



Integrating CSS in Planning and Project Development



CSS Quick Facts – Challenges and Barriers to CSS Integration?

Common Challenges to CSS Integration		
Challenge to CSS Integration	Description	Strategies to Overcome Challenge
Internal resistance to change	Individuals who actively or passively resist implementing CSS related changes to their policies, processes, standards	<ul style="list-style-type: none"> • Revisit the case for change to make sure that it provides a rationale for change that is meaningful for their work • Review specific CSS related expectations for their job to ensure that they are clear • Compare their skills to the new job requirements to ensure that they have the appropriate skills and training to implement the changes • Strengthen the accountability structure, particularly the individual performance goals • Identify incentives or disincentives that will encourage change
Lack of time and money to implement CSS integration	Executives/managers/external decision makers are not convinced that the benefits of CSS integration are worth the costs of developing and implementing the CSS integration implementation plan	<ul style="list-style-type: none"> • Revisit the case for change to make sure it provides a compelling rationale for integrating CSS • Develop/revise the CSS vision to communicate a less ambitious CSS integration agenda • Complete the self-assessment to provide actual data on the level of effort required and “biggest bang for the buck” actions to implement the CSS integration • Reduce the scope of the action plans to reflect a manageable and agreed to implementation strategy • Establish and track the benefits of CSS related actions that are implemented; encourage expansion of the CSS integration implementation plan as benefits are documented
Lack of partner/stakeholder trust	Partners and stakeholders are not willing to shift from regulatory/adversarial relationship to CSS based collaborative relationship	<ul style="list-style-type: none"> • Revisit the case for change to make sure it provides a rationale for change that is meaningful to their role and responsibilities • Provide skill based training in CSS based partnering/relationships (interest based negotiation, communication etc.) • Identify pilot project/program to test a new relationship and develop a formal agreement on the CSS vision and roles and responsibilities for process and product outcomes • Celebrate successes and communicate to DOT employees and broad representation of external partners and stakeholders
Inflexible design standards	DOT design staff are perceived as resisting implementation of CSS by applying design standards too rigidly, or using state standards that are less flexible than the Green Book	<ul style="list-style-type: none"> • Provide skill based flexibility in design training to maximize flexible application of existing design standards • Review design exception policies and procedures to ensure that they are not a barrier to appropriate design flexibility • Provide opportunities for peer-to-peer forums/discussions, potentially with design practitioners from FHWA, other State DOTs or consulting firms, to explore strategies for overcoming barriers to flexible application of design standards • Evaluate whether resistance to change is the root cause of the inflexible application of design standards (if so, see Internal Resistance to Change)

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Tort liability/safety	Current tort liability laws are a perceived barrier to implementing CSS	<ul style="list-style-type: none"> • Seek legal support and request analysis of tort liability legislation and case law experience related to well documented design exceptions, balancing safety with cost and other factors in planning and designing projects, and other tort and safety related barriers to CSS implementation within your state • Review national tort and safety related CSS information resources for application/case for change to your state tort liability environment • Revise design exception process and train staff on appropriate and necessary documentation of design exceptions • Evaluate whether resistance to change is the root cause of the tort liability and safety barrier (if so see Internal Resistance to Change)
Difficulty in moving from intellectual to implementation commitment to CSS	Members of the executive team or key decision makers believe that integrating CSS would be beneficial but don't know how to get started	<ul style="list-style-type: none"> • Follow the 4 step process outlined in Chapter 4 <ol style="list-style-type: none"> 1. Commit to CSS Integration 2. Assess current CSS strengths and gaps 3. Develop an implementation strategy and action plans 4. Establish an accountability structure
Inconsistent or incomplete CSS implementation	There is a lack of consistency or follow through between project and program planning, design, construction and maintenance because parts of the organization implementing CSS while other parts of the organization are doing business as usual	<ul style="list-style-type: none"> • Complete a self-assessment to identify strengths and gaps in CSS integration • Identify the gaps that are causing inconsistency or lack of follow through in decision making process • Develop and implement CSS action plans specifically targeted at addressing these gaps
CSS is perceived as just "gold-plating" projects	The staff or the public views CSS as a way get expensive non-transportation features added to the project	<ul style="list-style-type: none"> • Establish, implement and communicate clear and transparent policies for incorporating and maintaining non-transportation features in projects • Clearly communicate internally and externally that CSS is about a collaborative process, not just "pretty projects" • Encourage stakeholders to partner with DOT to pay for and maintain features which are outside the established policy