

Agency Challenges of Integrating Context Sensitive Solutions UDOT Perspective – Angelo Papastamos, CSS Director

Strategies for successful CSS Implementation

- I believe you must be working collaboratively in multi-disciplinary teams
- I believe you must have a strong Public Involvement Program in each and everything you do.
- I believe you must obtain high-level buy-in of the CSS philosophy.
 - The hardest part of any change is the philosophical mindset change that employees need to make. Upon implementing our CSS philosophy, we used John Njord's quote below at all of our early CSS training and focused on this mindset change. Most of our training to date still includes John's quote.

"Context Sensitive Solutions is more than an initiative, it is a fundamental change in the way we do business. As each of us come to understand the elements of CSS, it will be woven into the way we do our work and become an integral part of the UDOT culture."

John Njord, UDOT Executive Director

- Incorporate CSS Philosophy into Overall Strategic Direction
 - We at UDOT made some strides in CSS Awareness and Acceptance department wide with the external/internal training approach about CSS Philosophy and Awareness, but we never made it over the hump until we incorporated the CSS Philosophy into our overall strategic direction. Once the CSS Philosophy entered into our overall strategic direction, it became much more "*woven into the way we do our work*".
 - Another reason I believe we made it over the hump is we completed CSS training thru the ranks of the UDOT, not just management and leadership levels

Barriers to successful CSS Implementation

- Clarifying Myths That Are Out There Thru Education And Understanding.
 - The myth that CSS costs more money. Adding aesthetic components to a project may cost more money, true, but CSS is not about adding aesthetic components to a project. It is about providing transportation solutions that are an asset to the community, and our compatible with the natural and built environment.
 - The myth that CSS compromises standards, is less safe, and increases our liability. Real good engineering is about applying the appropriate solution to the given context in an effective and efficient manner.. AASHTO (one of our roadway bibles) is extremely flexible and allows us to use our good engineering judgment.

Case Study Example of Successful CSS Implementation (small excerpt from 12300 South Design Build Project)

One of the main ways the GRW Team (Design Build Team) facilitated a successful transportation plan was by maintaining ongoing face-to-face communication with affected stakeholders. From a day-to-day standpoint, it was common for a project team member to make a personal visit to a resident or business owner with a concern. Lead members of the GRW Team consisting of a UDOT Project Manager, a UDOT Resident Engineer, Design Consultant (HW Lochner), and the Contractor Project Manager and Superintendent met regularly with affected stakeholders to work out problems with the various property owners. A diverse, core group of the GRW team attended the neighborhood and CCC (diverse citizen and community committee) meetings to get to know local concerns on a first-hand basis. The contractors and inspectors in the field took a personal interest in how the maintenance-of-traffic impacted local stakeholders and worked directly with the impacted property owners to resolve any issues as quickly and efficiently as possible.

Methods for involvement of key stakeholders

- **Simply Stated, Go To The Communities and other Stakeholders. When you go, LISTEN first and foremost.**
- DO NOT make them come to you.

A real good example below of CSS during construction when impacting businesses (a small portion of “Partners for the Road Ahead Guide”).

You do not need a project to engage stakeholders in transportation solutions. They realize the importance of transportation to them, their livelihood, and their community.

MAINTAINING & PROMOTING YOUR BUSINESS

Successfully maintaining and promoting your business is one of your top responsibilities as a business owner. This task is already challenging enough, adding road construction is not going to make it any easier. However, there are countless examples of various business communities that have demonstrated that road construction does not necessarily have to have devastating impacts. The key is that construction requires a change in the usual way of doing business.

The *Partners for the Road Ahead Guide* provides you with various resources to help you adapt your business to the changes brought on by transportation projects. Below are some general tips and guidelines for helping you prepare your business for roadwork activities and get you on your way to developing an effective “Under Construction” Marketing Plan.

GET INVOLVED EARLY

Key construction components that have impacts to businesses, such as construction phasing, maintenance-of-traffic, detour routes, and driveway access, are considered and decided upon during a project’s environmental and design phase. These phases offer you the best opportunity to give feedback and recommendations on the project, as well as resolve any issues that may impact your business during construction. The key is getting involved early enough to offer suggestions for consideration in the final design, before plan sets are given to the contractor.



Be aware that maintenance projects do not have a design phase, and therefore, do not allow you the opportunity to provide the same type of feedback. The best approach for preparing for maintenance projects is staying informed through the forums identified in the *Transportation Project Overview* section of this guide.

GET TO KNOW THE PROJECT

In order to best strategize your construction marketing plan, you need to stay continually informed about the project. Make sure to attend all public meetings, many of which take place after business hours. If you are unable to attend these meetings, meeting summaries, along with information about the general project progress, are usually posted on the project website or can be obtained by contacting your UDOT regional office. Some UDOT regional offices compile “Project Briefs” that provide information about transportation projects scheduled to take place during the upcoming fiscal year. Project briefs are updated annually and are posted prior to the construction season. To view the latest project briefs, visit www.udot.utah.gov/business_guide/project_briefs. Lastly, you are always welcome to contact a member of the project’s public involvement team or ask them to give a project presentation for your local business group.