

Interesting Practices in Institutional Integration of CSS

MIDWEST REGIONAL CSS
CONFERENCE
August 24-26, 2005

Participant Identified Barriers to CSS Implementation

- n “the process is inflexible”
- n “limited resources-money and staff”
- n “trust-need to overcome DOT past”
- n “conflicting goals”
- n “lack of proper input from stakeholders”
- n “we’ve always done it that way standards (conflicting policies)”

Participant Identified Barriers to CSS Implementation

- n “changing old habits”
- n “lack of buy-in from management”
- n “lack of vision”
- n “inexperience—fear of doing/saying the wrong thing”
- n “lack of proper cross training across disciplines”

Participant Identified Barriers to CSS Implementation

- n Process
- n Money/Time
- n Trust
- n Partnerships/Stakeholders
- n Policy/Standards/Regulations
- n Politics
- n Leadership Support
- n Skills/Training

Institutionalizing Change

- Leadership
 - Planning
 - Information & Analysis
 - Process & Policy Alignment
 - Human Resources & Training
 - Partnerships
- 
- n Results
 - n Customer Satisfaction

Michigan CSS Policy Development

- n Governor Executive Order formalized existing MDOT CSS initiative
- n MDOT Executive Level sponsorship
- n Stakeholder "Buddy System"
- n Pre-process internal and external survey
- n Initial workshop, 6 focus groups, feedback workshop
- n Process staffed and managed by MDOT
- n Annual feedback meetings to assess implementation

Michigan CSS Policy Development

- n Leadership from Governor and Department
- n Extensive, meaningful stakeholder involvement
- n MDOT staff skill development
- n Promotes buy-in from everyone
- n Linked to implementation
- n Annual feedback loop
- n **Institutionalization:**
 - Open and accountable commitment to the customers

Oregon CS3 Bridge Program

- n \$1.3 B to repair or replace 300+ aging highway bridges
- n "Bundling" projects to enable corridor approach for stakeholder involvement, design approach and construction
- n Development of "design guidelines and palette"
- n Creation of environmental performance goals to enable expedited permitting process
- n Comprehensive workforce development plan
- n Incorporation of performance measures

Oregon CS3 Bridge Program

Results

- n 1/3 of program in design or construction in first 2 yrs.
- n Consensus on environmental performance standards with projected savings in:
 - Cost: \$50.2 million direct cost savings
 - Time: 1-2 years off the 10 year program total
- n Apprenticeship & OJT opportunities to support workforce development goals

Oregon CS3 Bridge Program

- n Transferable process changes
- n Extensive partnership and stakeholder involvement
- n Feedback loop through measurement
- n **Institutionalization:**
Creating a better way to do business



Michigan US 131 S-Curve Replacement



Michigan US 131 S-Curve Replacement

- n Intensive community involvement
- n Extensive partnering with local government, Chamber of Commerce, transit system, university, and MPO
- n Extensive and on-going communication program
- n Leveraged transportation investments from partners to create greater all around benefit

Michigan US 131 S-Curve Replacement

- n Results:
 - Planned, designed and constructed in less than 2 yrs.
 - Stakeholders supported complete road closure during construction
 - Promoted redevelopment
 - Fostered reconnection of "city divided"
- n Institutionalization:
 - Turned potential disaster into high visibility success

Washington Flexibility in Highway Design Guidance



Washington Flexibility in Highway Design Guidance

- Building Projects that Build Communities
- n Best practices guide
- n Developed with public and private partners
- n Focuses on effective community-based design and collaborative decision-making
- n Details stakeholder participation in vision, design and construction of project

**Washington
Flexibility in Highway Design
Guidance**

Understanding Flexibility

- n Introduction
- n Applying the Considerations
- n Facility Users
- n Environmental Considerations
- n Design Considerations
- n Project Development Approach

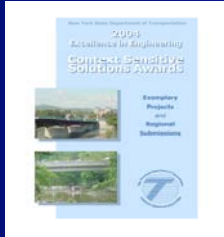
**Washington
Flexibility in Highway Design
Guidance**

- n Comprehensive guidance to employees and partners
- n Detailed information on how CSS is “different” from traditional approach
- n **Institutionalization:**
Takes “apple pie and motherhood” concepts of collaboration and flexibility to the day-to-day operational level

**North Carolina
CSS Training**

- n Trained 1100+ people to date
- n Planning, project development, construction, maintenance, operations
- n NCDOT, consultants, agencies, local government staff
- n **Institutionalization:**
People who do the work understand why CSS is important and basic principles to implement it

New York CSS Institutionalization



- n Leadership workshop
- n CSS Policy
- n CSS Team
- n Process changes
- n CSS Training
- n Annual CSS Award
- n CSS Website
- n Performance measurement

Utah CSS Institutionalization

- n Leadership involvement
- n CSS Policy
- n Process changes
- n CSS Training
- n CSS goals in employee performance plans
- n CSS Logo



Utah CSS Institutionalization

- n CSS Helpful Hints card
- n CSS woven into website
- n "Invest in Futures-Adopt a School" program
- n Community Coordination Committees with incentive/disincentive funding
- n Customer surveys for performance evaluation



Institutionalizing Change

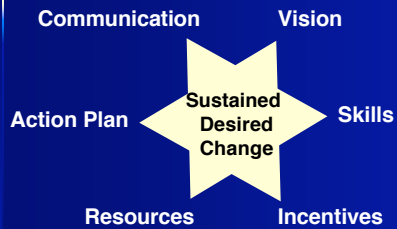
Leadership
Planning
Information & Analysis
Process & Policy
Alignment
Human Resources &
Training
Partnerships



n Results
n Customer
Satisfaction




Managing Change



CSS Guiding Principles

Solutions will:

- Address the transportation need
- Be an asset to the community
- Be compatible with the natural and human environment



Context Sensitive Solutions
Source: Utah Dept. of Transportation

Colorado Berthoud Pass Mountain Access Project

- n Significant safety & operational problems
- n Environmentally sensitive area, high tourism
- n Combination of agency partnership, proactive community involvement resulted reduced footprint
- n Results: \$30 million reduction in construction cost
Containment of 90% of winter sand resulting in significant improvement in water quality

Colorado Berthoud Pass Mountain Access Project

- n Broad based problem identification with all stakeholders
- n Involvement throughout planning, design and construction
- n **Institutionalization:**
Resulted in a project that met everyone's needs AND cost less
