THE NATIONAL ACADEMIES
National Academy of Sciences
National Cooperative Highway Research Program

NCHRP PROJECT NUMBER 20-7 (232)

ADA Transition Plans:

A Guide to Best Management Practices

May 2009

Jacobs Engineering Group
Baltimore, MD

TABLE OF CONTENTS

Page

I INTRODUCTION....1

Background....1
Applicability to State Departments of Transportation....1
Purpose of This Guide....1
Focus....2
Methodology....2
Contents of This Guide....2

II STEPS to Compliance....2

Overview....2
Step 1 - Designating an ADA Coordinator....3
Step 2 - Providing Notice About the ADA Requirements....3
Step 3 - Establishing a Grievance Procedure....3
Step 4 - Development of Internal Standards, Specifications, and Design Details....4
Step 5 - The ADA Transition Plan....4
Step 6 - Schedule and Budget for Improvements....6
Step 7 - Monitoring the Progress....7
Conclusion to the Process....7

III FINDINGS and Best Practices of State DOTs....7

Overview....7
Administrative Tasks....7
Self-Evaluation Phase....10
Implementation....12
Sample Transition Plan Outline....15
Public Involvement....16
Coordination With Other Agencies....17

IV CONCLUSION....18

V FURTHER REFERENCE....18

VI ATTACHMENTS....19

List of ADA Contacts by State....19
Questionnaire....32

I INTRODUCTION

BACKGROUND

The Americans with Disabilities Act (ADA) of 1990 is a civil rights statute (hereinafter referred to as the Act) that prohibits discrimination against people who have disabilities. There are five separate Titles (sections) of the Act relating to different aspects of potential discrimination. Title II of the Act specifically addresses the subject of making public services and public transportation accessible to those with disabilities. With the advent of the Act, designing and constructing facilities for public use that are not accessible by people with disabilities constitutes discrimination.

The Act applies to all facilities, including both facilities built before and after 1990. As a necessary step to a program access plan to provide accessibility under the ADA, state and local government, public entities or agencies are required to perform self-evaluations of their current facilities, relative the accessibility requirements of the ADA. The agencies are then required to develop a Program Access Plan, which can be called a Transition Plan, to address any deficiencies. The Plan is intended to achieve the following:

(1) identify physical obstacles that limit the accessibility of facilities to individuals with disabilities,
(2) describe the methods to be used to make the facilities accessible,
(3) provide a schedule for making the access modifications, and
(4) identify the public officials responsible for implementation of the Transition Plan.

The Plan is required to be updated periodically until all accessibility barriers are removed.

APPLICABILITY TO STATE DEPARTMENTS OF TRANSPORTATION

The requirements of the ADA apply to all public entities or agencies, no matter the size. The transition plan formal procedures as outlined in 28 C.F.R. section 35.150 only govern those public entities with more than 50 employees. The obligation to have some planning method to make facilities ADA-accessible is required for all public entities. This includes State Departments of Transportation (hereinafter referred to as Departments) and the extensive public transportation systems that they manage. The development or updating of a Transition Plan is now an ongoing activity or a goal at many Departments. A principal challenge of this activity to the Departments, as opposed to other government agencies that manage public facilities, is the need to cope with the overall size and geographic extent of the public facilities that a Department of Transportation manages. These public facilities can involve thousands of miles of public rights-of-way.

PURPOSE OF THIS GUIDE

The purpose of this guidance document is to ensure that good ideas, helpful information, and successful practices concerning the development and updating of Transition Plans are recognized, recorded, and shared among Departments of Transportation.

FOCUS

ADA Transition Plans are required from all Departments to cover all facilities under their control. This includes rights-of-way, but also the buildings that may be owned by the Department such as district offices, welcome centers, rest stops, airport terminals, and other types of buildings associated with transportation activities. The focus of this report is solely on Department managed pedestrian facilities in public rights-of-way. This typically includes sidewalks, pedestrian paths, curb ramps, street crossings, driveway crossings, crosswalks, median crossings, public transit stops, and pedestrian activated signal systems. The accessibility of pedestrian facilities in the public right-of-way is only one aspect for providing equal access to state government programs, services, and activities – but it is an aspect that affects many citizens in their daily activities.

METHODOLOGY

The material in this report is based on information obtained through Department websites, questionnaires filled out by some Departments, and telephone interviews with the ADA coordinator or other contacts at some Departments as well as input from guidance documents from the Federal Highway Administration (FHWA), the Department of Justice (DOJ), and the US Access Board. All contacts were made with the understanding that individual state status, progress, or data would not be reported or compared, but that any information obtained would be used in an effort to help other Departments comply with the development and updating of their own Transition Plans.

CONTENTS OF THIS GUIDE

This report presents the issues that Departments have to deal with in the development and updating of their ADA Transition Plans. It then describes, using anecdotal information, the roadblocks encountered in dealing with these issues and the methods that Departments across the country have developed to make progress.

II STEPS TO COMPLIANCE

OVERVIEW

The ideal scenario for meeting the requirements of the Act with regard to the accessibility of facilities in the public right-of-way would involve the following steps:

(1) designating an ADA Coordinator,
(2) providing notice to the public about ADA requirements,
(3) establishing a grievance procedure,
(4) developing internal design standards, specifications, and details,
(5) assigning personnel for the development of a Transition Plan and completing it,
(6) approving a schedule and budget for the Transition Plan, and
(7) monitoring the progress on the implementation of the Transition Plan.

The following is an expansion on each of the requirements for this ideal scenario.

STEP 1 - DESIGNATING AN ADA COORDINATOR

Each Department must designate at least one responsible employee to coordinate ADA compliance. The benefits of having an ADA Coordinator are that:

- It makes it easier for members of the public to identify someone to help them with questions and concerns about disability discrimination,
- It provides a single source of information so questions by the Department staff and from outside the Department can be answered quickly and consistently, and
- It provides an individual who can focus on and who can be instrumental in moving compliance plans forward.

The person who is appointed to this position must be familiar with the Department's operation, trained in the requirements of the ADA and other laws pertaining to discrimination, and able to deal effectively with local governments, advocacy groups, and the public. It is assumed that the coordinator is given sufficient time free of other responsibilities to carryout the Coordinator's functions. Possible locations for the position within a Department are the Office of the Commissioner, the Civil Rights Office, the Legal Department, the Planning Department, or the Public Involvement Department.

STEP 2 - PROVIDING NOTICE ABOUT THE ADA REQUIREMENTS

A Department must provide public notice about the rights of the public under the ADA and the responsibility of the Department under the ADA. Providing notice is not a one time requirement, but a continuing responsibility. The audience of those who may have an interest in accessibility on Department facilities might include a large number of individual citizens that would be not be readily identifiable. Groups that are likely to include the target audience include public transit users and advocacy groups. A Department has the responsibility to determine the most effective way to provide notice. A notice on a Department website lends itself to both the requirement for wide notice and the requirement for continuing notice. The website must in itself be accessible. The Department of Justice has provided a model that could be followed by Departments on their website. See "Notice under the Americans with Disabilities Act" on their web page, http://www.ada.gov/pcatoolkit/chap2toolkit.htm, for more information.

Public Outreach Programs The opportunity for the disabled community and other interested parties to participate in developing the Transition Plan is an integral part of the process. The dissemination of information and requests for comments can take place through awareness days, newsletters, and websites. The ability to comment must be linked with public access to information databases. Possible sources of input to the Transition Plan are activists, advocacy groups, general citizens, organizations that support the rights of the disabled, elected officials, other agencies, a Governor's Committee on People with Disabilities or other such body, or a state ombudsman. Comments can be obtained through comment forms at meetings, transcriptions of meetings, a dedicated hotline, an e-mail address, or a postal address.

STEP 3 - ESTABLISHING A GRIEVANCE PROCEDURE

A Department is required to adopt and publish procedures for resolving grievances arising under Title II of the ADA. The procedures are intended to set out a system for resolving complaints of disability discrimination in a

prompt and fair manner. Complaints would typically be directed to the Department's Office of Civil Rights. It is generally thought that filing a complaint with a Department is an appropriate first step, in that it provides an opportunity to resolve a local issue at the local level. However, the exhaustion of a Department's grievance procedure is not a prerequisite to filing a complaint with either a federal agency or a court. The Department of Justice has provided a model for Departments to follow. See "Grievance Procedure under the Americans with Disabilities Act" at http://www.ada.gov/pcatoolkit/noticetoolkit.pdf for more information.

STEP 4 - DEVELOPMENT OF INTERNAL STANDARDS, SPECIFICATIONS, AND DESIGN DETAILS

The Architectural and Transportation Barrier Compliance Board (alternatively called the Access Board) has developed accessibility guidelines for pedestrian facilities in the public right-of-way. The Federal Highway Administration has recognized these as its currently recommended best practices. A Department can adopt these accessibility guidelines into their own system of standards, specifications, and design details with modifications to meet local conditions. Development of design standards and design details within the Department allows for consistency in the application of ADA requirements for new facilities. See http://www.access-board.gov/prowac/guide/PROWGuide.htm for more information

STEP 5 - THE ADA TRANSITION PLAN

The Transition Plan (hereinafter referred to as the Plan) should consist of the following elements:

1. A List of Physical Barriers in the Department's Facilities that Limit Accessibility of Individuals with Disabilities (the Self-Evaluation),
2. A Detailed Description of the Methods to Remove these Barriers and Make the Facilities Accessible,
3. A Schedule for Taking the Necessary Steps,
4. The Name of the Official Responsible for Implementation,
5. A Schedule for Providing Curb Ramps, and
6. A Record of the Opportunity Given to the Disability Community and Other Interested Parties to Participate in the Development of the Plan.

Periodic updates to the Transition Plan are required in order to ensure on-going compliance. Some of these key steps are described further below.

The Self-Evaluation The first task involved in preparing an ADA Transition Plan is conducting an inventory of existing physical barriers in the facilities operated by the Department and listing all the barriers that limit accessibility. This is often referred to as the self-evaluation process. Possible inventory approaches are on-ground surveys, windshield surveys, aerial photo studies, or drawing reviews. Deficiencies very likely to be found in an inventory of facilities are:

SELF-EVALUATION CHECKLIST	
ISSUE	Possible Barriers
Sidewalk and Pathway Clear Width	Narrow, Below Guidelines
Sidewalk and Pathway Cross Slope	Steepness, Irregularity, Variability, Warping
Landings Along Sidewalks and Pathways	Less Than 4 feet by 4 feet
Sidewalk and Pathway Grade	Steepness, Angle Points
Materials and Finishes	Deterioration of Surfaces, Deterioration of Markings, Appropriateness of material (ex. Cobblestones)
Gratings	Grating Type, Grate Opening Orientation
Discontinuities	Missing Sections, Gaps, Drops, Steps
Detectable Warning System	Missing, Inappropriate Materials, Inadequate Size, Wrong Location
Obstructions	Signs, Mail Boxes, Fire Hydrants, Benches, Telephones, Traffic Signal Poles, Traffic Signal Controller Boxes, Newspaper Boxes, Drainage Structures, Tree Grates, Pole Mounted Objects, Standing Water, Snow or Ice
Traffic Signal Systems	Lack of Provision for the Visually Impaired such as APS, Inadequate Time Allowed, Inoperable Buttons, Inaccessible Buttons
Curb Ramp	Missing, Doesn't Fall within Marked Crosswalk, Doesn't Conform to Guidelines
Curb Ramp Flares	Missing Where Required, Too Steep

Standards set for each of these issues can be found in the US Architectural and Transportation Barriers Compliance Board's *Accessible Rights-of-Way: A Design Guide*, Chapter 3 "*Best Practices in Accessible Rights-of-Way Design and Construction*". Refer to their website at http://www.access-board.gov/prowac/guide/PROWGuide.htm for more information.

The information developed through the inventory process has to be quantified and presented as a baseline so that progress can be monitored and measured. The inventory information can be presented in a variety of ways including Aerial Photos, a Database or Spreadsheet, Marked Up Drawings, or a Geographic Information System (GIS).

Self-evaluation also takes place after the Transition Plan is complete. Periodic reviews and updates to the Plan must be conducted to ensure ongoing compliance with ADA requirements. Self-evaluation activities would then consist of reviewing the Plan to determine the level of compliance, and determine if any additional areas of upgrade are needed. If deficiencies are found, these are catalogued and the Transition Plan updated to detail how and when the barriers to pedestrian access would be removed.

STEP 6 - SCHEDULE AND BUDGET FOR IMPROVEMENTS

The Transition Plan should include a schedule of improvements to upgrade accessibility in each year following the Transition Plan. Remediation work can be presented for an independent remediation program or as an integral part of regularly scheduled maintenance and improvements project such as Resurfacing Projects, Roadway Rehabilitation and Reconstruction Projects, and Signal System Installation Projects. All new projects, regardless of funding sources, would include pedestrian elements that are consistent with the ADA guidelines.

Funding Sources The most immediate source of funds for remediation efforts is the incorporation of improvements into existing programmed remediation projects, incorporation into programmed signalization projects, and incorporation into programmed maintenance work. An accessibility improvement program could be developed as a stand alone project through the Transportation Improvement Program. Potential sources of funding for accessibility improvements also include the following:

- Congestion Mitigation/Air Quality Program,
- Highway Safety Improvement Program,
- National Highway System Improvements Program,
- Railway – Highway Crossing Program,
- Recreational Trail Program,
- Safe Routes to School Program,
- State and Community Traffic Safety Program,
- Surface Transportation Program,
- Transportation Enhancement Activities Program.

Additional federal funding sources for different elements of pedestrian projects and programs can be found at http://www.fhwa.dot.gov/civilrights/ada_qa.htm#q30.

Prioritization The prioritization of improvements that may not be included in an existing programmed project can be based on a number of factors. Generally, priority should be given to transportation facilities, public places, and places of employment. Other factors to consider when prioritizing improvements may include:

- Citizen requests or complaints regarding inaccessible locations,
- Pedestrian level of service,
- Population density,
- Presence of a disabled population,
- Cost

STEP 7 – MONITORING THE PROGRESS

In order to be effective, the Transition Plan needs to be utilized in yearly planning of projects and funding decisions, and also needs to be periodically reviewed for compliance and validity. The Transition Plan should be viewed as a "living document" and updated regularly to reflect changes in real world conditions and to address any possible new areas of noncompliance. Changes to a sidewalk such as the installation of a newspaper vending machine, or the relocation of a light pole, can create new access problems that were not evident when the plan was drafted. Regular updates to the plan will also result in monitoring compliance and the effectiveness of priorities set in the Plan itself.

CONCLUSION TO THE PROCESS

The ideal conclusion to the Transition Plan process is the elimination of the barriers listed in the Transition Plan and the acceptance of the requirements of the Act as an everyday reality in all future work going forward. Due to the magnitude of the task and the other priorities that a Department faces, the ideal scenario has not universally played out. Although the majority of Departments contacted had some form of inventory or Transition Plan completed, many of the Departments reported that they were either just beginning the process or didn't have firm plans for preparing a Transition Plan.

The following sections of this Guide discuss best practices and decisions that Departments have utilized in dealing with implementation issues and the methods that they have used to make progress. In addition to presenting anecdotal evidence from the states in Best Practices, the following sections present "keys to success". These are called out to help Departments as they are undertaking the ADA tasks associated with drafting and updating a Transition Plan.

III FINDINGS AND BEST PRACTICES OF STATE DOTS

OVERVIEW

Each of the fifty state Departments of Transportation as well as those in Puerto Rico and the District of Columbia were included in this study to gather information on Best Practices used among the states for completing tasks associated with ADA requirements. All Departments have web sites available for review. A questionnaire was developed to facilitate the information gathering process from the Departments. This questionnaire was e-mailed to each of the Departments. The questionnaire was followed up with a telephone survey to aid in the information exchange. Of the 52 Departments contacted, 20% completed the questionnaire, 44% were contacted by phone for discussion but with no formal survey completed, and 13% were not successfully contacted. The remaining 23% of the Departments have indicated that the questionnaire will be forthcoming, but as of the date of this report, their completed questionnaires have not been received. The questionnaire is included as an attachment.

ADMINISTRATIVE TASKS

Departments were found to vary greatly in their responsibilities, their structure, and the nature of the facilities that they manage. Nevertheless, they all have the responsibility of establishing a basic program to meet the administrative requirements of the ADA. The basic administrative requirements of this program are:

(1) Designating an ADA Coordinator,
(2) Giving notice about the ADA requirements, and
(3) Establishing a grievance procedure.

The Coordinator: Section 504 of the Rehabilitation Act of 1973 presented many similar requirements to those found in the ADA and has been around longer than the ADA. If there was an individual who had responsibility for carrying out the requirements of Section 504, this individual provided a logical selection for the duties of ADA Coordinator. In many states, an ADA coordinator has been appointed as a part-time or in some cases a full-time position. In a few states, an ADA coordinator has only been appointed within the past two years. The background of these staff members varies greatly. Many of the staff members in these positions have backgrounds that do not match the technical requirements that are needed to successfully complete the activities required to comply with ADA. This presents a roadblock for the agencies at the outset of the process and can lead to delays in compliance.

The Coordinator may report to the Human Resources Department or to a Civil Rights Department. The direction to the process provided by an ADA coordinator generally correlates with the successful drafting and implementation of the Transition Plan.

KEY TO SUCCESS

Providing dedicated, trained staff within the Department for ADA compliance has a high correlation with successful drafting and implementation of Transition Plans, Self-evaluations, and Transition Plan updates.

Whether there is a staff of one or an entire ADA task force, training was also cited by various Departments as an important tool for ensuring compliance with ADA requirements and completion of ADA Transition Plans. Many Departments have staff that has participated in some form of ADA training from the Federal Highway Administration, the US Access Board, or other agencies. Several other Departments are requiring that *all* personnel within the DOT receive training. Educating Department staff in the requirements of Title II of the ADA results in better flow of information regarding non-compliant rights-of-way and can creates a “buy-in” to the process by all staff.

Giving Notice of ADA Requirements: As described above, Departments are required to give notice to the public on information regarding public accessibility and compliance with ADA. A Department’s web site is generally the first resource for the public to seek out information about pedestrian accessibility in the public right-of-way. There are a wide range of approaches to providing website

KEY TO SUCCESS

Provide a website with links to the various components of the ADA Transition Plan such as policies, compliance planning for construction and retrofits, opportunities for public participation, links to the ADA advisory committee, grievance procedures, and the schedule for implementation of the program.

information about ADA requirements among the Departments - varying from a webpage devoted exclusively to the subject, to a link on the main web page, to passive discussion of the issue submerged in other topics.

By providing this information on-line, the Department widens the accessibility of the information and allows for education of the general public and facilitates the exchange of information with the disabled community. Utilizing the Department's web page can provide a one stop portal for issues related to ADA compliance, including pedestrian accessibility on Department rights-of-way, Transition Plan status and methodologies for filing complaints. Many Departments home pages have links to the "ADA/Accessibility Program". Other websites mention the ADA only passively as part of other discussions. More commonly, the ADA is mentioned, but not highlighted, under statewide pedestrian and bicycle plans, policies, programs, and planning guidance.

The best practice for notification is to provide a clear and exclusive reference to the ADA requirements on the Department's webpage in order to best address the notification requirement.

Other forms of notice that Departments utilize include public meetings. Meetings should be targeted to the pedestrian community and specifically to the disabled pedestrian community. Mailings and information regarding meetings can be distributed to this targeted community with the help of advocacy groups for the disabled.

KEY TO SUCCESS

One state found that public meetings on the newly completed inventory were better attended when they were coupled with another meeting geared toward the disabled community – such as linking the meeting with a regularly scheduled meeting of the Statewide or Local Commission on Disabilities.

Grievance Procedure: As a regulatory requirement of ADA, the Department must adopt and publish a grievance procedure providing for prompt and equitable resolution of complaints alleging any action that would be prohibited under Title II. In addition to the regulatory requirement of including the grievance procedure in the Transition Plan, it is also good practice to include this detailed information on the Department's website. The grievance procedure should make methods clear for any member

of the public wishing to inform the Department of potential hindrances to public access along pedestrian rights-of-way. Exchange of this information is a critical step in addressing potential ADA noncompliance and preventing the escalation of the grievance to a formal civil complaint.

Department approaches to this responsibility vary from simply adopting the state grievance procedure, to developing unique approaches for the Department itself.

KEY TO SUCCESS

Making the grievance procedure as straightforward as possible for the public can facilitate information exchange regarding non-compliant sites, and can help the Department avoid escalation of grievance issues. By allowing the public to choose any method of filing a grievance, from writing a formal complaint to the ombudsman, filing a complaint electronically through the website, contacting any Department business office, or calling a toll free number, the Department ensures a better exchange of information.

SELF-EVALUATION PHASE

As the initial step in the Transition Plan, Departments are required to conduct an inventory of their facilities to determine if they are accessible by persons with disabilities. This stage is often referred to as the self-evaluation phase. This section discusses how agencies have undertaken or are planning to undertake this assignment.

The Inventory: Many Departments reported the completion of the inventory during the self-evaluation as being the biggest and most daunting task of the Transition Plan process. Lack of budget and (associated) lack of staffing often make this task extremely challenging to complete. Budgetary constraints as well as management decisions on staffing and support of ADA programs are a major factor in each Department's ability to complete the tasks associated with updating the Transition Plan. As a result, many states report being stalled in the inventory phase, either awaiting the completion of self-evaluation activities or unable to take the data collected and develop priorities for upgrades. Ideally, dedicated funding and staffing would be planned out through the completion of the Transition Plan prior to starting any self-evaluation activities.

Several states have adopted a two pronged approach to Transition Plan development due to the level of effort required to fully inventory state rights-of-way, by creating two separate plans; one for buildings and one for rights-of-way. This allows the compliance effort for buildings and other public facilities to proceed without being held up during completion of state wide inventory of rights-of-way. Other states have prioritized the inventory and are approaching the task in stages. These Departments have completed part of the inventory to include highly used areas such as urban areas with high pedestrian traffic, and areas near facilities that are commonly used by pedestrians with disabilities, such as a school for the blind. This allows for the Department to move forward with updating the Transition Plan

to address these high traffic areas, and the Department can then complete the inventory of remaining rights-of- way as time and resources allow.

Other states have utilized the organization of the Department into regions or districts as a logical way of dividing the inventory process, with each District responsible for self-evaluation activities and development of an individual Transition Plan covering their geographic area. Where the inventory process has been divided up, states continue to maintain a central location of inventory data to allow for access by the public and other offices within the state.

KEY TO SUCCESS

When staffing or funding for inventory efforts is a challenge, many Departments get creative – several states have reported using summer interns for self-evaluation activities on public rights –of-way. Others prioritize the inventory process by looking at high pedestrian areas first. In this way, even if a complete inventory cannot be undertaken, those areas that will be most utilized (such as urban intersections) are addressed.

Inventory also requires an assessment of who is responsible for the facilities' compliance. Many states reported that determining who was responsible for compliance was often difficult and can stall the inventory process, since it is unclear what should be included in the self-evaluation. Sidewalks on state roads within municipalities were cited as sometimes problematic, as were public transit facilities that were owned by the DOT but operated by others. Some Departments turn over ownership of sidewalks to municipalities upon completion of construction. In cases where responsibility for compliance is in question, it is critical that the municipality and the Department be in close contact to allow for resolution. Departments have reported grievances being filed with no clear idea of who is responsible for upgrading the facility, leading to delay in addressing the nonconformity.

Making the Information Available: The most common method of storing the data gathered during the inventory process is quickly becoming the utilization of GIS. Some states have held outreach meetings with data displays on which the public can view street level detail of public access issues along state rights-of-way. GIS enables linking real photos of the site with a general mapping tool and engineering data. Providing this type of street level information to the members of the public greatly enhances the readability of the information, and can create a more productive information exchange.

Establishing a Baseline: The main goal of the Self-evaluation phase is to provide a baseline of what facilities under the Department's responsibility are noncompliant with ADA standards. Comparisons to the initial self-evaluation will provide evidence of a Department's good faith in efforts to comply with ADA requirements.

IMPLEMENTATION

When the self-evaluation is completed and the Department has an inventory of where structural modifications are required to achieve accessibility, the Department must plan for the removal of these barriers. A Transition Plan must contain at a minimum:

(1) a list of the physical barriers that limit the accessibility of services to individuals with disabilities (the inventory),
(2) a detailed outline of the methods to be used to remove these barriers and make the facilities accessible,
(3) a schedule for taking the necessary steps to achieve compliance, and
(4) the name of the official responsible for the plan's implementation.

Curb Ramp Deficiencies: Curb Ramps are a small but vitally important part of making sidewalks, street crossings, and the other pedestrian routes that make the public right-of-way accessible to people with disabilities. They receive special consideration in the Transition Plan with a separate schedule for the remediation of curb ramp issues. The primary issue with curb ramps in many Departments is how to proceed with rectifying a large, long term problem in a logical manner.

KEY TO SUCCESS

A very detailed approach for setting priorities for dealing with curb ramps (or other non conformities) can help with successful implementation of the Plan. Criteria can include both physical characteristics and location considerations. Making use of such a specific criteria presupposes that sufficient detail has been gathered in the self-evaluation phase so that the curb ramps can be accurately characterized.

The following table provides an example from one Department of how to prioritize removal of accessibility barriers. The Table uses a ranking system (priority) based on variables (Situation) that include location, degree of utilization and degree of non compliance.

PRIORITY	Situation
Highest 1A	Existing Curb Ramp with Running Slope Greater than 12% and Location near a Hospital, School, Transit Stop, Government Building, or Similar Facility
1B	No Curb Ramp where Sidewalk or Pedestrian Path Exists and Location near a Hospital, School, Transit Stop, Government Building, or Similar Facility
2A	An Existing Curb Ramp with a Running Slope Greater than 12% (Not Located near a Hospital or Similar Facility)
2B	No curb ramp where a Sidewalk or Pedestrian Path Exists (Not Located near a Hospital or Similar Facility)
3	No Curb Ramp where a Striped Crosswalk exists
4	One Curb Ramp per Corner and Another is Needed to Serve the Other Crossing Direction
5A	An Existing Curb Ramp with either a Running Slope Greater than 1 to 12 or an Insufficient Landing
5B	An Existing Curb Ramp with Obstructions in the Ramp or the Landing
5C	An Existing Curb Ramp with any of the Following Conditions: o A Cross Slope Greater than 3% o A Width Less Than 36 Inches o No Flush Transition or a Median or Island Crossings that are Inaccessible
5D	An Existing Curb Ramp with Returned Curbs where Pedestrian Travel Across the Curb is not Permitted
5E	An Existing Diagonal Curb Ramp without the 48 Inch Extension in the Crosswalk
5F	An Existing Curb Ramp without Truncated Dome Texture Contrast or without Color Contrast
Lowest	The Pedestrian Push Button is not Accessible from the Sidewalk or from the Ramp

KEY TO SUCCESS

One state's approach to prioritization uses a GIS database that contains information regarding compliant and non-compliant elements. This GIS information is then displayed along with locations of pedestrian incidents, feedback from the community or local jurisdiction, locations of government facilities, locations of public facilities and mass transit stops. Each of these elements were assigned a value and ranked for priority.

Schedule: Setting priorities for the implementation of upgrades is a requirement. Transition Plans should include a year by year schedule of upgrades. Many Departments will prioritize projects based on level of anticipated use rather than the degree of non-compliance. Curb ramps or intersections that may be near facilities for the disabled, are generally given priority for upgrade. However, oftentimes it is difficult for Departments to know themselves which intersections are most utilized by persons with disabilities.

KEY TO SUCCESS

Working closely with advocacy groups to set the schedule for implementation and prioritization can be extremely beneficial. These groups can help bring information from the public to the Departments so that money can be best spent on those areas that will serve to benefit the most people.

Funding: The funding for implementation of the Transition Plan can come from several sources, as discussed earlier in this report and in the FHWA guidance found at http://www.fhwa.dot.gov/civilrights/ada_qa.htm#q30. Lack of funding and staffing were cited as the most common roadblocks to completing the inventory and the Transition Plan. In Departments where dedicated funding and staffing is not in place, Transition Plans are generally not completed. In the longer term, this may lead to civil suits and expensive litigation for Departments. Establishing a well developed Transition Plan can be viewed as a capital planning tool and will allow for better Departmental control over the compliance process.

The funding of the upgrades found in the Transition Plan is also a consideration, since ADA compliance activities do not stop with the successful completion of the Transition Plan, or the update of a Transition Plan. The improvements therein must be funded and undertaken as well. Accessibility improvements are generally incorporated into existing improvement projects. In some cases Departments have provided special projects that specifically address pedestrian access requirements.

Lines of Responsibility: A management structure for the implementation of the Transition Plan is extremely important in order to fully complete all tasks that are associated with the Plan.

KEY TO SUCCESS

Beyond simply designating an ADA Coordinator, many Departments have a designated Transition Plan manger, as well. While the ADA Coordinator may be involved in public outreach and oversight of ADA compliance, the Transition Plan manager may be better equipped to handle the technical aspects related to the self-evaluation activities and Transition Plan updates.

SAMPLE TRANSITION PLAN OUTLINE

Among the states that have not yet completed a Transition Plan, staff members asked if a generic Transition Plan format is available. In many regions, FHWA provides a sample plan to help Departments facilitate the process. Although there are mandates for content, there are no requirements for format of the Transition Plan.

KEY TO SUCCESS

Length and level of detail of Transition Plans varies greatly among the states. For example, one state provides a succinct one and a half page of narrative on rights-of-way and the prioritization criteria, incorporating the inventory by reference. Other states have a Transition Plan that provides pages and pages of actual inventory with priorities and proposals for each individual site. At the outset of the process, a Department should make a determination as to what level of detail will be included in the Plan and the content that will be the most beneficial to them in implementing ADA

The following is a sample of one possible outline for Transition Plans.

SECTION	contents
I SELF-EVALUATION :	A list of physical barriers in the department's facilities that limit accessibility of individuals with disabilities. This may take the form of an Excel spreadsheet or GIS files incorporated by reference, or can be worked into a narrative list to be embedded in the text of the Transition Plan.
II CORRECTION PROGRAM:	A detailed description of the methods to remove these barriers and make the facilities accessible.
III IMPLEMENTATION SCHEDULE:	A schedule for taking the necessary steps.
IV PROGRAM RESPONSIBIL ITY:	The name of the official responsible for implementation. This should include the name of the department ADA coordinator, as well as a transition plan team (if there is one), or the regional coordinators, if the inventory and transition plans area is divided by region or district.
V CURB RAMP CORRECTION PROGRAM:	A schedule for providing curb ramps.
VI PUBLIC INVOLVEMENT RECORD:	Record of the opportunity given to the disability community and other interested parties to participate in the development of the Plan.
ATTACHMENTS	

PUBLIC INVOLVEMENT

The Department is required to provide an opportunity for people outside of the agency, people with disabilities, and other interested individuals and organizations to review and comment on the Transition Plan. This section presents some of the approaches agencies have used to provide this opportunity.

The Dissemination of Information: Although all Departments now have websites, very few have the Transition Plan available for public review. This represents a missed opportunity as an avenue for information dissemination. In addition to providing information for the public at large, the targeted distribution of information should also be undertaken. Advisory groups that may have worked with the Department during the development of the Plan and the prioritization of the upgrades would receive the information. Advocacy groups that work with the disabled community, as well as any individuals with disabilities that may have participated in Plan development in some way (ex. through grievance filings, through hotlines or through previous public meetings), would also be interested in reviewing the plan.

KEY TO SUCCESS

Seeking the involvement of Advocacy groups and the disabled public early in the process can lead to better success in dealing with non-compliance areas. This early coordination can provide valuable information to the Department from people who most use the pedestrian facilities and provides and opportunity for the concerns that are most important to the advocacy groups and the public to be addressed more effectively. These groups know best where problem areas are and their input can provide valuable insight to Departments that are trying to set priorities for upgrades.

COORDINATION WITH OTHER AGENCIES

Coordination among transit agencies can be a helpful step in creating a Transition Plan that is concise and effective in addressing upgrades.

Public Transit: There are many states where Departments are not only responsible for pedestrian access along public rights-of-way but also for pedestrian access to other transit facilities. Departments of Transportation also frequently have responsibility for public transit such as responsibility for airports, ferry systems, light rail systems and bus terminals. Each of these presents unique compliance issues. All facilities need to be included in the Department's Transition Plan.

KEY TO SUCCESS

Creation of a regional working group for ADA compliance issues was cited by several states in the east as being a helpful practice in completing tasks related to the Transition Plan. These interstate groups are made up of an ADA coordinator as well as other members of Departments and FHWA. The meetings provide a forum for exchange of ideas and any Best Management practices. The groups exchange ideas in their approach to developing inventories and updating Transition Plans. Regional grouping also enables common challenges among the states to be more effectively addressed. Densely urbanized areas in the Northeast, with miles of urban sidewalks interspersed with public transit have different pedestrian issues than newer cities in the Southwest. For example, Washington State deals with an entirely different pedestrian issue in managing the nations' largest ferry system. Creating regional work groups can facilitate discussion of common regional problems.

Adjacent Jurisdictions: Where facilities owned and operated by the Department abut facilities owned by others, such as a municipality, responsibility for ADA compliance should be coordinated. For example group meetings with ADA coordinators throughout the state have been cited by some states as valuable in avoiding conflict among adjacent jurisdictions. In one phone interview with a Department ADA Coordinator, the coordinator explained that one of his priorities for the upcoming year was to create a master list for the state of all ADA Coordinators at the municipal and state level to facilitate statewide interagency coordination. Taking this one step further, many Departments in the northeast participate in a civil rights working group among the states. This group addresses Title II compliance as one of its tasks

IV CONCLUSION

The purpose of this document is to ensure that good ideas, helpful information, and successful practices concerning the development and updating of Program Access Plans or Transition Plans are recognized, recorded, and shared among Departments of Transportation.

The ideal conclusion to this process is the elimination of the barriers and the acceptance of the requirements of the ADA as an everyday reality in all future work going forward. Due to the magnitude of the task and the other priorities that a Department faces, the ideal scenario has not universally played out. Although the majority of Departments contacted had some form of inventory or Transition Plan completed, many of the Departments reported that they were either just beginning the process or didn't have firm plans for preparing a Transition Plan.

By highlighting some of the issues and the methods used to address issues that the Departments face when developing and updating their ADA Transition Plans it is desired that going forward all Departments can make significant progress towards improving access to the facilities they manage. This document presents ideal scenarios and some of the best practices of Departments across the country. It is recognized that each Department or responsible agency will have to tailor an approach to developing, updating and implementing a Transition Plan based upon their own needs and available resources and that the level of detail and content of the Plan will vary and be presented in a format that will be the most beneficial to them in implementing ADA.

V FURTHER REFERENCE

There are many guidance documents available on the internet with helpful information to assist in completing and updating ADA Transition Plans. Some of those more frequently cited by Departments include the following:

- FEDERAL HIGHWAY ADMINISTRATION OFFICE OF CIVIL RIGHTS *QUESTIONS AND ANSWERS ABOUT ADA AND SECTION 504,* January 2008. Available, [retrieved December 2008] http://www.fhwa.dot.gov/civilrights/ada_qa.htm
- U.S. DEPARTMENT OF JUSTICE *ADA BEST PRACTICES TOOLKIT FOR STATE AND LOCAL GOVERNMENTS* June 2008. Available, [retrieved December 2008] http://www.ada.gov/pcatoolkit/toolkitmain.htm .
- UNITED STATE DEPARTMENT OF JUSTICE, *THE AMERICANS WITH DISABILITIES ACT, TITLE II TECHNICAL ASSISTANCE MANUAL, COVERING STATE AND LOCAL GOVERNMENT PROGRAMS AND SERVICES,* November 1993. Available, [retreived December 2008] http://www.ada.gov/taman2.html

- PUBLIC RIGHTS-OF-WAY ACCESS ADVISORY COMMITTEE and ITE Publication Special Report: *ACCESSIBLE PUBLIC RIGHTS-OF-WAY, PLANNING AND DESIGNING FOR ALTERNATIONS*. Available, [retreived December 2008] http://access-board.gov/prowac/alterations/guide.htm
- US ACCESS BOARD, *REVISED GUIDELINES FOR ACCESSIBLE PUBLIC RIGHTS-OF-WAY.* November 2005. Available, [retreived December 2008] http://www.access-board.gov/PROWAC/draft.htm
- FHWA *DESIGNING SIDEWALKS AND TRAILS FOR ACCESS PART 2.* Available, [retreived December 2008] http://www.fhwa.dot.gov/environment/sidewalk2 .
- KRW INCORPORATED, *ADA TRANSPORTATION ACCESSIBILITY REFERENCE GUIDE*, Project Action, National Easter Seal Society, and U.S. Architectural and Transportation Barriers Compliance Board, March 1993.

Many Departments cited recent training from FHWA as being helpful in understanding the issues surrounding ADA Transition Plan compliance. The FHWA training documents are often used as reference documents during the updating of a Transition Plan.

Statutes and Regulations: The Department's Title II regulations for state and local governments are found at Title 28, Code of Federal Regulations, Part 35 (abbreviated as 28 CFR pt. 35. The ADA Standards for Accessible Design are located in Appendix A of Title 28, Code of Federal Regulations, Part 36 (abbreviated as 28 CFR pt. 36 app. A). Those regulations, the statute, and many helpful technical assistance documents are located on the ADA internet Home Page at http://www.ada.gov and on the ADA technical assistance CD-ROM available without cost from the toll-free ADA Information Line at 1-800-514-0301 (voice) and 1-800-514-0383 (TTY).

VI ATTACHMENTS

LIST OF ADA CONTACTS BY STATE

State	ADA Coordinator	Contact (if different than ADA coordinator)
Alabama	Byron Browning Assistant ADA Coordinator Alabama Department of Transportation 1409 Coliseum Boulevard Montgomery, AL 36110 334-242-6942 browningb@dot.state.al.us	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Alaska	Jon Dunham Civil Rights Office Manager 2200 East 42nd Avenue PO Box 196900 Anchorage AK 99519-6900 907-269-0851 jon_dunham@dot.state.ak.us	
Arizona	Edward Edison Civil Rights Administrator Arizona Department of Transportation 1135 N 22nd Ave, 2nd Floor Phoenix, AZ 85009 602-712-7761 eedison@dot.state.az.us	
Arkansas	James Moore Internal EEO Coordinator Arkansas State Highway & Transportation Department 10324 Interstate 30 Little Rock, Arkansas 72209 501-569-2299 james.moore@arkansashighways.com	
California	Alex Morales III ADA/504 Coordinator California Department of Transportation Civil Rights Program 1823 14th Street MS 79 Sacramento CA 95814 916-324-8764 alex_morales@dot.ca.gov .	Jerry Champa is the lead for the Transition Plan effort California Department of Transportation Civil Rights Program 1823 14th Street MS 79 Sacramento CA 95814 916-324-8764 jerry_champa@dot.ca.gov]

State	ADA Coordinator	Contact (if different than ADA coordinator)
Colorado	Benjamin Cordova ADA Coordinator Colorado Department of Transportation Center for Equal Opportunity 4201 East Arkansas Avenue, Room 200 Denver, Colorado 80222 303-757-9594 benjamin.cordova@dot.state.co.us	
Connecticut	John F. Carey Transportation Division Chief Connecticut Department of Transportation 2800 Berlin Turnpike P.O. Box 317546 Newington, CT 06131-7546 860-594-2710 john.f.carey@po.state.ct.us	
Delaware		Linda M. Osiecki, M.E., P.E. Program Manager, Quality Section Delaware Department of Transportation 800 Bay Road P.O. Box 778 Dover, DE 19903 302-760-2342 linda.osiecki@state.de.us
District of Columbia	Brett Rouiller ADA/504 Coordinator District of Columbia Department of Transportation 2000 14th Street, NW 5th Floor Washington, DC 20009 202-497- 4722 brett.rouillier@dc.gov	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Florida	Dean Perkins ADA Coordinator Florida Department of Transportation Haydon Burns Building 605 Suwannee Street Tallahassee, Florida 32399-0450 850-414-4359 dean.perkins@dot.state.fl.us	
Georgia	Ulander Gervais Title VI/Environmental Justice Specialist Georgia Department of Transportation Office of Equal Opportunity 2 Capitol Square Atlanta, Georgia 30334 404-463-6928 ulander.gervais@dot.state.ga.us	
Hawaii	Benjamin Gorospe ADA Coordinator Hawaii Department of Transportation Office of Civil Rights 869 Punchbowl Street #112 Honolulu, Hawaii 96813 808-587-7584 benjamingGorospe@hawaii.gov	
Idaho	Karen Sparkman Director, Civil Rights Section Idaho Transportation Department P. O. Box 7129 Boise, ID 83707-1129 208-334-8852 karen.sparkman@itd.idaho.gov	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Illinois	David Dailey ADA Specialist Bureau of Civil Rights 2300 South Dirksen Parkway, Room 317 Springfield, IL 62764 217-557-5900 david.dailey@illinois.gov	
Indiana	Christine D. Cde Baca Title VI/ADA Administrator 100 North Senate, Room N750 Indianapolis, IN 46204 317-234-6142 ccdebaca@indot.in.gov	
Iowa	Roger E. Bierbaum Director, Office of Contracts Highway Division Iowa Department of Transportation 800 Lincoln Way Ames, IA 50010 515-239-1414 roger.bierbaum@dot.iowa.gov	
Kansas	Mike Smith Internal Civil Rights/ADA Coordinator Kansas Department of Transportation Eisenhower State Office Building 700 SW Harrison Topeka, Kansas 66603 785-296-2279 eeooffice@ksdot.org	
Kentucky	Kathy Marshall Office of Human Resources Kentucky Transportation Cabinet 200 Mero Street Frankfort, KY 40601 502-564-4610 KathyN.Marshall@ky.gov	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Louisiana	Candy Cardwell Human Resources Analyst Human Resources Section Louisiana Department of Transportation and Development P.O. Box 94245 Baton Rouge, LA 70804-9245 225-379-1241 candycardwell@dotd.louisiana.gov	
Maine	GiGi Ottmann-Deeves Maine Department of Transportation 16 State House Station Augusta, ME 04333 207-624-3036 gigi.ottmann-deeves@maine.gov	
Maryland	Linda I. Singer ADA Title II Coordinator, Legislative Manager Office of Policy and Research Maryland State Highway Administration 707 North Calvert Street Baltimore MD 21202 410-545-0362 lsinger@sha.state.md.us	
Massachusetts	David Phaneuf ADA Coordinator Massachusetts Highway Department State Transportation Building 10 Park Plaza, Room 3170 Boston, MA 02116 617-973-7722 david.phaneuf@state.ma.us	Angela Rootekoff Office of Civil Rights State Transportation Building 10 Park Plaza, Room 3170 Boston, MA 02116 617-973-7025 angela.rootekoff@state.ma.us
Michigan	Tony Kratofil Bay Region Engineer 55 E. Morley Dr. Saginaw, MI 48601 989-754-0878 kratofil@michigan.gov	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Minnesota	Bruce Latu Minnesota Department of Transportation 395 John Ireland Boulevard St. Paul, MN 55155-1899 651-291-1016 bruce.latu@state.mn.us	
Mississippi	Carolyn Bell Civil Rights Manager Mississippi Department of Transportation 401 North West Street Jackson, MS 39201 601-359-7466 cbell@mdot.state.ms.us	
Missouri	Lester Woods External Civil Rights Administrator Missouri Department of Transportation 1617 Missouri Boulevard Jefferson City, MO 65109 573-751-2859 lester.woodsJr@modot.mo.gov	Stefan Denson Missouri Department of Transportation 1617 Missouri Boulevard Jefferson City, MO 65109 573-751-1355 stefan.denson@modot.mo.gov
Montana	Alice Flesch, Program Manager Montana Department of Transportation 2701 Prospect Avenue PO Box 201001 Helena, MT 59620-1001 406-444-9229 aflesch@mt.gov	
Nebraska	Jim Knott Director, Roadway Design Division Nebraska Department of Roads Roadway Design 1500 Highway 2 PO Box 94759 Lincoln, NE 68509-4759 402-479-4601 jknott@dor.state.ne.us	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Nevada	Dennis Coyle ADA/504 Coordinator Nevada Department of Transportation 1263 South Stewart Street Carson City, NV 89712 775-888-7598 dcoyle@dot.state.nv.us	
New Hampshire	David Chandler New Hampshire Department of Transportation 7 Hazen Drive P.O. Box 483 Concord, NH 03302-0483 603-271-2467 dchandler@dot.state.nh.us	
New Jersey	Chrystal Section-Williams Title VI Analyst Division of Civil Rights & Affirmative Action New Jersey Department of Transportation 1035 Parkway Avenue Trenton, NJ 08618 609-530-2939 chrystal.section-williams@dot.state.nj.us	Paul Thomas ADA Transition Plan Manager New Jersey Department of Transportation 1035 Parkway Avenue Trenton, NJ 08618 paul.thomas@dot.state.nj.us
New Mexico	Jose Ortiz ADA Coordinator New Mexico State Transportation Department Aspen Plaza1596 Pacheco Street Santa Fe, NM 87505 505-827-1648 jose.ortiz@state.nm.us	

State	ADA Coordinator	Contact (if different than ADA coordinator)
New York	David Perez Compliance Specialist II New York State Department of Transportation Office of Audits and Risk Management Services Civil Rights Bureau, Pod 62 50 Wolf Road Albany, New York 12232 dperez@dot.state.ny.us	
North Carolina	Walt Thompson Director, Productivity Services North Carolina Department of Transportation 1517 Mail Service Center Raleigh, NC 27699-1517 919-733-2083 wthompson@dot.state.nc.us	
North Dakota	Mark S. Gaydos, P.E. North Dakota Department of Transportation Design Division 608 East Boulevard Avenue Bismarck, ND 58505-0700 701-328-4417 mgaydos@nd.gov	Roger Weigel North Dakota Department of Transportation Design Division 608 East Boulevard Avenue Bismarck, ND 58505-0700 701-328-4403 rweigel@nd.gov
Ohio	Kimberly Watson EEO Program Administrator Office of Chief Legal Counsel Civil Rights Unit Ohio Department of Transportation Central Office 1980 West Broad Street Columbus, OH 43223 614-728-9245 kim.watson@dot.state.oh.us	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Oklahoma	Glenn Brooks Title VI Coordinator Oklahoma Department of Transportation 200 N. E. 21st Street, Room 1-B4 Oklahoma City, OK 73105 405-521-4139 gbrooks@fd9ns01.okladot.state.ok.us.	
Oregon	Martha Smith EEO/Affirmative Action/ADA Coordinator Oregon Department of Transportation Office of Civil Rights/Human Resources 104 Transportation Building 355 Capitol Street NE Salem, OR 97301 503-373-7093 martha.smith@odot.state.or.us	
Pennsylvania	Chris Drda Chief, Consultant Agreement Section Bureau of Design Pennsylvania Department of Transportation 400 North Street Keystone Building, 7th Floor Harrisburg, PA 17120 717-783-9309 cdrda@state.pa.us	
Puerto Rico	Ana Olivencia aolivencia@act.dtop.gov.pt	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Rhode Island	Michael Penn Senior Civil Engineer Rhode Island Department of Transportation Two Capitol Hill Providence, RI 02903 401-222-2023 x4050 mpenn@dot.ri.gov	
South Carolina	Natalie Moore ADA Coordinator South Carolina Department of Transportation 955 Park Street Columbia, SC 29201 803-737-1347 adacoordinator@scdot.org	
South Dakota	June Hansen Civil Rights Compliance Officer South Dakota Department of Transportation 700 East Broadway Avenue Pierre, SD 57501 605-773-3540 june.hansen@state.sd.us	
Tennessee	Margaret Mahler ADA Coordinator Tennessee Department of Transportation Suite 400 – James K. Polk Building 505 Deaderick Street Nashville, TN 37243 615-741-4984 margaret.z.mahler@state.tn.us	
Texas	Jesse W. Ball Jr. Civil Rights Director Texas Department of Transportation Office of Civil Rights 125 East 11th Street Austin, TX 78701-2483 512-475-3117 jball@dot.state.tx.us	

State	ADA Coordinator	Contact (if different than ADA coordinator)
Utah	Warren Grames Risk Manager Utah Department of Transportation 4501 South 2700 West 4th Floor Salt Lake City, UT 84114-8430 801-965-4272 wgrames@utah.gov	Ming Jiang Pedestrian Safety Engineer Utah Department of Transportation 4501 South 2700 West 4th Floor Salt Lake City, UT 84114-8430 801-965-4427 mjiang@utah.gov
Vermont	Lori Valburn Director of Civil Rights Programs Vermont Agency of Transportation National Life Building - Drawer 33 Montpelier, VT 05633 802-828-5561 lori.valburn@state.vt.us	
Virginia	Alexis Thornton-Crump SPHR, Certified Mediator Assistant Division Administrator Civil Rights Division Virginia Department of Transportation 1401 East Broad Street, Richmond, VA 23219 804-786-4414 alexis.crump@vdot.virginia.gov	Freddie Jones Virginia Department of Transportation 1401 East Broad Street, Richmond, VA 23219 804-786-4552 freddie.jones@vdot.virginia.gov
Washington	Kathryn LePome ADA Coordinator Washington State Department of Transportation Office of Equal Opportunity P.O. Box 47314 Olympia, WA 98504 360-705-7097 lepomek@wsdot.wa.gov	

State	ADA Coordinator	Contact (if different than ADA coordinator)
West Virginia	Ray Lewis, P.E. Traffic Research and Special Projects Engineer West Virginia Division of Highways Traffic Engineering Division1900 Kanawha Boulevard East, Building Five Charleston, WV 25305 304-558-3063 rlewis@dot.state.wv.us	
Wisconsin	Title VI Coordinator Civil Rights and Compliance Section Bureau of Equity and Environmental Services Wisconsin Department of Transportation 4802 Sheboygan Avenue, Room 451 Madison, WI 53705 608-266-0208 vincent.fisher@dot.state.wi.us	Michele Carter and Ronald Ulvog Facilities Maintenance Personnel 4802 Sheboygan Avenue, Room 451 Madison, WI 53705 608-266-0208 608-266-5359 michele.carter@dot.state.wi.us ronald.ulvog@dot.dtate.wi.us
Wyoming	Lonny Pfau Human Resources Manager Wyoming Department of Transportation 5300 Bishop Boulevard Cheyenne, WY 82009 307-777-4103 lonny.pfau@dot.state.wy.us	Kent Lambert Wyoming Department of Transportation 5300 Bishop Boulevard Cheyenne, WY 82009 kent.lambert@dot.state.wy.us

QUESTIONNAIRE FOR DEPARTMENTS OF TRANSPORTATION **DEVELOPMENT OF A BEST PRACTICES GUIDE TO UPDATE ADA TRANSITION PLANS** **NCHRP PROJECT NUMBER 20-7 (232)**	
The Americans with Disabilities Act (ADA) and other federal statutes place responsibility on state departments of transportation to meet accessibility requirements for pedestrians. These requirements include a self-evaluation study to see where the agency's facilities stand with regard to accessibility and a transition plan to provide the needed accessibility improvements. An interview process with state departments of transportation is being carried out as part of a study called "Development of a Best Practices Guide to Update ADA Transition Plans". The study is being sponsored by the National Cooperative Highway Research Program; Jacobs Edwards and Kelcey is under contract to conduct interviews and prepare a report. The overall goal of the study is to ensure that good information, good ideas, and good practices concerning transition plans for pedestrian accessibility programs are recognized, recorded, and shared. There are three parts to the questionnaire: (1) the determination of some background information, (2) a discussion of self-evaluation studies that are used to define needed accessibility improvements, and (3) a discussion of transition plans that are used to carry out the improvements needed to bring facilities in line with accessibility standards.	
Agency	
Contact Person	
Title	
Telephone Number	
E-Mail Address	
Date of Discussion	
What are your responsibilities?	
ADA Coordinator?	
Title II Coordinator?	
Section 504 Coordinator?	

Self-Evaluation Plan Manager?	
ADA Transition Plan Manager?	
Other?	
I BACKGROUND	
Agencies vary greatly in their responsibilities and their structure and in the nature of the facilities that they manage. This section is intended to provide some context to help understand agency planning for accessibility.	
1. Agency Responsibilities	
The goal of this section is to determine the range of resources that the agency is responsible for. This range can vary widely between agencies. This study concerns itself only with highway rights-of-ways but the overall context of the agency's responsibilities needs to be understood.	
What types of resources is your agency responsible for?	
Highways?	
Rest Areas?	
Welcome Areas?	
Scenic Overlooks?	
Recreation Areas?	
Office Buildings?	
Maintenance Facilities?	
Bus Transit Systems?	
Bus Stops?	
Van Transit Systems?	
Rail Transit systems	
Public Safety Facilities?	

Railways?	
Ferries?	
Airports?	
Ports and Harbors?	
Pipelines?	
Waterways?	
Anything else?	
2. The ADA Compliance Role Within the Agency	
Transportation Agencies vary widely in how they integrate the ADA compliance responsibility into their organization. The goal of this section is to understand how the agency assigns the responsibility for ADA compliance.	
Where does the ADA Coordinator role fall within your Agency?	
Office of the Commissioner?	
Civil Rights Office?	
Legal Department?	
Public Affairs Department?	
Pubic Involvement Department?	
Programs Department?	
Planning Department?	
Design Department?	
Right-of-way Department?	
Maintenance Department?	
Other?	

3. Document Development	
Agencies vary in their progress on formal document development. The goal of this section is to determine where the agency stands in this process.	
Does your agency have a joint self-evaluation and transition plan?	
Where can it be seen?	
Is it updated periodically?	
Does you agency have a separate self-evaluation plan?	
Does you agency have a separate transition plan?	
Are either of these documents in progress?	
4. Compliance Complaints and Suits	
The demand for pedestrian accessibility varies based on the nature of the area served. The goal of this section to understand the nature of the demand for pedestrian accessibility improvements.	
Do you receive complaints about pedestrian accessibility?	
How many?	
What are the usual subjects of complaints?	
Have you been sued?	
Have you entered into any settlements?	
Is there an activist community or organization that focuses on this subject?	

II SELF-EVALUATION PLAN	
The State Department of Transportation is required to conduct a self-evaluation of its facilities to determine if these facilities are accessible to persons with disabilities. This can be a massive undertaking. This section is a discussion about how agencies have undertaken or are planning to undertake this assignment.	
1. Inventory of Facilities	
The goal of this section is to determine the approach the agency has taken to perform inventory work.	
What is the magnitude of the inventory challenge?	
Roadway miles?	
Person hours?	
Crew hours?	
Months of duration?	
What is your initial information base?	
Aerial Photography Library?	
Map Library?	
Drawings?	
Field Survey?	
Computer Database?	
What is your approach to doing inventory work?	
Windshield survey?	
On ground survey?	
Photo studies?	
What is the extent of inventory work?	
All pedestrian facilities?	

Only pedestrian facilities deemed of concern by the agency?	
Only pedestrian facilities in key areas?	
Only pedestrian facilities that support a public service function?	
Only pedestrian facilities where complaints have been received or concerns have been raised?	
Other selection criteria?	
What inventory tools have you found useful?	
GPS?	
Photography?	
GIS Mapping?	
Computer Database?	
2. Identification of Deficiencies	
The goal of this section is to discuss what facilities the agency is typically dealing with and what some of the common deficiencies are.	
What types of facilities are you dealing with?	
Sidewalks?	
Curb Ramps?	
Curb Cuts?	
Driveway Crossings?	
Crosswalks?	
Ramps?	
Medians?	
Bus Stops?	

Bike Paths?	
Other?	
What types of deficiency issues are you finding?	
Clear Width and Other Dimensions? (Narrow, Below Guidelines)	
Grade? (Steepness, Angle Points)	
Cross Slope? (Steepness, Irregularity, Variability)	
Materials and Finishes? (Deterioration, Inappropriateness)	
Discontinuities? (Missing Sections, Gaps, Drops)	
Obstructions? (Signs, Lights, Mail Boxes, Fire Hydrants, Newspaper Boxes, Drainage Structures, Standing Water)	
Detectable Warning Systems? (Missing, Inappropriate Materials, Inadequate Size, Wrong Location)	
Traffic Signal Systems? (Inadequate Time Allowed, Inaccessible Buttons, Inoperable Buttons, Lack of Visually Impaired Provisions)	
Lighting? (Missing, Not Operating, Inadequate Levels)	
Maintenance and Services? (Snow Removal, Debris Clean Up, Trash Cans, Recyclable Material Bins)	
Access Through Work Zones?	
Other?	

3. Validation of Selections	
The agency is required to provide an opportunity for people with disabilities and other interested individuals and organizations to review and comment on the self-evaluation of facilities. The goal of this section is to determine the approaches used to provide this opportunity.	
Is there an Advisory Group?	
How do they function?	
Periodic meetings?	
Field visits?	
Other?	
Is there input from activists or organizations?	
Is there input from other agencies?	
Is there input from elected officials?	
Is there a Community Outreach Effort?	
Are there local public meetings about inventory results?	
Are these independent meetings or piggybacked on other community meetings?	
What means of disseminating information are being used?	
Awareness days?	
Newsletters?	
Website?	
Public Access to Databases?	
What means of receiving input are there?	
Comment forms at meetings?	
Hotline?	

Published e-mail address?	
Published mail in address?	
Transcriptions of meetings?	
Staff memoranda concerning meeting comments?	
Are provisions made to accommodate the hearing impaired and the visually impaired?	
Is there a list of interested parties maintained?	
Other thoughts?	
4. Establishment of a Baseline	
There is a need to create a baseline of information to identify needs and have the ability to document progress. The goal of this section is to investigate how the agency accomplishes this.	
Is the self-evaluation study added on to some existing database?	
What is the nature of that database?	
Is the self-evaluation study a stand alone database?	
Is a GIS database used?	
Is a spread sheet approach used?	
What are the sorting categories?	

III TRANSITION PLAN	
The agency must prepare a Transition Plan that identifies deficiencies, develops a method to make facilities accessible, provides a schedule for making the required access modifications, and designates a public official responsible for the Transition Plan. This section is a discussion about how agencies have undertaken or are planning to undertake this assignment.	
1. Designs and Cost Estimates for Improvements	
The improvements needed to correct deficiencies have to be defined through a design and cost estimating process. The goal of this section is to discuss the agency approach to doing this.	
What design standards do you use?	
ADA Accessibility Guidelines?	
Uniform Federal Accessibility Standards?	
Your own standards?	
Have your standards been reviewed with regard to accessibility issues?	
Do you have in house design capability with regard to accessibility issues?	
Are design consultants needed?	
What cost estimating resources do you rely on for accessibility improvements?	
What escalation factors are you applying to accessibility improvements?	
2. Prioritization of Improvements	
A priority ranking for approaching the defined improvements has to be worked out so that an effective schedule can be established. The goal of this section is to discuss the methods used to rank the improvements in order of priority.	
What is the approach to prioritizing improvements?	

Population density in the area?	
Significant disabled population within the area?	
Proximity to key locations?	
Government offices?	
Schools?	
Hospitals?	
Places of employment?	
Shopping areas?	
The severity of the deficiency?	
Is a review of complaints a factor?	
Is public demand a factor?	
What are the sources of public demand?	
Is compatibility with the available budget a factor?	
How are the available budget and the improvement needs matched?	
3. Management Approach to Implementation	
The goal of this section is to explore how the agency manages the development of the transition plan and carrying out the improvements. The development of the plan may be a one time rather intense effort but the tracking of the implementation of the improvements will be a less intense long time assignment.	
Who is the public official responsible for the implementation of the Transition Plan?	
Who Is the ADA Transition Plan Manager?	
Is there an internal committee that provides input into the Transition Plan process?	
Has any staff been assigned to the	

Transition Plan Process?	
How many?	
In what capacity?	
In what department does the responsibility for the Transition Plan reside?	
What training courses about accessibility has the staff gone through?	
What reference works about accessibility do you find useful?	
Who has responsibility for transition plan updates?	
Have any consultants been contracted relative to Transition Plan work?	
4. Funding Mechanisms	
There is no specific funding mechanism related to the improvement of accessibility deficiencies. Funding might come from many different sources. The goal of this section is to explore the funding experience of the agency.	
Have accessibility improvements been incorporation into existing programmed projects?	
Has any cost differential been recognized?	
Have accessibility improvement been incorporated into any existing maintenance programs?	
Has any cost differential been recognized?	
Have stand alone accessibility improvements projects been processed through the Transportation Improvements Program?	
Have you had any instances where an accessibility improvement was found to be “unduly burdensome”?	

What sources have resulted in some funding for accessibility improvement programs?	
National Highway System Program?	
Surface Transportation Program?	
Highway Safety Improvements Program?	
Railway–Highway Crossing Program?	
Transportation Enhancements Activities Program?	
Congestion Mitigation/Air Quality Program?	
Recreational Trails Program?	
State and Community Traffic Safety Program?	
Safe Routes to School Program?	
Other Programs?	
Have accessibility improvements been included in developer impact fees?	
5. Scheduling and Budgeting	
Schedules and budgets are the tools of implementation. The goal of this section is to determine how the agency is scheduling and budgeting for accessibility improvements.	
Is there an overall completion target date?	
Are there milestone dates?	
Is there a separate Curb Ramp Installation Schedule?	
Is there a budget line item for accessibility improvements programs?	

6. Coordination with Other Agencies	
Other agencies have authority over pedestrian facilities and have an interest in accessibility. The goal of this section is to explore the exchange of information and the handling of interfaces with other agencies.	
Are there local government pedestrian master plans that are used as input and guidance?	
Are there local government transition plans fro accessibility improvements that are used as input and guidance?	
How is the interface between agency sidewalks and local sidewalks handled?	
Who has authority over bus stops?	
How is the interface between sidewalks and bus stops handled?	
What other agencies – transit authorities, airport authorities, turnpike authorities – have jurisdiction over pedestrian facilities?	
Do you receive input from any social service agencies?	
7. Promulgation and Feedback	
The goal of this section is to _____	
8. Updating of Database	
The goal of this section is to _____	