. Sets aside money for repairs	Doc. updated bi-annually Construction standards/re- porting to monitor implemen- tation
OAKLAND , CA	500+ ramps/year. Priority given to requests by people with disabilities even if not scheduled. 29 yrs to complete	No formal updates to plan-da- tabase updated on an on- going basis with details like available funds
FEDERAL WAY, WA	Plan to address priority barriers first	Annual updates
AUSTIN, TX	ADA TP embedded in ped. policy more broadly. 10-year schedule target	Annual reports to mayor, city council, ongoing GIS updates
GREENCASTLE, IN	Added/fixed all needed ramps	Added/fixed all needed ramps
BREMERTON, WA	Barrier removal with scheduled projects like resurfacing and separate projects. Sidewalk surveying by consultant	Documentation of updates, no process for monitoring. Side- walk surveying by consultant
TEMPE, AZ *COLE/ ACCESSOLOGY	Detailed schedule with year and cost, methods described in detail	Ongoing update process as changes are made
JACKSONVILLE, NC	Policies for updating with regular main- tenance described. Specific big projects planned yearly	Living document with ongoing updates, annual review with CIP
BEND, OR	Streets Division committed to altering approx. 200 curb ramps/yr. Specific large projects listed with years planned	Updates every 2yrs with the budget process

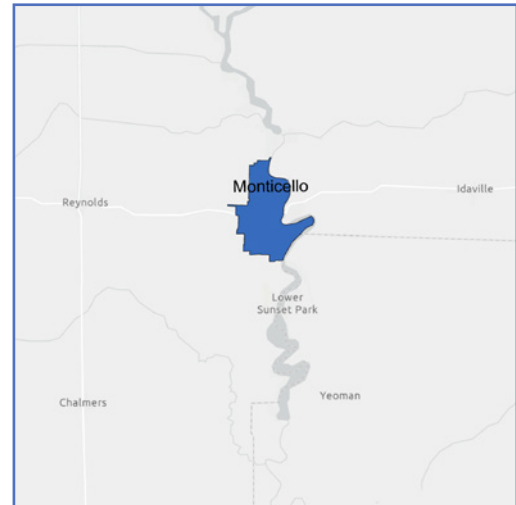


## **D) Case Studies**

**DESCRIPTION OF EACH MUNICIPALITY'S  
TRANSITION PLANNING PROCESS**

# Monticello, IN

*Ongoing, enthusiastic public involvement, and simple prioritization system for barrier removal*



## DEMOGRAPHICS & PLAN INFORMATION

Population	5,262
Median Income	\$43,182
Poverty rate	10.9%
Census region	Midwest
MSA Urbanity	Noncore
Median age	34.6
% of Population 65 & Over	21%
% of Disabled Population	18.7%
First ADA transition plan	Early 1990's, updated versions started in 2013
Link to plan	<a href="https://www.monticelloin.gov/document-library/american-disabilities-act-ada-office/14-transition-plan-adoption-may-2013">https://www.monticelloin.gov/document-library/american-disabilities-act-ada-office/14-transition-plan-adoption-may-2013</a>

## MOTIVATION FOR THE PLAN:

Monticello's first plan was made in the 90s after the ADA passed. A new version was completed after the mayor got a letter from the DOT stating the City needed to develop an updated plan or risked losing funding.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Monticello worked primarily with their disability advisory committee to develop and implement their plan. While some municipalities report struggling to reach community members with disabilities, Monticello had so much interest for their disability advisory committee that they implemented a wait list and a system of terms to be a voting member of the committee.
- Monticello's advisory committee met monthly to review disability issues, offer feedback on the city's prioritization of barrier removal in the right-of-way and organize fundraisers.
- Monticello offered interested community members meaningful ways to contribute beyond the standard comment period. For instance, they organized fundraisers and using volunteers who were trained by a consulting engineer to help maintain the self-evaluation inventory by evaluating new infra-structure or renovations to be sure that it is compliant.
- The city attributed the success of the community engagement to increasing awareness of businesses and community organizations by connecting their efforts with specific accessibility project.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- For their initial self-evaluation inventory, Monticello hired an engineering firm, who held training for volunteers from the disability advisory committee, interns from the local university, and municipal staff to teach them how to maintain and update the self-evaluation inventory.

### *What did the city focus on?*

- The entire city was inventoried, and the plan focused on curb ramps at first, then added sidewalks, park paths, etc

### *How did the city conduct the self-evaluation inventory?*

- An ADA layer was added to an existing GIS dataset



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- A city councilor of Monticello led the transition plan process initially, then eventually left city council to take on the role of ADA coordinator exclusively.

### *Who else participated/collaborated?*

- The ADA coordinator was supported by the mayor and council.
- The street superintendent, the department of parks and recreation, and the city clerk/treasurer were also involved.





## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Monticello used a combination of general city funds and grant funds. For instance, they applied for and received a variety of grant funds, “regionally and statewide” and reported that in the past 7 years they received “over 2 million dollars” in additional funding.
- After the process of re-doing the transition plan was started in 2013, the city council set aside money for the coordinator position.
- The municipality also had a specific amount set aside for ADA compliance (increased from 12 to 15 thousand annually)

### *What other resources were used for the plan?*

- Monticello’s ADA coordinator helped start an ADA and title 6 coordinators association with a list serve for coordinators to ask each other questions and trainings
- Training and support from the state Dept. of Transportation

***“What happened was, when we did the right thing, funding started coming, and now it’s just part of absolutely everything the city does.”***



## IMPLEMENTATION

### *What was the schedule for implementation?*

- The city committed to budget annually for sidewalk repairs and maintenance but did not publicly share their schedule for specific barriers removal.

### *What were the methods used, including prioritization?*

- Monticello adopted PROWAG standards for new construction, e.g. they were using the most up-to-date guidelines for accessible public right-of-way, and incorporated it into their policies and designs prior to PROWAG's adoption as a formal federal standard.
- The city worked with state DOT to develop prioritization system, then interns created a GIS layer that labels each intersection with a code red, yellow and green : Green meaning one hundred percent ADA compliant, yellow, meaning well, it may have been compliant at one time. It no longer is. And red being, There's no compliance here at all.
- This system, along with input from the advisory commission helped prioritize barrier removal.

### *How did the municipality monitor progress?*

- As changes are made to the PROW, Monticello had a process of entering new construction and barrier removal into their GIS database annually
- Frequent formal updates to leadership were part of Monticello's strategy to avoid a plan that ends up sitting on the shelf.
- Updated plan documents were posted every year through 2018 and available to the public on the city website.



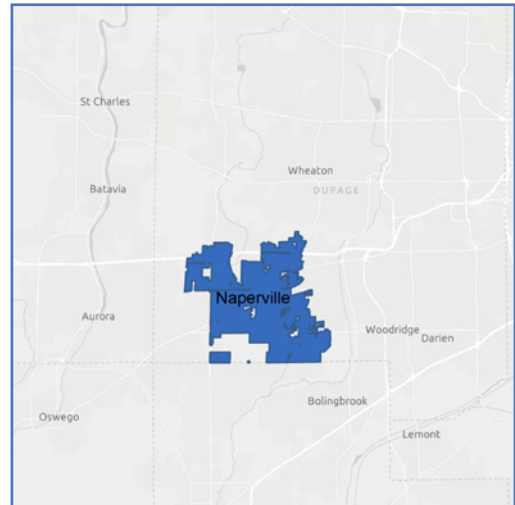
Photo Source: Eren Li/ Pexels

***Monticello's Mayor and city council were supportive of the transition planning process, and as they implemented their plan, they found that the culture of the municipality grew to embrace the philosophy of their transition plan.***

***"...Our process evolved, it became less and less about the money. And less about the law, but more about doing the right thing for our community."***

# Naperville, IL

*A comprehensive revision. Nearly twenty years after their first ADA transition plan, Naperville updated their plan to meet new ADA regulations and guidelines.*



## DEMOGRAPHICS & PLAN INFORMATION

Population	147,501
Median Income	\$125,926
Poverty rate	4.3%
Census region	Midwest
MSA Urbanity	Large central metro
Median age	39.1
% of Population 65 & Over	12.2%
% of Disabled Population	6.3%
First ADA transition plan	First plan 1993, update in 2012
Link to plan	<a href="https://www.naperville.il.us/search/?q=ADA+Transition+plan+#gsc.tab=0&amp;gsc.q=ADA%20Transition%20plan%20&amp;gsc.page=1">https://www.naperville.il.us/search/?q=ADA+Transition+plan+#gsc.tab=0&amp;gsc.q=ADA%20Transition%20plan%20&amp;gsc.page=1</a>

## MOTIVATION FOR THE PLAN:

Naperville had an ADA Transition Plan from 1993, but following the 2010 Federal revision of ADA regulations, the Illinois Department of Transportation (IDOT) started providing training to follow new ADA standards. The City of Naperville went through IDOT's training and decided to update their original plan to make it more robust.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- The city relied on ongoing feedback from two internal committees
  - o Accessibility Task Force – A new task force that was notified of current and future revisions to the transition plan. The city coordinated with the advisory committee to provide comments on changes to the transition plan.
  - o Advisory Committee on Disabilities – Longstanding formal advisory committee with people representing a variety of disability categories.
- Naperville also held a public meeting to solicit comments on the transition plan. The public meeting was advertised with multiple press releases.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- Naperville did the entire transition planning process in-house, including the self-evaluation inventory.

### *What did the city focus on?*

- The city conducted a comprehensive evaluation of all of their sidewalks, curb ramps, and signalized intersections.

### *How did the city conduct the self-evaluation inventory?*

- Naperville used existing information from the city's GIS, pavement management system, and documentation from previous contracts, along with information gathered in the field and google street view when possible.

***“They’re our touch point with the community. We also have a few disabled people that are more vocal that we work with on a regular basis, so we certainly try to get their input as well as part of the process.”***





## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The city engineer was the responsible official for the plan.

### *Who else participated/collaborated?*

- The engineering dept. was primarily responsible for the plan. Inspectors and technicians did a majority of the fieldwork including checking new construction for compliance.
- Napierville also has an ADA coordinator in the city manager's office who is the point of contact for complaints.
- The ADA planning team always had the support of the elected officials.
- Education was an important part of engaging with elected officials. The engineering dept. educated them on adjusting ADA standards, such as the update to have a different color of truncated domes.



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Most of the funding for Napierville came from the street resurfacing budget, but they have few other streams of income for high-profile areas.

### *What other resources were used for the plan?*

- The city was able to use the knowledge and skills of a team of multiple engineers, such as using GIS and measurement of the ADA features (e.g. slope, cross slope, etc).





## IMPLEMENTATION

### *What was the schedule for implementation?*

- The schedule was based on specific metrics, rather than specific barriers, but has a 5-year plan followed by review.

### *What were the methods used, including prioritization?*

- The municipality combined routine maintenance when roads were resurfaced with specific corrective work.

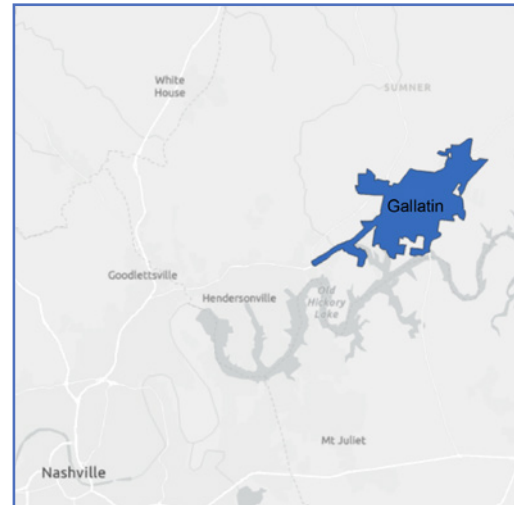
### *How did the municipality monitor progress?*

- Naperville conducts annual reviews and updates metrics to reflect funding to stay on track.

***“The nice thing is when you have a plan, you start working it, you start to chip away at things and get certain segments completed. I think the encouragement we hear from people that see the difference and understand it, that’s probably been the bigger encouragement lately. We don’t think about the finances. It’s more about making the community actually being accessible, being able to see a difference in certain areas that were flagged for a long time and being able to get the support of our elected officials to fund these improvements.”***

# Gallatin, TN

*Strong state support and consultant assistance to create city's first Transition Plan.*



## DEMOGRAPHICS & PLAN INFORMATION

Population	38,156
Median Income	\$59,745
Poverty Rate	11.7%
Census Region	South
MSA Urbanity	Large Fringe Metro
Median Age	39.1
% of Population 65 & Over Disabled	16.9%
Population	5,520
% of Disabled Population	14.9%
First ADA Transition Plan	2018
Link to Plan	<a href="https://www.gallatintn.gov/244/Americans-with-Disabilities-Act">https://www.gallatintn.gov/244/Americans-with-Disabilities-Act</a>

## MOTIVATION FOR THE PLAN:

The risk of not qualifying for state funding was a large motivating factor for the City of Gallatin to create a transition plan



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- The city developed a liaison Committee made up of representatives from different disability organizations across the area-- mostly organizations citizens contact for assistance. The hired engineering consulting firm assisted the city with community engagement and finding representatives to sit on the Liaison Committee. The Liaison Committee met four times while developing the plan and continue to meet on an as-needed basis.
- The city also created an Employee Committee with one employee from each city department to be sharing back the information about the transition plan to their respecting departments.
- Those two committees were developed to intentionally make up for what they didn't have all those previous years.
- The city also held one public meeting while developing the plan. There were not a lot of citizens present, but many city employees



## SELF-EVALUATION INVENTORY

### *Who did it?*

- The city hired an engineering consulting firm to create the city's first transition plan because they felt they did not have the experience to do so and had a large amount of pedestrian right-of-way that needed to be evaluated.

### *What did the city focus on?*

- Gallatin broke up their self-evaluation inventory into two phases. The first phase fo-cused on public buildings and traffic signals. The second phase focuses on residential sidewalks.

### *How did the city conduct the self-evaluation inventory?*

- Information not available from our interview



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The City of Gallatin's Risk Manager is the responsible official for the ADA transition plan.

### *Who else participated/collaborated?*

- The city also developed a committee with the city Engineer, special Projects Director, Risk Manager, and the Road Superintendent. Along with the consultant, the city trained city employees in ADA.



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- The transition plan lists potential sources of government (all level) and private funding. Not specific amounts allocated beyond the scheduled goals.

### *What other resources were used for the plan?*

- Gallatin attended one of the State of Tennessee's workshops to help cities meet ADA compliance.



*Photo Source: Zlikovec/istock*

***“We tried to kind of make-up  
[for] what we didn’t have all  
those years ago”***



## IMPLEMENTATION

### *What was the schedule for implementation?*

- The implementation schedule was not really specific. The city gave itself 30 years to complete everything. To get anticipated annual cost, the city calculated the total cost and divided by 30 years.
- Gallatin defined a yearly budget on what need to be done.

### *What were the methods used, including prioritization?*

- The consultants started evaluating all public buildings and traffic signals in 2017. They started the second phase in 2020.
- To keep the implementation going, the city makes sure to have open communication and feedback loop with all the departments, around any ADA compliance issue.
- The level of priorities for specific barrier removal locations are determined initially by the ADA coordinator, but it can be modified the employees in each department.

### *How did the municipality monitor progress?*

- The city planned to do updates every three years. The different departments' leadership required to report to ADA coordinator on progress.

# Burlington, IA

*Open Data Excellence: Full self-evaluation inventory available to the public, with each intersection's compliance status, as well as a detailed prioritization system*



## DEMOGRAPHICS & PLAN INFORMATION

Population	24,974
Median Income	\$47,540
Poverty rate	20.7%
Census region	Midwest
MSA Urbanity	Micropolitan
Median age	42.5
% of Population 65 & Over Disabled	20.3%
Population	4,121
% of Disabled Population	16.7%
First ADA transition plan	2017
Link to plan	<a href="https://www.burlingtoniowa.org/DocumentCenter/View/2425/Feb-2018-ADA-Transition-Plan---Complete-Document?bidId=">https://www.burlingtoniowa.org/DocumentCenter/View/2425/Feb-2018-ADA-Transition-Plan---Complete-Document?bidId=</a>



## MOTIVATION FOR THE PLAN:

The City had a complaint regarding an Amtrak station that was not accessible. That really “pushed the envelope for them” to putting their plan on paper.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Burlington sent their plan out for review to various community organizations, such as schools, the department for the blind, and public health organizations. No comments were provided.

***“Honestly it kind of made sense to us the most. You know, obviously the grievance ones go to the top of the list if there’s somebody in need that really needs one. But other than that, we’re just gonna try to work on the ones that we think have the heaviest foot traffic and are the heaviest used”***



## SELF-EVALUATION INVENTORY

### *Who did it?*

- The engineering department was responsible for completing their self-evaluation inventory.

### *What did the city focus on?*

- Burlington established a baseline of ADA compliance at existing pedestrian crossing for curb ramps through field inspection.
- The self-evaluation inventory was based on GIS and aerial or satellite photography.

### *How did the city conduct the self-evaluation inventory?*

- Burlington partnered with two GIS professionals at the county level to map the data gathered during their self-evaluation inventory.
- The self-evaluation inventory was stored in a geospatial database and will be main-tained as new information/updates are available. The maps allow to dis-play the level of ADA compliance in the areas targeted for barrier removal.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The City of Burlington Engineer was the responsible official responsible for overseeing the implementation of the ADA transition plan.

### *Who else participated/collaborated?*

- From the information we have this was largely a one-person effort



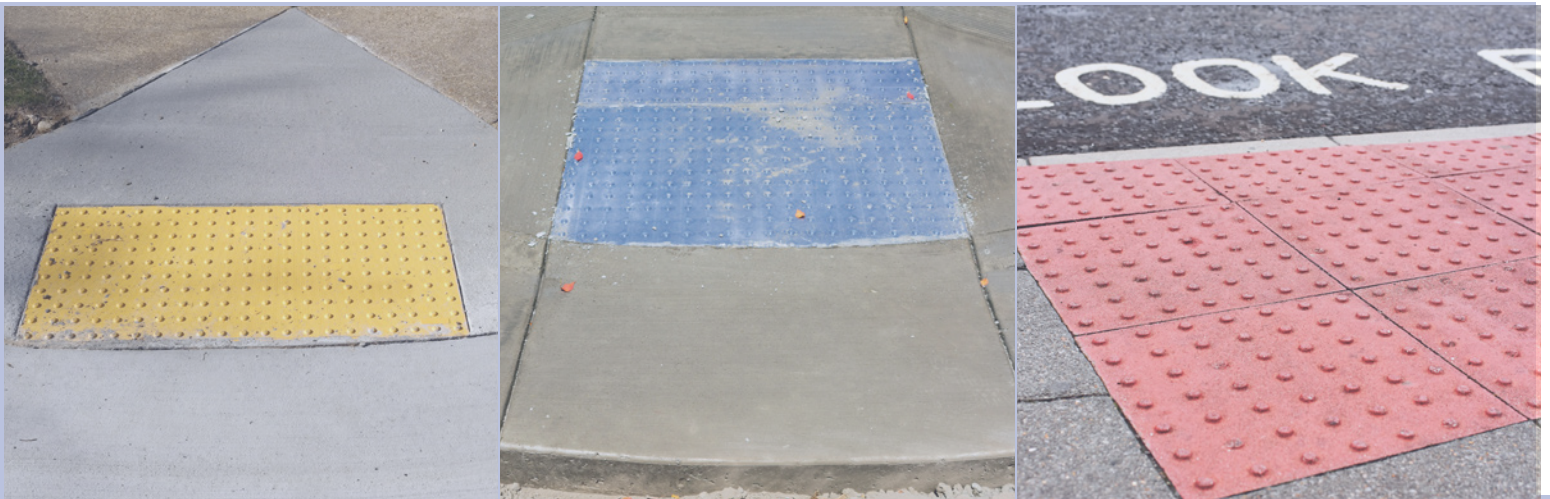
## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- The city committed to a minimum of \$40,000 a year for ADA-related renovations. This amount was not spent every year but kept as like “a bank account” strictly for, to be able to use funds when bigger project are needed.

### *What other resources were used for the plan?*

- The City used the Statewide Urban Design and Specifications (SUDAS) that are available online.





## IMPLEMENTATION

### *What was the schedule for implementation?*

- Burlington tied their schedule to the amount of funding they were committing to each year, rather than specific intersections.

### *What were the methods used, including prioritization?*

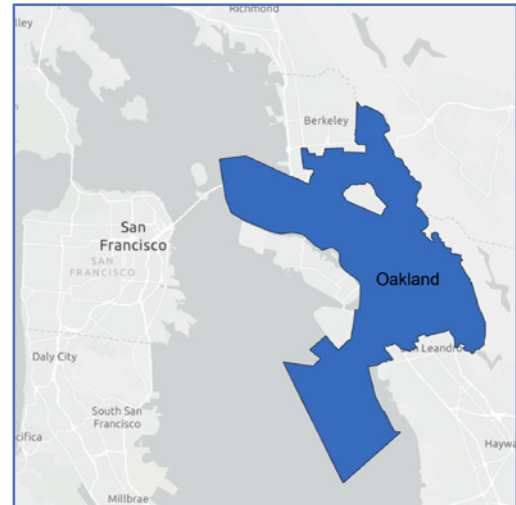
- Burlington created a prioritization system with 6 levels, with grievances considered top priority.
  - (1) Non-compliant curbs identified by grievances.
  - (2) Non-compliant ramps within ¼ mile of transit stops, government buildings, or similar high-pedestrian traffic facilities.
  - (3) Non-compliant intersections Identified in the City's Bicycle & Pedestrian Plan
  - (4) Intersections with no curb ramp
  - (5) Non compliant curb ramps
  - (6) Existing Curb Ramp that is compliant other than the truncated dome pattern/contrast
- Additionally, they were reconstructing ADA ramps as they are doing roadway projects such as resurfacing.

### *How did the municipality monitor progress?*

- The long-term goal was to make everything compliant, but for now their focus was on “continued progress in the right direction”
- To track progress, surveys and inspections will be continued on a regular basis and the results compared to the baseline. Information will be added to the database when new curb ramps are constructed. The city planned to track dollars spent.
- Burlington also tracked the continued maintenance that occurs with their other capital improvement projects. The curb ramps are now part of the day-to-day operation.

# Oakland, CA

*Strong collaboration with their Mayor's commission of people with disabilities, multi-sourced and recurrent funding, and integration of ADA planning in all policies*



## DEMOGRAPHICS & PLAN INFORMATION

Population	425,097
Median Income	\$73,672
Poverty rate	16.7%
Census region	West
MSA Urbanity	Large central metro
Median age	36.5
% of Population 65 & Over Disabled	13.1
Population	49,362
% of Disabled Population	11.7%
First ADA transition plan	2009, updated 2016
Link to plan	<a href="https://oaklandca.s3.us-west-1.amazonaws.com/oakca1/groups/pwa/documents/policy/dowd005730.pdf">https://oaklandca.s3.us-west-1.amazonaws.com/oakca1/groups/pwa/documents/policy/dowd005730.pdf</a>

## MOTIVATION FOR THE PLAN:

Oakland created the city's first plan because of different law-suits in the neighboring cities, such as the lawsuit around curb ramp and sidewalk in Sacramento, as well as the California Department of transportation



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Oakland facilitated community engagement for their plan through a Mayor's commission on persons with disabilities, a formal advisory body for ADA programmatic principal activities. The commissioners are volunteers from the community who live or work in Oakland. A majority plus one of the commissioners are required to identify as having a disability themselves.
- The commission meet monthly with project managers who keep them up to date on different projects. Some of the topics included transportation issues, which ranged from "Complete Street, to disabled parking, to accessing public transit."
- The city also had a ADA mailing list that members of the public can sign up to subscribe and receive information that may serve the interest of the public.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- Consultants did the fieldwork for the self-evaluation inventory with guidance from the staff of the transportation department. When considering the project, they found that for a large metro city like Oakland, it would have been burdensome and resource-intensive if the city undertook that task themselves.
- The consultant also brought experience from other municipalities and reduce the impact of staff turnover on the timeline of the transition plan as the process took place over close to a two-year timespan.

### *What did the city focus on?*

- Oakland completed a self-evaluation inventory of their sidewalk condition and curb ramps that gathered information on a variety of potential barriers in the public right-of-way, including sidewalk damage, tree-related barriers (low wells, hanging limbs), obstructions, excessive travel direction and cross slopes, and sudden drop-offs.

### *How did the city conduct the self-evaluation inventory?*

- Oakland used GIS to organize their self-evaluation inventory data.
- The city also used a software called BlueDAG to develop an ADA Grievance system, to manage and monitor Title II ADA grievance procedure. BlueDAG is a database tool where a city can log in ADA complaints and monitor it throughout the ADA grievance process.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The responsible official is the ADA program division manager/citywide ADA coordinator.

### *Who else participated/collaborated?*

- The ADA coordinator worked in the department of transportation with the engineering staff. They also collaborated with the city administrator's office.
- Oakland's transition planning team brought in leadership who need to sign off on the policy early on in the planning process to build buy-in and understanding of the policy.

***“I think the most helpful part is really having access to the City Administrator’s Office because they’re the division that oversees citywide policy and implementation, but also monitoring as well. Having them buy into the policy and understanding the importance of a self-evaluation transition plan behind it and having them finally sign off on the plan so that other city departments are mandated to follow those policy directives.”***





## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Funding sources evolved throughout Oakland's work on their transition planning and barrier removal process. The city has a long history, since 1990 of designating funds in their budget for what they call "On-call ramps," meaning ramps requested by qualified people with disabilities.
- Between 2014 and 2019, the city was working with funds from a local proposition that was passed through popular vote targeted to improve street conditions, including for ADA compliance. Then when that measure sunset, the city appropriated additional funds in a 2-year budget to continue improving streets and sidewalks. At the time of interview the program was funded by "City's ADA Capital Improvement Program (general fund) and by Measure B Gas Tax revenues."

### *What other resources were used for the plan?*

- The ADA coordinator with 10-years of experience in the job at various agencies
- The city had access to knowledgeable and experienced consultants who were able to present options based on what they did in other municipalities.



## IMPLEMENTATION

### *What was the schedule for implementation?*

- Oakland made a specific schedule of all current barriers with a target to have fully compliant curb ramps by 2029.

### *What were the methods used, including prioritization?*

- The city found that the goals and outcomes of the transition plan were closely tied with the desired outcomes of other policies, such as the Complete Streets policy.

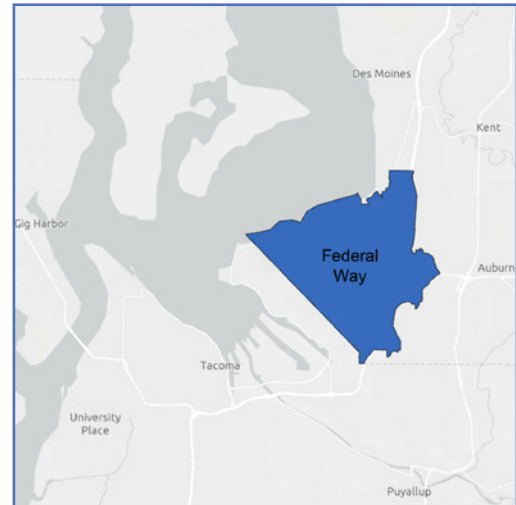
### *How did the municipality monitor progress?*

This City outlined the following steps for monitoring progress:

- Coordinating inspection of 8-10% of curb ramp installations to ensure construction or reconstruction is done properly and within acceptable tolerances.
- Preparing a quarterly curb ramp activities report for the Mayor's Commission on Persons with Disabilities (MCPD) in conjunction with the City ADA Coordinator, who staffs the MCPD. Quarterly reports shall be published in January, April, July, and October of each year, for a minimum period of 3 years beyond the formal adoption of this document.
- Preparing an annual curb ramp program report for a neutral monitor selected by the City for a minimum period of 3 years beyond the formal adoption of this document; and
- Ensuring that all curb ramps installed by the city or by others (under permit) are logged in the City Curb Ramp Database.

# Federal Way, WA

*All hands on deck... They relied on cross-department collaboration to create the first ADA Transition Plan.*



## DEMOGRAPHICS & PLAN INFORMATION

Population	96,526
Median Income	\$67,347
Poverty rate	12.1%
Census region	West
MSA Urbanity	Large central metro
Median age	35.8
% of Population 65 & Over Disabled	13.1%
Population	10,902
% of Disabled Population	11.4%
First ADA transition plan	2019, updated 2020
Link to plan	<a href="https://www.cityoffederalway.com/publicworks/ADAplan">https://www.cityoffederalway.com/publicworks/ADAplan</a>

## MOTIVATION FOR THE PLAN:

The primary motivation for Federal Ways' Transition Plan was the federal mandate requiring municipal transition plans in order to maintain funding. Moreover, following the State of Washington completing their Transition Plan in 2016, the State restructured providing additional resources to municipalities creating transition plans.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- The City's Disability advisory group reached out to an advocacy group to review the Transition Plan. They did not provide any specific feedback. "They liked it!"



*Photo Source: Mark Hunt / Disability Images*



## SELF-EVALUATION INVENTORY

### *Who did it?*

- The ADA transition team and the GIS department.

### *What did the city focus on?*

- Federal way first focused on curb ramps.
- The self-evaluation inventory was completed as part of the non-motorized transportation plan. The self-evaluation inventory focused on the city center as it gets the highest pedestrian use as well as prioritized the principal arterials “because that’s where all our transit stops are located”– and then moved to surrounding not as pedestrian heavy areas.

### *How did the city conduct the self-evaluation inventory?*

- Initially, the city used Google Maps and Street View to conduct a self-evaluation inventory of curb ramps. Later, the GIS department was involved in the self-evaluation inventory process to develop the data collection program from scratch. The ADA transition team told the GIS department the information that needed to create a data dictionary. With this new GIS layer, the team used it with their iPad and ARC collector program to conduct their self-evaluation inventory. One technical expert in the office trained everybody on how to use the program.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The Deputy Public Works Director served as the ADA Coordinator

### *Who else participated/collaborated?*

- The city prioritized cross-department collaboration to tackle the sheer quantity of work that needed to be done. Almost all departments were involved in the development of the plan.
- Construction inspectors that typically have a work lag during the winter were involved in the self-evaluation inventory. It then became part of their work that they have to inspect the implementation of the plan in the facilities.

***“You get so many points, if the volume is so much, or if the speeds are so high and extra points, if you’re around a school or transit facility or park, or those type of things...”***



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- The city integrated the budget for improvements with the city's current capital plan.
- Federal Way applied for a grant through the State of Washington's Complete Streets program which helped fund sidewalk improvements. The city will continue to apply for those funds as their barrier removal continues.

### *What other resources were used for the plan?*

- The city leaned a lot on the technical engineering team and their expertise, especially "around trying to objectively prioritize."



Photo Source:LJM Photo / Disability Images





## IMPLEMENTATION

### *What was the schedule for implementation?*

- The ADA transition planning team broke the implementation schedule up into smaller sections and made it a priority for all staff members and departments so when they are doing retrofit or pavement rehabilitation projects, they know addressing compliance is something they need to do.

### *What were the methods used, including prioritization?*

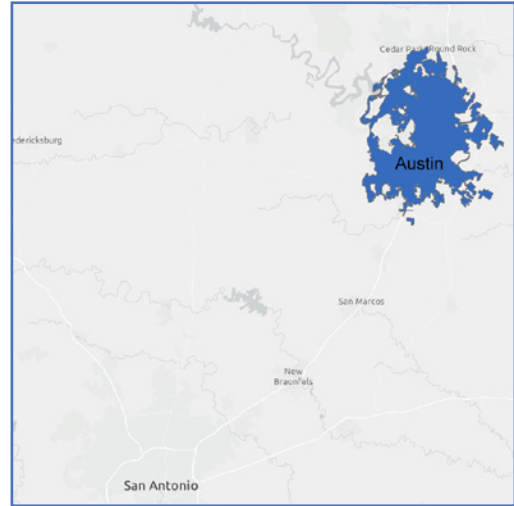
- Federal Way used a numbering priority objective system that they associate with their neighborhood traffic safety program.
- The city started with high-priority barriers and did a cost-benefit analysis to see where they should focus their efforts.

### *How did the municipality monitor progress?*

- Federal Way's plan was fluid; as the city completed stages, it re-published the report with the progress made and barriers removed so far. The city also provided annual updates on the plan.

# Austin, TX

*Build it, they're coming: Significant investment of time and money in improving the pedestrian and bike infrastructure overall, to keep up with the demands of their growing population*



## DEMOGRAPHICS & PLAN INFORMATION

Population	964,243
Median Income	\$71,543
Poverty rate	13.2%
Census region	South
MSA Urbanity	Large central metro
Median age	33.3
% of Population 65 & Over Disabled	8.9%
Population	79,283
% of Disabled Population	8.4%
First ADA transition plan	1993, updated in 2016
Link to plan	<a href="https://www.austintexas.gov/sites/default/files/files/Public_Works/Street_%26_Bridge/Sidewalk_MPU_Adopted_06.16.2016_reduced.pdf">https://www.austintexas.gov/sites/default/files/files/Public_Works/Street_%26_Bridge/Sidewalk_MPU_Adopted_06.16.2016_reduced.pdf</a>

## MOTIVATION FOR THE PLAN:

Austin originally developed their plan in response of the passage of the ADA in 1990. The plan was then updated following meetings and communication with organizations of people with disabilities.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Austin outreached to several groups of people with disabilities, including meetings with the Mayor's Committee for people with disabilities, the City of Austin ADA Task Force and other grassroots community of disability activist.
- Using very simple steps, such as putting their contact details on the website resulted in a steady stream of feedback about how they were doing, the priorities, where the hotspots are, or which areas needed attention.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- Austin worked with consultants to do their data collection process. The city staff prepared the budget and performance standards for the consultants, and they did troubleshooting to speed up the process when they were not hitting the performance targets.

### *What did the city focus on?*

- In an earlier version of their plan, Austin divided the city into geographic “tiles” and focused in on taking measurements of that section.
- For the plan update, the city started with a statistically valid sample of sidewalk and curb ramps to have data to back up their case to decision makers that the sidewalks were largely inaccessible and needed additional investment.
- Since taking the sample, they have assessed all high-priority sidewalks, and found the results to be consistent with the sample.

### *How did the city conduct the self-evaluation inventory?*

- The city planned and set up the technology used by the consultants. They used a free app called “Collector” from ERSI, the company who developed ArcMap software. This app creates line segments representing sidewalks and can store information about the sidewalk conditions
- Austin sped up data collection using a Rollator system to improve speed of measurements. Initially, they were using a smart level and a tablet, but realized they needed to come up with a more efficient system to meet their goals, so they created a tool using a “four-wheel Rollator walker, and just attached the tablet to it with some basic Home Depot materials”. It allowed them to create a tool at low cost (200\$)



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The Director of Public Works in consultation with the ADA Coordinator.

### *Who else participated/collaborated?*

- The city had a dedicated sidewalk staff, with a clear mission to build and maintain the sidewalk network.
- The city established a partnership with transit agency to improve access to bus stops.
- The city also had a technical advisory group from multiple departments

***“We literally have approximately a dozen crews working everyday of improving pedestrian infrastructure. And so, when we get 311 calls about a route or a missing curb ramp in a critical area, we actually have the means to go address that and so, that responsiveness builds trust.”***



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- The city explored all of the possible future funding options for existing sidewalk repair and construction of new sidewalks and organized them in a matrix of possible funding options. This included various ways to raise funds, such as enforcement fees and new development sidewalk impact fees, as well as leveraging existing funds for sidewalk construction and repair, such as state DOT funding or the city's complete streets program.
- Many departments and projects compete for limited city funds and attention, so as a part of the transition planning process, the team gathered data to make a strong case for the efficiency of the transition plan project.

### *What other resources were used for the plan?*

- The consultant put together a peer-cities report in their choices was based on factors such as similar population size and growth rates. They looked at cities that appeared to be successful in implementing sidewalks as well as those that were going through lawsuits so they could learn from a variety of experiences.
- Austin had a large team of engineers, consultants, and planners.



## IMPLEMENTATION

### *What was the schedule for implementation?*

- No specific schedule shared during the interview.

### *What were the methods used, including prioritization?*

- Austin made an effort to acknowledge and plan for their residents who are not set up to participate in forums such as community meetings and 311 calls because of limitations on their time, transportation access, and more. This led Austin to balance the prioritization of community input with the objective measures from their self-evaluation inventory to make sure that their im-provements are equitably spread throughout the city
- Austin’s prioritization system labeled intersections and sidewalk segments on a scale from A to F, with A being fully compliant, and F being “extreme noncompliance” making the route essentially nonexistent for pedestrian use.
- The city prioritized first the worst conditions and the highest priority areas, both for new and rehab projects.

### *How did the municipality monitor progress?*

- The city has engaged in several updates to their plan document as they have refined the methodology.
- Austin has an interactive map of completed and updated projects available on the website so the public can track changes.



# Greencastle, IN

*A Focused Vision: Focusing on missing curb ramps and implementing taxes for road and sidewalk improvements to accelerate progress*



## DEMOGRAPHICS & PLAN INFORMATION

Population	10,530
Median Income	\$46,029
Poverty rate	11%
Census region	Midwest
MSA Urbanity	Micropolitan
Median age	26.7
% of Population 65 & Over Disabled	13.1%
Population	1,303
% of Disabled Population	13.1%
First ADA transition plan	2012 (full plan)
Link to plan	<a href="http://cityofgreencastle.com/ada-plan/">http://cityofgreencastle.com/ada-plan/</a>

## MOTIVATION FOR THE PLAN:

The ADA coordinator went to a continuing education forum and learned the city was supposed to be compliant for the past 20 years. Moreover, a neighboring community was sued.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Greencastle hosted few public hearings and posted at the library or courthouse, but they did not really have people with disabilities involved in council meetings.



*Photo Source: Mark Hunt / Disability Images*



## SELF-EVALUATION INVENTORY

### *Who did it?*

- An earlier self-evaluation inventory of the sidewalks was conducted by a city engineer. The updating of the sidewalk and curb ramp data was done in-house by the public works department.

### *What did the city focus on?*

- A self-evaluation inventory and ranking of sidewalks based on whether there was cracking and unevenness was done 15 years prior to the plan. The city built on it for the transition plan.

### *How did the city conduct the self-evaluation inventory?*

- The city's Public Works and Street department had a self-evaluation inventory of what curb ramps they had put-in already in the community. They continued to update that self-evaluation inventory as curb ramps were installed.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The plan was under the responsibility of the ADA coordinator.

### *Who else participated/collaborated?*

- The mayor and the head of the public works were supportive and gave budget approval for the plan and implementation.



## FUNDING & OTHER RESOURCES

*What funding sources were used for the plan?*

- Funds for improvements were allocated from an excise tax and wheel tax that went into the motor vehicle highway funds, which covered the roads and sidewalk work. To be eligible for those funds, the self-evaluation inventory had to be completed.

*What other resources were used for the plan?*

- The ADA coordinator used the Federal Highway Administration booklet and checklist and googled ADA transition plans from all over the country as none were publicly available for Indiana at the time.

***“Then we just did one of the most exciting things regarding right-of-way, anyway, is we just are finishing up a project on our main thoroughfare that was really dangerous and it has zero sidewalks. We just did curve gutter, drainage, in the road, but we added sidewalks, not just to one side, but both sides. It’s beautiful and people are no longer driving their wheelchairs in the road, it was really dangerous. And I think the property owners are very happy about it because people will not get injured.”***



## IMPLEMENTATION

### *What was the schedule for implementation?*

- A larger portion of the budget was allocated to accessibility after the plan was developed. The city projected to have complete the curb ramps replacement by 2022.

### *What were the methods used, including prioritization?*

- Greencastle planned to upgrade a certain amount of sidewalk and curbs per year. The city would also give priority to sidewalks repairs coming from citizen grievances.
- Missing curb ramps and sidewalks were replaced or added where they were inexistent.
- The sidewalk and curb updates were spread out across the different neighborhoods throughout the city.

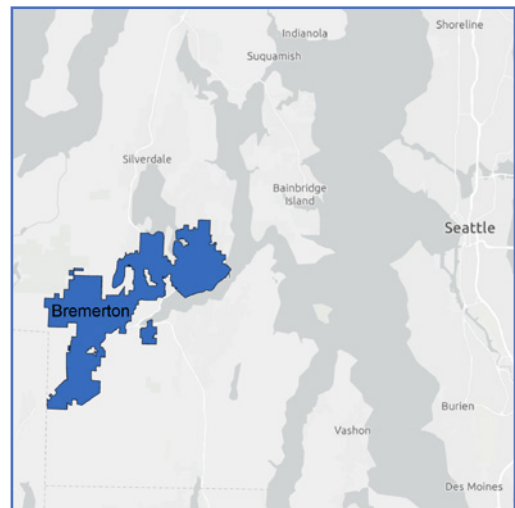
### *How did the municipality monitor progress?*

- Annually, Greencastle monitored progress by comparing what was scheduled in the ADA Transition plan with changes done by all departments (beyond just the PROW).
- The city shared the “to be completed date” on the city website.

***“I think it's been extremely useful. Well, one, just it, it's good for us to see where we are. I mean, it's good as a road map for us to keep in mind exactly where we are on our progress but as far as our other department heads to keep them on task, it's really good cause I bring it out all the time.”***

# Bremerton, WA

*Strong feedback on implementation by the ADA Advisory Committee and strong support from the leadership*



## DEMOGRAPHICS & PLAN INFORMATION

Population	41,235
Median Income	\$48,757
Poverty rate	16.5%
Census region	West
MSA Urbanity	Medium Metro
Median age	33
% of Population 65 & Over Disabled	13.6%
Population	6,740
% of Disabled Population	19%
First ADA transition plan	2016
Link to plan	<a href="http://www.bremertonwa.gov/DocumentCenter/View/4263/ADA-Transition-Plan-PDF?bidId=">http://www.bremertonwa.gov/DocumentCenter/View/4263/ADA-Transition-Plan-PDF?bidId=</a>

## MOTIVATION FOR THE PLAN:

The City knew they were at risk for a lawsuit as their sidewalk system was not accessible to people with disabilities, e.g. few curb ramps and a lot of obstacles (poles and sign on sidewalk). Some grants from Federal Highway and the State were also requiring a plan.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Bremerton published a draft transition plan and held an online public response/comment period. The city also shared it with the city council.
- In parallel, Bremerton held quarterly meetings with their ad hoc ADA Advisory Committee, including people with various disabilities. All of their work is continually updated and made available to the public through their website.

***“They’re instrumental in us developing the plan. We communicate to them what the plan is and where they really got into the meat of the plan was how we’re addressing our barriers in our transition plan and what we’re prioritizing [...] I definitely recommend an ADA advisory committee to other communities.”***





## SELF-EVALUATION INVENTORY

### *Who did it?*

- The data was collected by trained interns in the field and using aerial photos

### *What did the city focus on?*

- The self-evaluation inventory first prioritized curb ramps. The city was planning to include signalized intersections and driveway approaches.

### *How did the city conduct the self-evaluation inventory?*

- The city hired summer interns for few years in a row that went out to measure the curb ramps (e.g. cross slopes, running slopes, width of landing). The interns would then enter the information in the GIS system. The team had to make some adjustments in their measurement to assure consistency.
- Bremerton also hired consultants to survey all their pavement, which include sidewalks in distressed and impediments in the system, but it was not still integrated in the plan in 2020.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- Bremerton has an ADA Coordinator that manage the engineering transportation group under the public works department.

### *Who else participated/collaborated?*

- The ADA coordinator works with one engineer, a GIS technician, and summer interns.
- The public works director provided strong support (previously ADA coordinator).
- The city council and public works committee was supportive.



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Bremerton's city council has identified a yearly budget for making curb ramps and removing barriers and has approved two new positions for the City to do concrete work—preparing sidewalks and upgrading curb ramps.

### *What other resources were used for the plan?*

- The ADA coordinator as well as city engineers attended state-run trainings on transition plans offered by The State of Washington Department of Transportation.
- The consultant provided some useful knowledge to help put the plan together in writing.



## IMPLEMENTATION

### *What was the schedule for implementation?*

- The city has yearly goals to achieve compliance.

### *What were the methods used, including prioritization?*

- Bremerton developed a system of prioritization that focused on sidewalks with higher pedestrian use and those around places of public accommodation such as government facilities, parks, court houses. The city also validated the prioritization with the ad hoc ADA advisory committee.
- Much of the concrete work done was curb ramp upgrades removing barriers and sidewalk fixes, whether that's heaved sidewalks, due the trees or steep slopes or trip hazard. The city decided to do this work in-house and stop contracting out.

### *How did the municipality monitor progress?*

- The public works committee, that include members of the city council, were updated monthly on the progress of the plan.
- The ad hoc ADA Advisory Committee was informed of the progress in their quarterly meeting and provided feedback on implementation.

# Tempe, AZ

*Ongoing input from an active and engaged community of disabled people and important financial investment in the self-evaluation inventory*



## DEMOGRAPHICS & PLAN INFORMATION

Population	187,454
Median Income	\$57,944
Poverty rate	19.8%
Census region	West
MSA Urbanity	Large central metro
Median age	29.5
% of Population 65 & Over Disabled	10.2%
Population	17,529
% of Disabled Population	9.4%
First ADA transition plan	1991, updated 2016
Link to plan	<a href="https://storymaps.arcgis.com/collections/415b74548b714159ab9aa8936b1357a0?item=7">https://storymaps.arcgis.com/collections/415b74548b714159ab9aa8936b1357a0?item=7</a>

## MOTIVATION FOR THE PLAN:

Tempe had an old plan and knew they needed to update the plan to address the needs and more recent requirements.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Tempe created an “easy English” version of their reports using accessible language and held open house meetings and created an online survey to solicit feedback from people with disability.
- The city was not satisfied with the data gathered from these efforts so they went to 10 disability organizations including groups with a focus on aging, advocacy, and organizations for specific disability types, as well as community fairs, the American Indian Disability summit, and more. They had money set aside to provide accommodations at these events such as ASL interpreters.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- Tempe used consultants to complete their self-evaluation inventory. They were deliberate in planning out what types of products they wanted from the consultant and found a consultant with the experience and technology they were looking for.

### *What did the city focus on?*

- The consultants started their self-evaluation inventory with a thorough evaluation of a small area of the city. They included sidewalks, curb ramps, signalized intersections, bus stops, as well as parks and other facilities.

### *How did the city conduct the self-evaluation inventory?*

- The self-evaluation inventory divided the city into 3 parts that were added sequentially.
- The consultant used a system that took laser measurements from a Segway.



Photo Source: Cole & Associates



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The ADA compliance specialist was the responsible official who worked in partnership with the data solutions manager on this project.

### *Who else participated/collaborated?*

- The principal engineer was also very engaged in supporting the development of the plan.
- They had support from all the departments in the city



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Tempe made a significant financial investment in their self-evaluation inventory and pe-destrian right-of-way improvement plan, which allowed them to have access to experienced consultants with specialized technology.

### *What other resources were used for the plan?*

- The ADA Coordinator had specialized knowledge of the ADA and many years of involvement in the disability community. The data solutions manager had a PhD in public policy and specialized knowledge of GIS and performance management.





## IMPLEMENTATION

### *What was the schedule for implementation?*

- Tempe’s schedule used geographical proximity to use their repair crews efficiently, so if they were going out to fix one ramp in particular, they would fix the other ramps surrounding it while they were there.

### *What were the methods used, including prioritization?*

- The city prioritized barrier removal using an algorithm primarily based on the severity of the barrier and the level of use of the sidewalk. They also incorporated a significant amount of individual feedback they received in their community engagement process.
- The city also prioritized projects based on their predicted annual funds available.

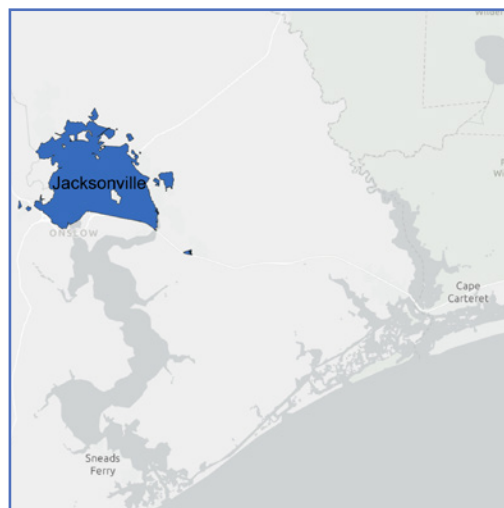
### *How did the municipality monitor progress?*

- Tempe made ongoing updates to their publicly available data, so that progress can be tracked

***“Part of the picture might be that we have council members who have family members with disabilities. From the top-down, we’ve got folks who work in the city, who are part of the city administration who understand the value of inclusion and access.”***

# Jacksonville, NC

*Multi-prong approach: breaking the plan into pieces, completing the work in-house, and integrating the values of the ADA in the city operations.*



## DEMOGRAPHICS & PLAN INFORMATION

Population	73,025
Median Income	\$44,956
Poverty rate	13%
Census region	South
MSA Urbanity	Small metro
Median age	23.1
% of Population 65 & Over Disabled	6.2%
Population	7,878
% of Disabled Population	16.7%
First ADA transition plan	Early 1990's, updated 2019
Link to plan	<a href="https://www.jacksonvillenc.gov/DocumentCenter/View/5630/Adopted-ADA-Transition-Plan-as-of-March-2019?bidId=">https://www.jacksonvillenc.gov/DocumentCenter/View/5630/Adopted-ADA-Transition-Plan-as-of-March-2019?bidId=</a>

## MOTIVATION FOR THE PLAN:

Jacksonville received a letter from the DOT that a plan was needed. The plan was developed prior to 2018 but was pushed back because of hurricane Florence (Sept 2018).



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Jacksonville emphasized the importance of approaching community involvement with humility. The city took their open house meetings out of the traditional city council chambers to make people comfortable expressing themselves in a less formal setting. The city recognized people with disabilities as the experts.
- City staff also contacted disability organizations for feedback.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- Jacksonville did their plan in-house.

### *What did the city focus on?*

- The city started with high-visibility areas around parks, schools, and major arterial corridors. Then they moved to the downtown area as it was the oldest part of town.
- Jacksonville focused on curb-ramps.

### *How did the city conduct the self-evaluation inventory?*

- The city showed a good-faith effort to complete the self-evaluation inventory of the whole city within the constraints of their budget by dividing it into 6 parts and striving to complete one section per year.
- Jacksonville used an app to conduct the self-evaluation inventory that was developed from a similar existing app used to track work orders. It automatically tagged GPS data.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The City Clerk and the City Manager were Jacksonville's responsible officials.

### *Who else participated/collaborated?*

- The actual creation and implementation of the plan was a collaboration between the MPO administrator and the Trans. Services Director.



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- Jacksonville had a revolving sidewalk and ADA accessibility improvement fund that is captured within their CIP
- The City also used some specific state fundings that funded 100% of curb ramps work.

### *What other resources were used for the plan?*

- The city clerk and the city manager used online resources such as Google, to search for other comparable municipalities' publicly available plans to get ideas for how to proceed in creating the plan.



## IMPLEMENTATION

### *What was the schedule for implementation?*

- The City was in-process of designing a schedule at the moment of the interview.

### *What were the methods used, including prioritization?*

- Jacksonville nested their ADA implementation as part of other policies and procedures that the city had.

### *How did the municipality monitor progress?*

- Annual administrative updates are presented to the city manager.
- A formal plan update was planned to be completed every 5 years. Jacksonville considers their plan a “living document” so they try to update it as they make changes.

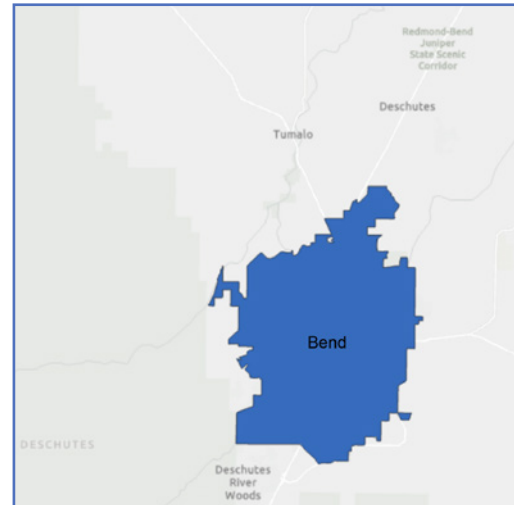


Photo Source: Luca Nardone / Pexels

***“You bring stakeholders to the table and based upon that inventory, you make strategic decisions on what your priorities are for implementation. What is a reasonable time frame for those priorities? And how are you going to proceed in the future? Right? If you can show any ADA auditor, any attorney general, anybody who’s coming to look at your community and your program if you can show them that you’ve done that... You may not have fixed everything. [...] but if you could demonstrate to them good faith, and the fact that you’re not brushing it off, then you’re going to be fine with any audit that’s out there.”***

# Bend, OR

*A route-based approach with an aim towards more functional sidewalk access*



## DEMOGRAPHICS & PLAN INFORMATION

Population	93,917
Median Income	65,662
Poverty rate	10.3%
Census region	West
MSA Urbanity	Small metro
Median age	38.9
% of Population 65 & Over Disabled	16.7%
Population	9,732
% of Disabled Population	10.4%
First ADA transition plan	1999, updated 2014
Link to plan	<a href="https://www.bendoregon.gov/government/departments/city-attorney/accessibility-ada-information/important-forms-documents/-folder-1060">https://www.bendoregon.gov/government/departments/city-attorney/accessibility-ada-information/important-forms-documents/-folder-1060</a>



## MOTIVATION FOR THE PLAN:

Bend had several Project Civic Access Settlement Agreements with the U.S. Department of Justice Disability Rights section regarding programs and services offered in inaccessible areas. The city had no inspection process of built curb ramps by city crews or private development crews and had no idea of the compliance of their sidewalk system. At the same time, the city experienced large demographic growth since the early 2000s.



## COMMUNITY ENGAGEMENT

*Who did the municipality engage and how did they engage them?*

- Bend started by giving the plan to the city's established accessibility committee who read the plan and gave comments.
- Independent living centers and other advocacy and support groups reviewed and commented on the draft plan.
- Bend's community involvement approach was to go out to the community, rather than having an open house and expecting the community to come to them.



## SELF-EVALUATION INVENTORY

### *Who did it?*

- The self-evaluation inventory was completed in-house.

### *What did the city focus on?*

- Bend focused only curb ramps.

### *How did the city conduct the self-evaluation inventory?*

- The city assessed on a very simple level whether it was compliant or non-compliant and did not document all the measurements of slope and what specific issues came up for each ramp.



## RESPONSIBLE STAKEHOLDERS

### *Who was the responsible official?*

- The ADA coordinator was an experienced ADA professional.

### *Who else participated/collaborated?*

- The municipality had a responsible project engineer, who was willing to focus on “small projects” like individual sidewalk corridors.



***“It’s pointless just to go fix the intersection where they’re going to go down three blocks and face a whole bunch of other problems. So, I was like -why don’t we look at a full corridor. Let’s get people actually moving in these areas”***



## FUNDING & OTHER RESOURCES

### *What funding sources were used for the plan?*

- As a result of disability advocates pushing for more accessibility funding, half of the water/sewer fees were allocated to the curb ramp accessibility program.
- Bend had a gas tax to provide additional funding as a ballot measure, but the measure did not pass and they had to re-evaluate funding options.

### *What other resources were used for the plan?*

- The ADA coordinator worked as a technical assistant for an ADA Technical Assistance Center, which gave her a strong understanding of the plans and the different regulations. She also had a graduate degree in disability rights.



## IMPLEMENTATION

### *What was the schedule for implementation?*

- The city listed relevant scheduled capital improvement projects each year and determine the number of ramps that will be fixed or added with each project.

### *What were the methods used, including prioritization?*

- Bend tried to focus their repairs on corridors, they believe in this approach though they found it to be costly.

### *How did the municipality monitor progress?*

- Bend updates their plan every 3 years to evaluate funding availability and progress toward improving curb ramps.
- The city sees the plan updates as a good communication tool with relevant stakeholders. They shared press releases of the updates and put the new plan on their website.

**Tell us what you think about this Casebook by clicking here**

## References

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Icons: by Ahmad Roaayala from NounProject.com

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