Interesting Practices in Institutional Integration of CSS

MIDWEST REGIONAL CSS CONFERENCE
August 24-26, 2005

Participant Identified Barriers to CSS Implementation

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

Participant Identified Barriers to CSS Implementation

- “changing old habits”
- “lack of buy-in from management”
- “lack of vision”
- “inexperience—fear of doing/saying the wrong thing”
- “lack of proper cross training across disciplines”
Participant Identified Barriers to CSS Implementation
- Process
- Money/Time
- Trust
- Partnerships/Stakeholders
- Policy/Standards/Regulations
- Politics
- Leadership Support
- Skills/Training

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

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

Results
- Customer Satisfaction
Michigan
CSS Policy Development
- Leadership from Governor and Department
- Extensive, meaningful stakeholder involvement
- MDOT staff skill development
- Promotes buy-in from everyone
- Linked to implementation
- Annual feedback loop
- Institutionalization:
  Open and accountable commitment to the customers

Oregon
CS3 Bridge Program
- $1.3 B to repair or replace 300+ aging highway bridges
- "Bundling" projects to enable corridor approach for stakeholder involvement, design approach and construction
- Development of "design guidelines and palette"
- Creation of environmental performance goals to enable expedited permitting process
- Comprehensive workforce development plan
- Incorporation of performance measures

Oregon
CS3 Bridge Program
Results
- 1/3 of program in design or construction in first 2 yrs.
- 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
- Apprenticeship & OJT opportunities to support workforce development goals
Oregon CS3 Bridge Program

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

Michigan US 131 S-Curve Replacement

- Intensive community involvement
- Extensive partnering with local government, Chamber of Commerce, transit system, university, and MPO
- Extensive and on-going communication program
- Leveraged transportation investments from partners to create greater all around benefit
Michigan
US 131 S-Curve Replacement

Results:
- Planned, designed and constructed in less than 2 yrs.
- Stakeholders supported complete road closure during construction
- Promoted redevelopment
- Fostered reconnection of “city divided”

Institutionalization:
- Turned potential disaster into high visibility success

Washington
Flexibility in Highway Design Guidance

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

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

Washington
Flexibility in Highway Design
Guidance

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

North Carolina
CSS Training

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

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

Utah
CSS Institutionalization

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

Utah
CSS Institutionalization

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

- Significant safety & operational problems
- Environmentally sensitive area, high tourism
- Combination of agency partnership, proactive community involvement resulted reduced footprint
- 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

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