Office of ADA Coordination Business Plan

Fiscal Years: 2010 and 2011

(10/1/09 through 9/30/11)

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BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

The mission of the Office of ADA Coordination is to bring Miami-Dade County government into compliance with the ADA and related disability laws, to heighten awareness of disability issues within the County government and the community, and to help people with disabilities reach their full potential.

As part of the Enabling Strategies strategic areas, the Office of ADA Coordination helps County departments understand the importance of the Act as a federal civil rights law, their obligations under the Act, the options for meeting those obligations, and how different options will impact people with disabilities.

The Office of ADA Coordination provides training and technical assistance on the ADA, related laws, and disability etiquette/awareness and advises all County departments, municipalities, the Commission on Disability Issues (CODI) and the public. The Department provides specialized technical assistance and training to County departments and the community on ADA and all other applicable design access requirements to support their efforts to ensure accessible built environments. The Department sets priorities for and oversees barrier removal construction projects, with GSA carrying out the day-to-day construction management.

The Office of ADA Coordination provides staff support to CODI, maintains a network of County department ADA coordinators, and administers the Municipal Parking Fines Reimbursement Program and distributes that program's parking fines revenues to municipalities.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Eliminate barriers to care. (HH1)
2. Promote independent living through early intervention and support services. (HH4)
3. Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County. (HH5)
4. Provide efficient, consistent, and appropriate growth management, urban planning and transportation development services. (NU1)
5. Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan. (NU6)
6. Promote improved mobility of people and commerce to capitalize on South Florida's advantage. (TP3)

7. Increase participation in and awareness of programs, services and facilities. (RC3)
8. Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future. (PS1)
9. Strengthen the bond between the public safety departments and the community. (PS4)
10. Enable County departments and their service partners to deliver quality customer service. (ES1)
11. Enhance community access to reliable information regarding services and County government issues. (ES2)
12. Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange. (ES4)
13. Attract, develop and retain an effective, diverse and dedicated team of employees. (ES5)
14. Plan, construct and maintain well-designed County facilities in time to meet the needs of Miami-Dade County. (ES6)
15. Ensure that elections are open, barrier-free, convenient and accessible to all eligible voters. (ES10)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

1.1. Improved public transportation to health and human services facilities throughout Miami-Dade County. (HH1-2).

1.1.a. Serve as an advisor to Consumer Services and as a member of the Taxi Advisory Group to improve availability of Wheelchair Accessible Cabs to the disability community. FY 09-10

1.2. Increased access to full continuum of support services for people with disabilities. (HH4-2)

1.2a. Provide a forum for citizen input and concerns on disability issues: ongoing.

- Provide CODI opinions or comments to BCC and Administrative Staff: ongoing.
- Serve as a liaison between CODI, Board of County Commissioners and County Administrative staff; follow up on CODI's initiatives and requests: ongoing.
- Address citizen comments and complaints via CODI: ongoing.

1.3. Increased availability of affordable and special needs housing. (HH5-1)

1.3.a. Seek opportunities to partner with other County departments to create accessible housing units in workforce housing developments: FY 09-10 and FY 10-11

1.4. Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County (HH5-2)

1.4.a. Coordinate with County departments to promote programs that remove barriers from the homes of people with disabilities.

- Serve as consultant on disability-related issues to Community Action Agency and the Housing and Community Development Department to ensure success of Rehabilitation Housing Program: FY 09-10.

1.5. Improved community design. (NU1-3)

1.5.a. Explore Visitability to Increase Availability of Accessible Housing Stock

- Study Visitability, Determine its Applicability to the County and Implement Through Legislation and Incentives: FY 09-10 and FY 10-11.

1.6. Safe, comfortable and convenient pedestrian rights-of-way. (NU6-5)

1.6.a. Ensure access to bus stops and sidewalks for persons with disabilities.

- Partner with Public Works and Transit to ensure compliance with Nesbitt settlement: FY 09-10 and FY 10-11.
- Serve as consultant to Public Works on County-wide sidewalk transition plan: FY 09-10 and FY 10-11

1.7. Improved transportation connectivity for inter-County movements. (TP3-1)

1.7.a. Spearhead reform of State of Florida parking placard system.

- Evaluate potential legislative reforms, reach out to stakeholders, present to Dade Delegation, reach out to legislators, oversee legislative, enforcement and public education measures to completion: FY 09-10 and FY 10-11.
- Administer Municipal Parking Fines Program to Promote Aggressive Enforcement of Accessible Parking Laws and Get Funds Back to Communities for Programs for Persons with Disabilities: On-going.

1.8. Expanded awareness of and access to cultural, recreational and library programs and services. (RC3-1)

1.8.a. Improve the County's Special Events Permitting Process to Ensure Events that are Accessible to All.

- Revise Permitting Materials; Research Path of Travel Products; Develop and Implement Training for Parks Managers: FY 09-10

1.8.b. Training for County PIOs on Access Statement Requirements and "People First" Language and Concepts.

- Monitor County-Sponsored Event Notices; Prepare Training on County Procedure No. 579 and People-First Language; Spot-Check Notices for Improvement: FY 09-10

1.9. Expanded ability to shelter the public in response to large scale public emergency events. (PS1-6)

1.9.a. Serve as an advisor to OEM&HS on emergency management issues.

- Provide Input on Issues of Importance to the Disability Community and Provide Related Training as Needed: FY 09-10.

1.10. Increased involvement of individuals who want to give back to the community. (PS4-2)

1.10.a Make Freedom By Design Program Successful.

- Partner with University of Miami and Other Groups to Remove Barriers from Homes of Persons with Disabilities; Find Opportunities to Showcase the County in a Positive Light: On-going.

1.11. Clearly-defined performance expectations and standards (ES1-1)

1.11.a. Increase understanding of ADA Title II Program Access Requirements and Educate on Disability Issues.

- Customize ADA education and disability awareness education for individual County departments, municipalities, and other entities: On-going.

1.11.b Increase Awareness of Office's Resources and Services Through Fostering Partnerships with County Departments in Order to Enhance Access to County Facilities, Services and Programs.

- Create a Quarterly Intra-County Office of ADA Coordination E-Newsletter for ADA Coordinators: FY 09-10 and FY 10-11.

1.12. Easily accessible information regarding County services and programs. (ES2-1)

1.12.a. Increase understanding of ADA Title II Program Access Requirements and Educate on Disability Issues.

- Continue Publishing Quarterly County Office of ADA Coordination E-Newsletter for ADA Coordinators in the Municipalities: On-going.

1.13. User friendly e-government sharing information and providing expanded hours and services. (ES4-1)

1.13.a. Address Information Technology Access Issues regarding the County's Website and other Electronic Communications.

- Find County employees with disabilities to serve in an advisory capacity to identify Access Issues; Search for funding source for webcast/broadcast captioning; Get feedback from CODI members and advisory committee; Provide suggestions for web revisions to GIC: FY 09-10

1.14. Workforce that reflects the diversity of Miami-Dade County. (ES5-5)

1.14. a. Develop/implement employment initiative action plan.

- Develop Action Plan to Recruit and Hire People with Disabilities to Create a More Diverse Workforce Reflecting the Local Community with the Goal of Increasing Employment Opportunities in the County: On-going

1.15. Safe, convenient and accessible facilities planned and built ready to meet needs. (ES6-1)

1.15.a. Ensure that the County's programs are accessible by making the built environment accessible.

- Revise ADA Built Environment Program: create procedures, guidelines, and an accompanying training program for capital departments to ensure that the County's capital improvement process maximizes integrated design procedures that result in buildings and facilities that are fully accessible to people with disabilities; Procure Consultant to Develop Standardized Capital Project Procedures. FY 09-10 and FY 10-11.
- Set priorities for and oversee barrier removal construction projects: On-going.
- Serve as consultant to Capital Departments on barrier assessments of County facilities: Ongoing.

1.16. Opportunities for Every Registered Voter to Conveniently Cast a Vote. (ES10-2)

1.16.a. Elections Polling Place Access Project

- Partner with Elections and GSA to Facilitate Barrier Removal at Specific Locations.

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

1. Strengthened advocacy role as a civil rights-focused department. Making it clear that our functions are critical, valuable County-wide, and not redundant. (Applies across department.)

2. Board of County Commissioners passing of resolutions and ordinances. (Supports the following objective: Provide a forum for citizen input and concerns on disability issues; Parking Placard Reform; and Explore Visitability.)

3. Ability to Garner Support of Legislators to Enact Legislative Reform. (Supports the following objective: Parking Placard Reform and Explore Visitability.)

4. Ability to Procure Competent Consultant via RFP Process to Produce Satisfactory Deliverables. The RFP is being used by the Office of Sustainability to procure a qualified consultant to provide professional consultation services for the development of sustainability policies and procedures to be integrated into the County's capital improvement processes. The Office of ADA Coordination is piggybacking on the RFP to procure a consultant to also develop ADA compliance policies and procedures to be integrated into capital improvement processes. (Supports the following objective: Ensure that the County's programs are accessible by making the built environment accessible.)

5. Continued use of cost-effective assistance/resources such as Urban Fellows and interns. (Applies across department.)

INTERNAL SUCCESS FACTORS

1. Recruiting Urban Fellows and academic interns will require assistance from Human Resources. (Applies across department.)
2. The full implementation of the Phoenix Program will necessitate assistance from Human Resources and Fair Employment Practices. (Supports the following objective: Develop/implement employment initiative action plan.)

3. Raising our public profile and improving e-government opportunities for people with disabilities will necessitate assistance from GIC and ETSD. (Supports the following objective: Address Information Technology Access Issues Re. the County's Website and other Electronic Communications)
4. Involvement with legislative and public policy issues will necessitate assistance from Intergovernmental Affairs. (Supports the following objectives: Explore Visitability to Increase Availability of Accessible Housing Stock and Spearhead reform of State of Florida disabled parking placard system.)

SUSTAINABILITY

1. Reduce the purchase of new paper by 50 percent for FY 2009-2010. Measure performance by comparing quarterly paper usage for FY 2009-2010 with usage during the same periods in FY 2008-2009. (Applies across the department.)
2. Provide all applicable reference materials in electronic format via email (rather than paper) to attendees of departmental training programs. Measure performance by recording the percentage of training sessions during each quarter in FY 2009-2010 for which this goal was met. (Applies across the department.)
3. Each employee will turn off power strips to which computers and peripherals are plugged in each day except Thursdays. Measure performance by recording the number of days each employ does so and measuring the average percentage of compliance. (Applies across the department.)

3 to 5 YEAR OUTLOOK

Relevant activities, programs, or initiatives anticipated beyond FY10-11 required to achieve the Office of ADA Coordination's strategic goals and outcomes:

- Continue expanding advocacy role.

- Aggressively seek out opportunities to increase the availability of accessible housing for people with disabilities. These opportunities may include: partnering with GSA and other departments on projects that include housing on County-owned property; seeking similar partnerships with non-profits and private industry; and establishing a Florida specialty license plate that publicizes accessible housing with fees that go into an accessible housing fund (modeled after the existing affordable housing license plate.)

- Partner with the Office of Sustainability to educate County staff on universal design principles and ensure that universal design goals are tracked in departmental business plans and scorecards.

- Expand the Phoenix Program beyond the internship component into a program that identifies barriers to employment of persons with disabilities and ways to overcome those

barriers, provides reasonable supports necessary to promote employee success, and ensures that all facets of the County's employment programs include people with disabilities, from recruitment and placement to retention and career development.

- Nurture relationships with the ADA professionals of other counties and municipalities in order to maximize resources and share "best practices." Form a consortium of ADA offices modeled on the centers comprising the Disability and Business Technical Assistance Center (DBTAC), a national network of 10 regional ADA Centers that provide the most complete and experienced services for up-to-date information, referrals, resources, and training on the ADA to businesses, employers, government entities, and individuals with disabilities, as well as media and news reporters.

- Address important disability-related issues at the Federal and State levels, through legislation, enforcement, public education, and the formulation of public policy. State legislative initiatives will focus on parking reform and visitability.

The impact of potential changes in the business environment is linked to the economic downturn that is unlikely to abate for several more years. This may result in: a softening of enforcement of access-related regulations affecting businesses in order to stimulate the economy; defunding of programs for people with disabilities; hostility by the business community toward ADA obligations due to the continuing misperception that making facilities and services accessible is always expensive and burdensome.

Anticipated obstacles to major projects are linked to the lingering economic downturn. Capital budget funding may limit the number of barrier removal projects we can carry out and may limit the scope of selected projects. Operational budget funding may limit resources needed for staffing and funding for information technology and outreach.

Looming legislative changes or mandates include the anticipated adoption of new ADA Accessibility Guidelines. The regulations that affect the built environment will be more stringent in some regards and more flexible in others. Once adopted, these will clearly have a bearing on capital projects and barrier removal functions, and are likely to require us to play a role educating both internal and external customers, thus stepping up our need to provide technical assistance and training. The ADA Restoration Act went into effect on 1/1/09, but we are unlikely to see an impact on the County for several more years, until there has been more litigation on it and more interpretations of the Act by the courts. The most significant provision in the Act is that mitigating measures cannot be taken into account when determining if an employee or applicant is a qualified person with a disability.

Attachment 1

DEPARTMENTAL PROFILE

Department Description

The Office of ADA Coordination is primarily an internal service department that provides various services to County agencies.

1. Major Duties, Services and Programs Currently Provided
    a. Built Environment Access Issues Program Administrator.
    b. Training on the ADA, ADAAG, FBC CH. 11, UFAS, Fair Housing, Disability Awareness and Etiquette, and related statutes and regulations.
    c. Technical assistance on the items listed in 1 b, above.
    d. Partnerships with other County Departments and outside organizations on initiatives and programs that affect people with disabilities.
    e. Review of other County departments' Barrier Assessments.
    f. Review of Capital Department Barrier Removal Plans.
    g. Review of other County departments' policies, procedures, and programs that affect people with disabilities.
    h. Prioritization and oversight of facilities barrier removal funded with ADA's GOB funds allotment.
    i. Oversight of Responses to ADA Grievances filed against the County.
    j. Administration of Municipal Parking Fines Reimbursement Program.
    k. Administrative support to Commission on Disability Issues (CODI).
    l. Provide appropriate information and referrals to constituents on disability issues.
2. Brief History of Significant Events
    a. Construction management function transferred to GSA.
    b. Increased Participation of Municipalities in Parking Fines Reimbursement Program.
    c. Focus on outreach initiatives and higher profile in the community
    d. Reclassification of Assistant to the Director position into ADA Project Administrator position and the filling of that position.
    e. Elimination of Construction Manager 1 position.
    f. Elimination of Plans Review and Special Events Site Plans Review functions.
    g. Development of New Built Environment Program.
    h. Lack of any administrative or clerical support.
3. Current Innovative Programs and Initiatives
    a. Serve as an advisor to Consumer Services and as a member of the Taxi Advisory Group to improve availability of Wheelchair Accessible Cabs to the disability community.
    b. Provide administrative support to CODI.
    c. Seek opportunities to partner with other County departments to create accessible housing developments in workforce housing projects.

d. Serve as consultant on disability-related issues to Community Action Agency and the Office of Community and Economic Development to ensure success of Rehabilitation Housing Program.
e. Study Visitability, Determine its Applicability to the County and Implement Through Legislation and Incentives.
f. Spearhead reform of State of Florida disabled parking placard system.
g. Improve the County's Special Events Permitting Process to Ensure Events that are Accessible to All.
h. Training for County PIOs on Access Statement Requirements and "People First" Language and Concepts.
i. Serve as an advisor to OEM&HS on emergency management issues.
j. Partner with University of Miami and Other Groups to Remove Barriers from Homes of Persons with Disabilities; Find Opportunities to Showcase the County in a Positive Light.
k. Customize ADA education and disability awareness education for individual County departments, municipalities, and other entities.
l. Create a Quarterly Intra-County Office of ADA Coordination E-Newsletter for ADA Coordinators.
m. Continue Publishing Quarterly County Office of ADA Coordination E-Newsletter for ADA Coordinators in the Municipalities.
n. Address Information Technology Access Issues regarding the County's Website and other Electronic Communications.
o. Develop Action Plan to Recruit and Hire People with Disabilities to Create a More Diverse Workforce Reflecting the Local Community with the Goal of Increasing Employment Opportunities in the County.
p. Revise ADA Built Environment Program: create procedures, guidelines, and an accompanying training program for capital departments to ensure that the County's capital improvement process maximizes integrated design procedures that result in buildings and facilities that are fully accessible to people with disabilities; Procure Consultant to Develop Standardized Capital Project Procedures.
q. Partner with Elections and GSA to Facilitate Barrier Removal at Specific Locations.
r. Work in tandem with Public Works and Transit to ensure compliance with Nesbitt settlement.
s. Provide input to Public Works on County-wide sidewalk transition plan.
t. Provide 40 trainings on ADA-related matters.
u. Provide quarterly trainings to departmental ADA coordinators.
v. Set priorities for and oversee barrier removal construction projects.
w. Major Contracted Operations: GSA's construction management services carried out on ADA's behalf include the use of contracted architects/engineers for design services and contractors for construction services.

Table of Organization

OFFICE OF ADA COORDINATION

- Promotes and coordinates compliance with the ADA

FY 08-09	FY 09-10
4	3

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	391	344	351
General Fund UMSA	167	147	145
Municipal Fines	290	289	271
Carryover	231	267	305
Total Revenues	1,079	1,047	1,072
Operating Expenditures Summary			
Salary	311	336	276
Fringe Benefits	74	85	82
Other Operating	367	614	712
Capital	0	12	2
Total Operating Expenditures	752	1,047	1,072
Non-Operating Expenditures Summary			
Reserve	0	0	0
Transfers	0	0	0
Total Non-Operating Expenditures	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 08-09	Total Funding Adopted FY 09-10	Total Positions Budget FY 08-09	Total Positions Adopted FY 09-10
Strategic Area: Enabling Strategies				
ADA Coordination	1,047	1,072	4	3
Total Operating Expenditures	1,047	1,072	4	3

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	3,072	2,342	1,000	536	703	213	700	1,434	10,000
Capital Asset Acquisition Bond 2004B Proceeds	3,133	0	0	0	0	0	0	0	3,133
Capital Outlay Reserve	500	0	0	0	0	0	0	0	500
Total:	6,705	2,342	1,000	536	703	213	700	1,434	13,633
Expenditures									
Strategic Area: Enabling Strategies									
ADA Accessibility Improvements	5,572	3,475	1,000	536	703	213	700	1,434	13,633
Total:	5,572	3,475	1,000	536	703	213	700	1,434	13,633

Current Business Environment

1. Business Environment: See "3 to 5 Year Outlook," above.
2. Customers Served
    a. Internal ADA customers:
        i. County departments
        ii. County employees
        iii. Board of County Commissioners
        iv. Commission on Disability Issues
    b. External customers:
        i. Local municipal governments
        ii. Advocacy organizations, non-profits and CBOs
        iii. General public
3. Major Customer Service Trends
    a. Most common issues:
        i. Employment
        ii. Housing
        iii. Transportation
    b. Cutbacks in government programs at all levels result in external customers with disabilities contacting our department seeking social and basic services.
4. Regulatory Environment: The issues enumerated above in "3 to 5 Year Outlook, Looming Legislative Changes or Mandates" signify that the County will likely need to:
    a. Revise old policies (i.e., service animals) and implement new ones (i.e., power-driven mobility devices)
    b. Modify construction project designs and practices to ensure compliance
    c. Approach employment matters with heightened perspicacity
    d. Train staff on items a-c above.
5. Customer Feedback: Although we are technically an internal service delivery department, we receive many contacts from the general public (municipalities, CBOs, individuals) on a daily basis. We are constantly compiling resources for referrals and problem-solving. We are also always re-evaluating our quality of service delivery, both internally and externally, based upon the feedback we receive. Customers can and do contact us by phone, email and postal mail and we make it a priority to respond expeditiously and effectively to each.