



U.S. Department of Transportation
Federal Highway Administration

Results of Joint AASHTO/FHWA Context Sensitive Solutions Strategic Planning Process

Summary Report
March 2007



Prepared By



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Summary Report March 2007

Background

The concept of context sensitive solutions (CSS) has been evolving in the transportation industry since the National Environmental Policy Act of 1969 required transportation agencies to consider the possible adverse effects of transportation projects on the environment. The CSS concept gained significant momentum in 1998 when the American Association of State Highway and Transportation Officials (AASHTO) and the Federal Highway Administration (FHWA) jointly sponsored the “Thinking Beyond the Pavement” national conference, which generated the first working definition of context sensitive design (CSD) along with a set of 15 principles, including qualities of excellence in transportation design and characteristics of the process contributing to excellence, that were intended to guide the application of CSD in state transportation programs. At that time CSD was defined as “a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources, while maintaining safety and mobility. It is an approach that considers the total context within which a transportation improvement project will exist.”

Since the 1998 Thinking Beyond the Pavement conference, context sensitive design has evolved into context sensitive solutions. Both AASHTO and FHWA have undertaken projects and program initiatives to promote CSS as a business model for agencies responsible for the development and delivery of transportation projects. State transportation agencies have pursued CSS at different levels and rates. Some are at the beginning stages and seeking information to guide them in advancing CSS in their state; some have persistently pursued CSS approaches but have encountered stumbling blocks that must be resolved before they can move forward; and some have emerged as true CSS champions offering success stories and lessons learned to share with others.

In the fall of 2006 AASHTO’s Center for Environmental Excellence and FHWA sponsored two national meetings to examine the implementation of CSS in transportation agencies. On September 6-8, in Baltimore, Maryland, the AASHTO/FHWA Peer Exchange on Context Sensitive Solutions engaged 262 participants from 46 states, in addition to the District of Columbia, Puerto Rico, and Nova Scotia. The goal of the peer exchange was to assess the national experience with the implementation of CSS, particularly the applicability of the 1998 CSS definition and principles, and to support and encourage participants to press forward in the integration of CSS within their agencies. On October 26 in Portland, Oregon, a working group of 37 individuals, many of whom attended the Baltimore peer exchange, assembled in conjunction with the AASHTO Standing Committee on Highways annual meeting to continue the dialogue on the institutionalization of CSS at state DOTs and FHWA. Using information gained from the peer exchange, the Portland work group directed its attention toward refining the definition and principles of CSS, and establishing joint AASHTO/FHWA strategic goals and an associated action plan to further CSS implementation in transportation agencies.

Introduction

Neil J. Pedersen, administrator of the Maryland State Highway Administration and chairman of the AASHTO Task Force on Context Sensitive Solutions, presided over both the Baltimore and Portland CSS meetings. He stated that his hope for the October 26, 2006, meeting in Portland was that the collective voices of the individuals participating would define the vision, goals, strategies, and implementation steps for the future of CSS within the framework of a joint AASHTO/FHWA strategic plan. In order to begin to build this important foundation, Pedersen stressed that the meeting would require highly participatory facilitation techniques to capture the best thinking of the work group in a short period of time. Using these techniques, the group set out to accomplish four strategic planning tasks: (1) to refine the definition and core principles of CSS, (2) to establish four to six high-level strategic goals for mainstreaming CSS, (3) to develop associated implementation plans for each goal, and (4) to discuss the future of CSS within AASHTO's organizational committee structure. The groups' approach to executing these tasks was framed by the question: "Given the challenges experienced to date and what we want CSS to be in the future, what do we absolutely have to do in the next two to three years to mainstream CSS in all transportation agencies?"

Methodology: Participatory Strategic Planning (PSP) Process

The purpose of the meeting in Portland was to work collaboratively to develop a strategic plan for ensuring that CSS is part of every state DOT's approach to project delivery. In order to accomplish this challenging task in one day, the Technology of Participation (ToPs) method of facilitation, a component of the Participatory Strategic Planning (PSP) Process, was utilized to develop strategic goals, identify accomplishments for each goal, and specify implementation steps. The PSP process helps groups think, talk, and work together to create strategies for action by using facilitators with structured methods to:

- Recognize and honor the contributions of all participants
- Deal with more data in less time
- Pool individual contributions into larger, more informative and inclusive patterns
- Use diversity as an asset while minimizing polarization and conflict

The PSP process is designed to be dynamic, participatory, responsive, realistic, and inclusive within a short timeframe. The PSP process was used to reach consensus within one day on four to six strategic goals as well as work to refine and modify the 1998 CSS qualities and characteristics. After the one-day meeting in Portland, follow-up work was undertaken to complete the strategic planning process through a series of conference calls. The following outline describes briefly the steps of the process utilized to develop the complete strategic plan as well as other components of the meeting.

Vision Statement

CSS Task Force Chair Neil Pedersen identified the vision of the Portland working group in a memo preceding the one-day meeting. His vision statement incorporated many of the ideas expressed in the CSS peer exchange conducted in Baltimore in September 2006. The vision statement was articulated as follows.

In the year 2011, context sensitive solutions will:

- Be the way of doing business throughout the life cycle of a project from preplanning through maintenance, not just in state DOTs but throughout government agencies that are responsible for the development of transportation projects.
- Result in solutions that provide a net improvement to the community and environment.
- Meet needs and community goals as defined by a full range of stakeholders, including safety and mobility goals.

- Include the full involvement of stakeholders throughout decision making and be done in a way that is consistent with the broader vision for the community and environment.
- Include teams of multidisciplinary experts who all contribute to developing solutions together with stakeholders.

CSS Principles Workshop

The ToPs consensus workshop method was utilized to gather ideas of how to combine characteristics and qualities of CSS into four to five core principles. Participants were asked the following question:

Given what we know today and our experience with CSS, what are the desired qualities and characteristics of CSS throughout all decision-making processes?

All participants at the Portland meeting brainstormed answers to the focus question and worked to cluster similar characteristics and qualities (see Appendix A for meeting documentation). A small group continued to refine these results and eventually agreed on 4 core principles and 12 qualities of the CSS process that lead to 5 overall outcomes. These were accomplished by three conference calls following the October 26, 2007, meeting. All participants of the Portland meeting were given the opportunity to comment on the recommended core principles and qualities.

Strategic Goals Workshop and Action Planning

The ToPs consensus workshop method was utilized to identify strategic goals for mainstreaming CSS. Participants were asked the following question:

Given the challenges experienced to date and what we want CSS to be in the future, what do we absolutely have to do in the next two to three years to mainstream CSS into all transportation agencies?

All participants at the Portland meeting brainstormed answers to the focus question and worked to cluster ideas based on similar accomplishments (see Appendix A for meeting documentation). The participants agreed on four strategic goals. Co-leaders, one representing AASHTO and one representing FHWA, were selected to follow up with a group of volunteers for each strategic goal. Each of the four small groups participated in two conference calls to identify accomplishments for each goal as well as to develop an action plan for each accomplishment. Fourteen accomplishments were identified by the four working groups.

AASHTO Organizational Discussion Concerning CSS

Part of the Portland meeting was devoted to discussing issues related to CSS and AASHTO's organizational committee structure. This discussion was facilitated by Neil Pedersen in an open discussion format. Input from the participants on the organizational future of CSS within AASHTO was received and documented. (See Appendix A for meeting documentation.)

Results of Participatory Strategic Planning Session on Mainstreaming CSS

Recommended Refinements to the CSS Definition, Principles, Qualities, and Outcomes

What is CSS about?

Since the 1998 Thinking Beyond the Pavement conference, context sensitive design (CSD) has evolved into context sensitive solutions (CSS). CSS has taken root within AASHTO and FHWA as a philosophy for doing business in a manner responsive to and in collaboration with a full range of stakeholders impacted by

transportation decisions. The shared understanding of the AASHTO/FHWA working group is that the CSS definition, core principles, qualities, and outcomes below apply to all transportation processes, decision making, and outcomes. It is understood that the core CSS principles, qualities, and outcomes will apply differently depending on the circumstances to projects of different scales and types. It is further understood that the statements below can be used as a basis for assessing the success of an activity in meeting CSS goals. The following CSS statements are recommended by AASHTO/FHWA as the refinements to the 1998 CSD definition, principles, qualities, and characteristics.

CSS Definition

Context sensitive solutions (CSS) is a collaborative, interdisciplinary approach that involves all stakeholders in providing a transportation facility that fits its setting. It is an approach that leads to preserving and enhancing scenic, aesthetic, historic, community, and environmental resources, while improving or maintaining safety, mobility, and infrastructure conditions.

(This is the 1-second version of CSS)

CSS Principles

These core CSS principles apply to transportation processes, outcomes, and decision making.

- 1) Strive towards a shared stakeholder vision to provide a basis for decisions.
- 2) Demonstrate a comprehensive understanding of contexts.
- 3) Foster continuing communication and collaboration to achieve consensus.
- 4) Exercise flexibility and creativity to shape effective transportation solutions, while preserving and enhancing community and natural environments.

(This is the 1-minute version of CSS, with the CSS definition)

CSS Qualities

Context sensitive solutions is guided by a process which

- Establishes an interdisciplinary team early, including a full range of stakeholders, with skills based on the needs of the transportation activity.
- Seeks to understand the landscape, the community, valued resources, and the role of all appropriate modes of transportation in each unique context before developing engineering solutions.
- Communicates early and continuously with all stakeholders in an open, honest, and respectful manner, and tailors public involvement to the context and phase.
- Utilizes a clearly defined decision-making process.
- Tracks and honors commitments through the life cycle of projects.
- Involves a full range of stakeholders (including transportation officials) in all phases of a transportation program.
- Clearly defines the purpose and seeks consensus on the shared stakeholder vision and scope of projects and activities, while incorporating transportation, community, and environmental elements.
- Secures commitments to the process from local leaders.
- Tailors the transportation development process to the circumstances and uses a process that examines multiple alternatives, including all appropriate modes of transportation, and results in consensus.
- Encourages agency and stakeholder participants to jointly monitor how well the agreed-upon process is working, to improve it as needed, and when completed, to identify any lessons learned.
- Encourages mutually supportive and coordinated multimodal transportation and land-use decisions.
- Draws upon a full range of communication and visualization tools to better inform stakeholders, encourage dialogue, and increase credibility of the process.

CSS Outcomes

Context sensitive solutions leads to outcomes that:

- Are in harmony with the community and preserve the environmental, scenic, aesthetic, historic, and natural resource values of the area.
- Are safe for all users.
- Solve problems that are agreed upon by a full range of stakeholders
- Meet or exceed the expectations of both designers and stakeholders, thereby adding lasting value to the community, the environment, and the transportation system.
- Demonstrate effective and efficient use of resources (people, time, budget,) among all parties.

(This is the 10-minute version of CSS, with the CSS definition and core CSS principles)

Recommended CSS Strategic Goals & Accomplishments

For quick reference, the contact information for the co-leaders of each strategic goal working group is provided below. For a complete list of the working group members and other contacts, please see Appendix B. The detailed action plans for each strategic goal and related accomplishments are found in Appendix C, which also identifies the individual(s) responsible for each of the 14 accomplishments, as well as the additional working group members who will assist with their implementation.

* *Please note:* the dates listed for each accomplishment are subject to change pending final prioritization of the accomplishments, which will be coordinated by the new incoming chair of the AASHTO Task Force on CSS. See “Next Steps” for more information.

Strategic Goal #1: Making the case for CSS		
The intent of AASHTO/FHWA is to improve the understanding of CSS, including its benefits, and to correct widely held misperceptions.		
Co-Leaders: Gregg Albright, California DOT, 916-654-5368, Gregg_Albright@dot.ca.gov Harold Peaks, FHWA, 202-366-1598, harold.peaks@dot.gov		
Accomplishments	Possible Evaluation Measures	Dates*
AASHTO Subcommittee on Design devotes a portion of its summer meeting to CSS (June 11-13, 2007).	<ul style="list-style-type: none"> • Getting on the agenda – ideally ½ day. • Getting funding for consultant support. • Agreement/strong commitment that <i>Green Book</i> update will incorporate CSS. 	Dec 2006 – Jun 2007
Marketing and outreach materials are developed and disseminated to transportation agencies concerning the Integrating CSS Self-Assessment Tool, currently being developed by FHWA.	<ul style="list-style-type: none"> • Letter from AASHTO distributed to CEOs. • Number of states participating in FHWA’s questionnaire. • Letter from Neil to state DOT’s asking for continued work on the CSS action plan. • Availability of the self assessment tool in 2008. 	2008
Share information from the Baltimore CSS Peer Exchange and Portland CSS Strategic Planning Meeting.	<ul style="list-style-type: none"> • Personalized messages crafted for the Standing Committees on Planning, Environment, and Highways (SCOP, SCOE, and SCOH). • Number of individuals report is sent to. • Number of professional organizations report is sent to. • Number of accesses to Web sites containing report. 	Feb 2007 – May 2007
Marketing and outreach materials developed and disseminated to transportation agencies concerning the future NCHRP Report 15-32 (“CSS: Quantification of the Benefits in Transportation”).	<ul style="list-style-type: none"> • Completion of fact sheet for 15-32 report. • Dissemination of fact sheet to all AASHTO sub/committees, professional organizations, etc. 	Jan 2007 – Jan 2008

Strategic Goal #2: Building CSS knowledge and skills

The intent of AASHTO/FHWA is to help support CSS education through research, training, and the sharing of best practices.

Co-Leaders:

K. Lynn Berry, FHWA, 404-895-6212, klynn.berry@dot.gov
Ed Cole, Tennessee DOT, 615-741-2848, ed.cole@state.tn.us

Accomplishments	Possible Evaluation Measures	Dates*
Submit tort liability as topic for NCHRP Synthesis (NCHRP Project 20-5, "Synthesis of Information Related to Highway Problems").	Submit topic.	Jan 2007 - Feb 2007 (completed)
Submit proposal to AASHTO's SCOE for domestic scan on tort liability.	Submit proposal to SCOE.	Nov 2006 - Dec 2006 (completed)
Document and share CSS training materials.	<ul style="list-style-type: none"> Available training resources posted to the CSS Web site for use by state DOTs by May 2007. CSS training guide available to state DOTs by the end of the year. Funding resources for peer exchanges on CSS identified by FHWA. 	Feb 2007 - Dec 2007
Complete framework for promoting and sponsoring peer exchanges and conduct a pilot peer exchange in 2007.	Develop peer exchange evaluation or assessment tool.	Jun 2007 - Dec 2007
Determine what CEOs need to know about CSS and document in a one-page informational flyer or other suitable format.	Complete and distribute by AASHTO annual meeting in October 2007.	Feb 2007 - Oct 2007 (Draft completed)

Strategic Goal #3: Promote flexibility in standards application to facilitate CSS through revision of standards and/or better understanding and utilization of inherent flexibility

The intent of AASHTO/FHWA is to encourage the integration of CSS principles in all phases of project development, especially in the design of transportation projects.

Co-Leaders:

Barbara Bauer, FHWA, 202-366-0733, Barbara.Bauer@dot.gov
Cathy Nelson, Oregon DOT, 503-986-3305, catherine.m.nelson@odot.state.or.us

Accomplishments	Possible Evaluation Measures	Dates*
Develop and implement a marketing plan for promoting AASHTO's "bridging" document (<i>A Guide for Achieving Flexibility in Highway Design</i> , 2004), including awareness and technical education components.	<ul style="list-style-type: none"> Number of states that letter is sent to, including getting AASHTO to provide a free copy for each state DOT along with a CD. Getting at least 10 case studies that reflect the principles and concepts of the bridging document to be documented in a booklet. Collecting these case studies before the symposium to use as successful examples. Sending out a two-tier survey that first collects information on how many state DOTs are using the bridging document; then survey a year or two later to see if numbers have increased. 	Mar 2007 - Mar 2008
2008 Symposium on the Evolution of AASHTO's Geometric Design Guidance.	<ul style="list-style-type: none"> Number of participating state DOTs. Survey of symposium participants that gauges their understanding of the history of design criteria; numbers of participants that respond that they have learned new information about the underlying foundations of design criteria. Documented suggestions for future research. A list of steps to move forward towards a new and improved edition of the <i>Green Book</i> and other AASHTO design guidance (e.g., changing/expanding functional classifications). 	2008

Strategic Goal #4: Support leadership and coalition building

The intent of AASHTO/FHWA is to leverage the financial, technological, and organizational resources necessary to help CSS champions and the stakeholder community to implement CSS and to evaluate measures of success.

Co-Leaders:

John Deatrick, Washington DC DOT, 202-671-4690, john.deatrick@dc.gov; stephanie.dunbar@dc.gov
Shari Schaftlein, FHWA, 202-366-5570, Shari.Schaftlein@dot.gov

Accomplishments	Possible Evaluation Measures	Dates*
Obtain funding and set up/organize a peer exchange on CSS performance measures in 2008.	Is CSS performance measure peer exchange/workshop funded and scheduled?	Feb 2007 – Mar 2008
Advance CSS national dialogue.	Formal partnership agreements, successful buy-in and participation in dialogue, visible leader collaboration (project, program, and political).	Apr 2007 – Apr 2008
Submit research proposal to NCHRP SCOH 20-7 that explores DOT organizational structures that support CSS.	Getting the project funded in 2007 by one of the standing committees.	Jan 2007 – May 2007

Organizational Issues

The working group recognized that mainstreaming CSS within transportation agencies can only be successful if the AASHTO organizational structure, in cooperation with FHWA, can support the strategic plan associated with this task. Currently, CSS is addressed through the AASHTO Task Force on Context Sensitive Solutions. There is no single committee within AASHTO that is responsible for project delivery. Many committees – such as design, construction, and bridges – report to the Standing Committee on Highways. Others, such as planning and the environment, are standing committees in their own right.

Accordingly, the working group addressed the following key questions:

- In what ways can AASHTO committees be most effectively encouraged to address and promote CSS in their respective areas?
- In what ways can cross-coordination be addressed among the various committees involved in project delivery in general and in CSS in particular?
- How can buy-in and commitment to CSS be most effectively obtained from the various committees that are currently (or potentially) involved in CSS activities?
- If a stand-alone committee or subcommittee is established, what committee characteristics would be most advantageous for advancing CSS?
 - Membership (how many, from where)
 - Level of seniority within his/her organization
 - Location within the AASHTO organizational structure
 - Basic focus of the committee (leader? facilitator? trainer? champion?)
 - Number of states involved
- If a subcommittee is established, how can we ensure that all committees that have an interest in CSS are substantively involved?

Some of the proposals offered for integrating CSS more soundly within the AASHTO organizational structure include the following:

- Forming a subcommittee under the Standing Committee on Highways
- Forming a subcommittee under the Project Delivery Council
- Forming a subcommittee under the Standing Committee on Planning (e.g., Asset Management) with cross-committee representation
- Forming a new standing committee, which requires representation from all 50 states

Consensus was not achieved on how to address the AASHTO organizational committee structure in order to better support the initiatives of the AASHTO/FHWA strategic plan on CSS; however, the work group acknowledged that the dialogue needs to continue, and many opportunities exist to foster a greater awareness of CSS among the existing AASHTO committees and subcommittees. FHWA is supportive of coordinating a wide variety of Headquarters offices and field staff to implement the partnership work plan. Each AASHTO committee and subcommittee includes representation from FHWA. On several committees FHWA serves an active role as Secretary. FHWA Headquarters will provide a roster of FHWA contacts that will serve as points of contact to ensure that efforts to mainstream CSS throughout FHWA, track with efforts to mainstream CSS within AASHTO and the DOTs. Provided below is a list of potential AASHTO committees and subcommittees proposed for membership in the new CSS committee if/when it is formed:

- Standing Committee on Highways (SCOH)
 - Subcommittee on Design
 - Technical Subcommittee on Geometric Design
 - Joint Technical Committee on Design-Build
 - Technical Committee on Environmental Design
 - Construction
 - Maintenance
 - Bridges and Structures
 - Traffic Engineering
 - Right of Way
- Standing Committee on Planning (SCOP)
- Standing Committee on the Environment (SCOE)
- Standing Committee on Highway Traffic Safety (SCOHTS)
- Standing Committee on Public Transportation (SCOPI)
- Standing Committee on Finance and Administration (SCOFA) Subcommittee on Public Affairs

Next Steps

The PSP process was highly effective in developing a strategic plan for mainstreaming CSS within transportation agencies. Follow-up work should include developing a more detailed work plan that prioritizes the accomplishments, identifies adequate resources, and establishes a more definitive schedule for the implementation steps for each accomplishment. It is strongly recommended that individuals working on implementing the strategic plan meet annually to ensure that the plan is progressing, to revise accomplishments to meet the current needs of the transportation professional community and its many stakeholders, to maintain the momentum of the plan, and, most importantly, to evaluate the success of the accomplishments.

The following action items were identified as important next steps:

- The recommended refinements to the CSS definition, principles, qualities, and outcomes should be reviewed and vetted by the larger stakeholder community. This action item perhaps could be carried out as part of the CSS national dialogue.
- The final recommendations for mainstreaming CSS in transportation agencies, including the CSS definition, core principles, qualities, and outcomes, should be communicated to AASHTO committees and subcommittees for review and comment and ultimately approved by the AASHTO board of directors during its October 2007 annual meeting.

To maintain forward progress during the interim, John Deatrick, the new CSS Task Force Chair, will continue to coordinate with task force members and the working groups to refine a work plan, address early action items, and support partnerships between AASHTO committees, FHWA, and other stakeholders. FHWA and AASHTO will identify resources to provide logistic and technical support.



Appendices

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Appendix A: Meeting Documentation (October 26, 2006)

MEMORANDUM

TO: Participants

FROM: Neil J. Pedersen
Chairman, Task Force on Context Sensitive Solutions

SUBJECT: AASHTO/FHWA Strategic Planning Meeting – October 26, 2006

I am pleased that each of you will be participating in the joint AASHTO/FHWA Strategic Planning Meeting on October 26th in Portland. The purpose of this meeting is to work collaboratively to develop a strategic plan for ensuring that CSS is part of every state DOT's approach to project delivery. Mainstreaming CSS, from pre-planning through maintenance activities, and not just in state DOTs, but throughout government agencies responsible for the development of transportation projects, is a very important and challenging task.

In an attempt to help think about defining goals for a joint AASHTO/FHWA strategic plan for CSS, I have attempted to define a vision for where I would like the CSS movement to be in five years.

In 2011, Context Sensitive Solutions will:

- Be the way of doing business throughout the life cycle of a project from preplanning through maintenance, not just in state DOTs but throughout government agencies that are responsible for development of transportation projects.
- Result in solutions that provide a net improvement to the community and environment.
- Meet needs and community goals as defined by a full range of stakeholders including safety and mobility goals.
- Include the full involvement of stakeholders throughout decision making and be done in a way that is consistent with the broader vision for the community and environment.
- Include teams of multi-disciplinary experts who all contribute to developing solutions together with stakeholders.

It is my hope that our collective voices will define the vision, goals, strategies and implementation steps for the future of CSS. October 26th will be spent working together to build the foundation of a strategic plan for integrating CSS throughout transportation business practices. That day, highly participatory facilitation techniques will be utilized to capture our best thinking in a short period of time. At the end of the day, I expect us to reach consensus on 4-6 high level strategic goals. Additionally, we will be working towards refining and/or modifying the current CSS principles and will begin action planning for each strategic goal. Lastly, we will be discussing the future of CSS organizationally within AASHTO.

In the meeting agenda, you will find a more detailed description of the day's activities. In an effort to focus your thoughts before the meeting, our facilitator, Ms. Leigh Lane, has collected and/or prepared several items for your review (please note that these are her compilation of information, not an AASHTO or FHWA product). I would like to ask that you please read the

attachments, as the information they provide is designed to help prepare you to make the most effective and efficient use of your time at the meeting.

In order to accomplish this very aggressive agenda, a full day has been planned. Although I anticipate that much will be accomplished at this meeting, we must realize that follow up work on the action planning for each strategic goal created will be necessary. Volunteers to take on leadership roles to complete these action plans have already been identified, but still others will be needed to volunteer to work with them to carry out these tasks after the meeting. I look forward to seeing each of you in Portland and, more importantly, working together to develop this strategic plan for ensuring that CSS becomes business as usual in our industry.

Attachments (7)

(Please print these out for the meeting)

Final Agenda

CSS Characteristics & Qualities

Collection of Ideas

Draft Summary of September 6-8 Peer Exchange

AASHTO Organizational Issues

AASHTO Survey Results

FHWA Program Initiatives

MEETING ATTENDEES

Pat Collins	Wyoming DOT	pat.collins@dot.state.wy.us
King W. Gee	FHWA	king.gee@dot.gov
Brad Cownover	Scenic America	cownover@scenic.org
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Shari Schaftlein	FHWA	shari.schaftlein@dot.gov
Nancy Lee	U.S. Fish and Wildlife Service	nancy_lee@fws.gov
Sally Oldham	Oldham Historic Properties	ohpinc@maine.rr.com
Carol Murray*	New Hampshire DOT	cann.bm.j@verizon.net
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* No longer with the agency listed.

RESPONSES TO QUESTIONS ON HALF SHEET OF PAPER AT THE BEGINNING OF DAY

1. What is the most important activity that you have been working on in the last year related to CSS? Sample of answers below:

- Facilitating states in a self assessment (performance evaluation) of their own CSS program and /or speaking to planners and community groups about CSS (getting the message out to grass roots organizations and other partners)
- Issue info to let people know what is going on
- CSS awareness training provided to 700+ TFOT employees w/ all disciplines and in all regions
- Transportation context –
- CSS Conference-Peer Exchange
- Continuing formal training on behalf of FHWA across country; also project applications in various locals
- Training including stakeholders not just DOT staff and setting the tone and expectation of leadership
- Moving CSS from OTIA III Bridge program to mainstream ODOT
- Adding more focused ad in-depth CSS training enhancement level classes to DIT training curriculum
- Educating people that environment is part of context
- FHWA/AASHTO Peer Exchange in Baltimore; most important because of its reach, potential impact on the field
- Ryan/Kingery projects
- Stressing quality of life issues
- Building FHWA CSS program activities, overseeing contract development, start-up and monitoring
- Integrating it into our project development manual so that it is in all phases as a continuous process
- Implementation of mobility steering committee for OTIA III program; development of agreement on delay thresholds
- Integrating green infrastructure planning into transportation planning (FHWA – implement and fund CSS – scope of work; IL – public involvement; AL – quality of life issues)
- Process to reach consensus with environmental agencies
- Participation on Peer Exchange& providing support to citizens/communities on CSS, by workshop and National Trust for Historic Preservation
- Advocacy, communication, outreach, \$\$ dedicated to CSS; also organization of thoughts, research, dialog on performance measurement
- Providing moral and financial support for FHWA’s partnership activities with AASHTO and other partners in advancing CSS initiatives and discussions
- Public Involvement and public understanding
- Working on issuing an I & I memo on CSS which established what we are doing

2. What CSS-related activity have you made the most progress with over the last year?

Sample answers below:

- Broadening of the message to community
- Explaining what CSS is to people who don't know
- Work on quantifying safety effects of design decisions; highway safety manual and project work for various DOTs in safety and safety performance
- Actual application of CSS principles (with varying levels of success) to 8 critical projects
- Engagement of champions in other agencies
- Training ODOT staff
- Achieved funding and deployed 2 new CSS training classes & working on a 3rd.
- Planning and environmental interrelations
- NH training because of flexibility and seriousness of approach; TN statement of commitment and awareness training
- Reaction and response to the issues and actual dealing with the community; green solutions
- Getting DOT personnel to think in terms of quality of life, not just in mobility but in our living environment
- Championing the CSS program through the SAFETEA-LU STEP research program to ensure funding for program implementation
- Urban design of projects – highway architecture
- Mobility awareness in agency – impacts and incorporates all programs
- Attend workshop – Integrating Conservation Planning and Transportation Planning
- Process to reach consensus with environmental agencies
- Launching of joint CSS website in a collaborative partnership w/ Project for Public Spaces (contextsensitivesolutions.org); content, case studies
- Advocacy – Fed Highways outreach, representative contracting projects
- Re-articulating FHWA's commitment to AASHTO on CSS
- Consequences, including cost, of protracted project development process
- Finally issued I & I...start at conference

PRE-QUESTIONS TO CSS PRINCIPLES WORKSHOP

What do you know about CSS?

- Early community/stakeholder involvement
- Understand the context
- Balanced decision making
- Intelligent response
- Utilizes flexibility in design criteria
- Clear transparent decision process
- More than aesthetics
- Number of states
- Evolving, maturing process
- CSS lite
- Commitment beyond the project that is built or not built
- Leaving community and environment in better shape
- In maintenance and operations
- Cradle to grave approach is the ideal
- About relationship and alliance partnership

What makes you pause/hesitate...

- Too many think it's an additive process – tacking things on
- People think they are doing fine but they aren't
- Customers decide who is successful
- Dynamic, non-linear process
- Stakeholder expectations evolve
- Need to better communicate with professionals how to be creative in design and implementation
- Need to move away from CSS as what we do or who we are

What's working well?


- Society is demanding CSS
- Early stakeholder involvement is working well
- Question-driven rather than answer-driven
- Practitioners encouraged to problem-solve
- Engineers exposed to/included as co-creators
- Successful stories – communicates a process more accurately

What have you learned since 1998?

- It begins in planning and goes through maintenance
- Incorporates/includes more planning ideas previously lost; planner needs to be involved
- More contexts than initially thought
- Not easy to institutionalize
- Requires strategic thinkers
- Purpose is about quality of life; opportunities for economic growth
- Clarification of true goals and outcomes
- States have been finding that liability excuse is invalid with many stakeholders
- There is evidence out there but some need help in learning this

CSS Principles

Given what we know today and our experience with CSS, what are the desired qualities and characteristics of CSS through all decision making processes?

Preserve and enhance human, natural and built environments	Foster continuing communication and collaborative decision-making to achieve consensus		Establish shared stakeholder vision to provide context for decisions	
	Seek to build consensus throughout a collaborative decision-making process	Meaningful communication that is early, open, honest, continuous		
<ul style="list-style-type: none"> • It's about quality of life • Community ownership • Results in net improvement to community and environment • Economic vitality and community livability • Incorporates other goals in addition to transportation • Safe for user and community • Preserves environmental, scenic, aesthetic resources • Minimal disruption to community • Efficient and effective use of resources 	<ul style="list-style-type: none"> • Build consensus throughout decision-making • Consensus on approaches • Success requires collaboration throughout 	<ul style="list-style-type: none"> • Collaboration, decision-making (outcomes) • Full range of communication tools • Includes issues that don't have articulate spokespersons • Multi and intergovernmental participation • Ensure full range of stakeholders is included • Stakeholder communication open, honest, early & continuous) • Really listen • Public involvement tailored to project • Process tailored to circumstances 	<ul style="list-style-type: none"> • Establish community vision to provide context for decisions • Establish vision with community, environmental, transportation elements • Multi-disciplinary teams with public representation • Get everyone to the table • Success defined by stakeholders • Satisfies purpose and need • Stakeholders agree on purpose and scope before proceeding 	
Exercise flexibility and creativity to shape solutions	Work within clearly defined decision making process that honors commitment through life cycle of projects		Employ a Comprehensive understanding of contexts	
	Commitment to a clearly-defined and understood decision process	Track commitments through planning, design, construction and maintenance		
<ul style="list-style-type: none"> • Examine multiple alternatives • Not just design but throughout solution development • Designers exercise creative judgement to shape solutions • Exceeds expectations of designers and stakeholders • Integrate design to meet community values • Trans and land use decisions are mutually supportive 	<ul style="list-style-type: none"> • Clearly defined and understood decision criteria and decision makers • Process commitment by top officials' • Continuity of information and commitments from planning to operations • Drives all decisions • Clear and complete documentations 	<ul style="list-style-type: none"> • Commitments maintained through all phases • Consider previous commitments 	<ul style="list-style-type: none"> • Many contexts including transportation • Understand landscape, community resources before design • Principles applied as appropriate 	

TOP CHALLENGES TO INTEGRATING CSS

- Overcome perceived and real barriers (i.e., Tort Liability Design Manual)
- Both real and perceived prescriptive agency policies
- Long term cultural barriers (i.e., experience, perspective, design standards, regulations, public expectations, etc.) to be overcome
- Perception is that CSS is an environmental strategy and not about mobility and safety (what cultural paradigm created this?)
- Revise transportation funding process to reflect CSS (i.e., more \$\$ to shift to pre-planning, scoping, etc.)
- Perception that CSS is a “thing” instead of a philosophy of how we do our work
- Missing disciplines to compliment staff within DOTs with necessary skill sets: community planners, landscape architects, etc.
- Underdeveloped skills development for a collaborative approach
- Fear of loss of control in the project development process
- Funding is available when project starts: can’t study early (the way projects are programmed – problem & solution defined)
- Improve scoping – front load, multi-disciplinary stakeholders to set context

Strategic Goals

Give the challenges experienced to date and what we want CSS to be in the future, what do we absolutely have to do in the next 2-3 years to mainstream CSS into all transportation agencies?

Advancing the State of the Practice

Supporting Leadership and Coalition Building	Facilitate Training	Making the Case for CSS	Evaluate & modify national standards, policies and guidance to facilitate CSS
<ul style="list-style-type: none"> • Getting executive buy-in (including chief engineers) in all state DOTs • Research various organizational structures to better carry out CSS • Research • Develop and coordinate CSS champions and leaders among national & state interest groups • Performance measures- what's measured gets done • Visible top-level advocacy by AASHTO, Feds, state DOTs and others • Gain political support to remove barriers (policy, legal, funding) • Reach out to elected officials & community groups; grow and external expectation • Pass state legislative policy for CSS 	<ul style="list-style-type: none"> • Promote the idea that liability is not a problem • Debunk tort myths (and others) use AASHTO and TRB • Debunk liability issues with case studies • Develop document "Debunking the Myths of CSS" • Customize peer exchange to address an organization's problems and perceptions regarding CSS • Create Guidance for incoming CEOs and upper management • Design and deploy educational curriculum and delivery system to teach CSS • Educate staff on the flexibility we have in the design process • Develop and apply assessment tools to evaluate CSS implementation • Train CSS skills focusing on CSS principles with full range of stakeholders public, consultants, MPR, RPO, etc.) • Provide training to organizations outside DOTs to understand/embrace CSS • Encourage Universities to teach skills necessary to facilitate CSS • Plug MPOs into CSS principles • Research 	<ul style="list-style-type: none"> • Lead by example – Brag • Communicate benefits of CSS (especially the results of NCHRP 15-22) • Aggressive peer exchanges – Customized education-advocacy • Provide effective communication training (2-way) • Regional peer exchanges to share best practices • Simplify the CSS definition to include higher, broader principles • Sell CSS as a philosophy, not an add on • Demonstrate benefits • Research 	<ul style="list-style-type: none"> • Incorporate CSS in all phases of project development manuals • Develop a practitioners' guide for reviewing state policies and manuals for appropriate flexibility • Provide design guidance for incorporating CSS • Develop guidance on performance Measurement • Promote practices which deploy \$\$ and resources to implement CSS • Integrate CSS principles in reauthorization and finance platforms • Revise transportation funding process to facilitate CSS (sharing) • Document seed efforts to leverage resources to build context layers • Research



ACTION PLANNING in SMALL GROUPS

Each strategic goal had at least one state DOT person and one FHWA assigned to lead the development process of the action plans. Below is a list of the co-leads and volunteers for each strategic goal as they were engaged during the October 26 meeting. At that time, the groups began working on their implementation strategy templates. This work continued through two series of conference calls.

Please note: for meeting documentation purposes the list below identifies only those individuals who attended the small working group sessions at the Portland meeting. For an updated list of the additional working group participants/volunteers, as well as changes to the working group titles, that have occurred since the October 26 meeting, please see Appendix B.

Making the Case

Gregg Albright – co-leader
Harold Peaks – co-leader
Dave Ekern
Clayton Harris
Neil Pedersen

Evaluate & Modify National Standards, Policies, and Guidance to Facilitate CSS

Cathy Nelson – co-leader
Barbara Bauer – co-leader
Don Arkle
Mal Kerley
Tim Neuman

Support Leadership & Coalition Building

Cash Misel – co-leader
Shari Schaftlein – co-leader
Carlos Braceras

Facilitate Training

Carol Murray – co-leader
Ed Cole – co-leader
K Lynn Berry – co-leader
Scott Bradley
Steve Gaudio
Kate Kurgan
Gary Toth

Continuing Work on CSS Principles

Angelo Papastamos – co-leader
Dwight Horne – co-leader
Fred Skaer – co-leader
Brad Cownover
Jim Cox
Jim McDonnell
Sally Oldham

Facilitators

Leigh Lane
Barbara Mackay

AASHTO ORGANIZATIONAL INFORMATION RELATED TO CSS

Options for a location:

- Subcommittee under Standing Committee on Highways (SCOH)
- Under Project Delivery Council
- Subcommittee like Asset Management under Standing Committee on Planning (SCOP) with cross-committee representation
- New Standing Committee – must have reps from all 50 states

Givens:

- Program/project delivery is one of the greatest concerns of State DOTs.
- There is no single committee within AASHTO that is responsible for project delivery. Many – such as design, construction, and bridges – report to SCOH. Others are standing committees in their own right, such as SCOP and Standing Committee on Environment (SCOE).

Questions for Discussion:

1. In what ways can AASHTO committees be most effectively encouraged to address and promote CSS in their respective areas?
2. In what ways can cross-coordination be addressed among the various committees involved in project delivery in general and CSS in particular?
3. How can buy-in and commitment to CSS be most effectively obtained from the various committees that are currently (or potentially) involved in CSS activities?
4. If a stand-alone committee or subcommittee is established, what committee characteristics would be most advantageous for advancing CSS?
 1. Membership (how many, where from)
 2. Level of seniority within his/her organization
 3. Location within the AASHTO organizational structure
 4. Basic focus of the committee (leader? facilitator? trainer? champion?)
 5. Number of states involved
5. If a subcommittee is established how can we ensure that all committees that have an interest in CSS are substantively involved?

Scott: TRB has joint representation, will sunset next year; good model to remain as joint whatever.

C Murray: do not need another standing committee; Project Delivery Council makes sense – how to tie in the Operations Council – Council chairs should report out; planning is serious component of project delivery.

Carlos: Touches every committee; prefers to integrate it within existing structure; if Board of Directors (BOD) were to adopt strategic goals and assign to specific committee based on what needs to be done (who would manage this?).

Carol Lee Roalkvam for Doug MacDonald: No strong preference as long as there is communication.

Dave Ekern: Security has matured to a special committee and then to operations– make a case for moving CSS to special committee & let it fall naturally somewhere in the future.

John Horsley: BOD probably won't go for another Standing Committee; either Special Committee or subcommittees like Asset Management.

Bob Walters: How to meld flexibility with green book – definitely an issue.

Gary Toth: Locating the flexibility in the green book – not everyone can do it.

Don Arkle: Policy like bicycle guide; Green book is about geometric design, not other subjects.

Al Biehler: Doesn't like it under Subcommittee on Design; also needs representation from SCOE and SCOP.

Neil's thoughts: **Joint subcommittee: SCOH, SCOE, SCOP w/ representation from all other relevant committees but heavy on the top 3. Lead committee would be SCOH thru Project Delivery Council;** SCOH has responsibility for adoption of standards. Need to make assignments to the various committees.

Jim McDonnell would refer that the committees choose their own assignments rather than being assigned topics.

Neil: Need someone empowered to speak on behalf of the committee leadership.

John Horsley: What is the right body to deal with policy and can the same entity put out an official AASHTO document (Policy & Advance State of Practice & write guidance).

Ken Kobetsky: BOD is the main body to make things happen.

Neil: Still have to have a way to bring people together; a body to manage the process of breaking things down into the proper areas.

Bob Walters: Need interaction between several disciplines – joint action will get action faster.

1. BOD direction is necessary priority area; looking toward leadership to work on related issues
2. Support for joint subcommittee as laid out above
3. Expectation committee leadership of member committees represented make it a priority; representative empowered on their behalf
4. Coordination will take place on all of the action items identified under strategic goals
5. Under Project Delivery Council

Al Biehler: Would like to discuss this with the committee/subcommittee chairs prior to decision.

Dave Ekern: What will BOD do? Ask for demonstration

Neil: Between now & Spring – get goals endorsed and let BOD state expectation that the committees will take responsibility through new joint subcommittee.

John Horsley: 1. Extend sunset by 1 year and 2. Go through process to institutionalize it 3. Find a way to institutionalize it by spring.

Ken: Then take to committees in the summer and let them look at goals

AASHTO/FHWA STRATEGIC PLAN FOLLOW UP

NEXT STEPS

1. Co-chairs along with volunteers working on each strategic goal will participate in a conference call within 4-6 weeks after the strategic planning meeting to finish draft action plans for each strategic goal. Walt Thomas with CTE will schedule the conference calls with each group and handle all logistics for the conference calls. CTE will document the conference call meeting along with the results of the draft action plans for each strategic goal. Conference calls are anticipated to last no more than 2 hours.
2. CTE will disseminate the draft action plans to all meeting participants following the conference calls and documentation of results. Meeting participants will have 2 weeks to review the draft plans and provide comments and suggestions.
3. CTE will compile all comments from the review period on the action plans for each strategic goal and schedule a 2nd round of conference calls with the co-chairs and volunteers working on a strategic goal. The purpose of the 2nd conference call will be to finalize the action plans based on comments received by all meeting participants. These conference calls are planned to be set up no later than January 19, 2006. Walt Thomas with CTE will schedule the conference calls and handle all logistics. CTE will document the results of the conference calls.
4. CTE will collect all final action plans and prepare a brief report that summarizes the strategic planning meeting in Portland along with the final action plan details. This report will be provided to FHWA and AASHTO for their use. This report is expected to be completed by the end of February, 2007.

NOTE: The schedules above may change based on review periods and scheduling conflicts.

CONTACT INFORMATION

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Appendix B: Contact Information for Working Group Members

Please refer to the action plans (Appendix C) for the names of additional individuals who have volunteered to assist with the implementation of the action plans associated with the strategic goals.

Making the Case for CSS (Strategic Goal #1) Working Group

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Building CSS Knowledge & Skills (Strategic Goal #2) Working Group

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Supporting Leadership & Coalition Building (Strategic Goal #4) Working Group

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Other Contacts

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Appendix C: Action Planning Templates for 14 Desired Accomplishments Under 4 Strategic Goals

NEIL PEDERSEN – MAKING THE CASE

1 Year Detailed Action Planning					
Strategic Goal: Making the Case for CSS		Accomplishment Title (What): Subcommittee on Design would devote a portion of its summer meeting to CSS (June 11 – 13, 2007)			
Intent: Have Subcommittee on Design recommend that the Technical Committee on Geometric Design take steps to weave CSS philosophy into future revisions of the Green Book. Start date: December, 2006 End date: June, 2007					
Implementation Steps (How)		Who	When	Where	Costs/other resources
Contact Al Biehler and Carol Ann Wicks to discuss a spot on the Subcommittee on Design’s agenda at their June 11-13, 2007 meeting.		Neil	January, 2007		Phone/time
Look for funding for consultant support to develop goals and strategies for presentation/peer exchange at Standing Committee on Design (SCOD) meeting. Develop proposal with budget Secure funding commitment Hire consultant		AASHTO staff / FHWA	By 2/14/07 By end of March, 2007		Phone/time AASHTO / FHWA
Provide direction for preparation of agenda and materials for the June meeting Review draft consultant proposal Finalize agenda and materials		CSS Working group / AASHTO staff / Maryland SHA staff	By end of March, 2007 By 4/1/2007 By 5/15/2007		
Deliver presentation		Task Force Chair / Task Force members	June 11-13, 2007	Vermont	Travel expenses
Implementation Team coordinators: Neil Pedersen	Collaborators/Partners Al Biehler, Carol Ann Wicks, Emmett Heltzel, Tim Neuman, Don Arkle, FHWA, AASHTO staff, Green Book Technical Committee Chair, influential SCOD members, Consultant, MD SHA staff, etc..	Next meeting check in, or coordination dates: 2/14/07 conference call	Proposed Evaluation measures: Getting on the agenda – ideally ½ day; getting funding for consultant support; agreement/strong commitment that Green Book update will incorporate CSS;		Budget: TBD
Motivating slogan or image for this accomplishment:					

NEIL PEDERSEN – MAKING THE CASE

HAROLD PEAKS – MAKING THE CASE

1 Year Detailed Action Planning

Strategic Goal: Making the Case for CSS	Accomplishment Title (What) Marketing and outreach materials developed and disseminated to transportation agencies concerning an Integrating CSS Self Assessment Tool currently being developed by FHWA.
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Intent: To provide awareness and information to organizations on the development, purpose and benefits of the Self Awareness Tool	Start date:	End date:
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Implementation Steps (How)	Who	When	Where	Costs/other resources
FHWA sends memo to all Division Administrators w/ progress assessment matrix. (To be used to assess current level of implementation and expected progress for FY07).	FHWA	January, 07		
Expanded assessment criteria, examples and support tools to be developed and validated during FY07 to determine the national level of maturity in CSS.	FHWA	Ongoing 07/08		
Revised criteria and measures will be used to assess progress implementing CSS in FY08 and beyond.	FHWA	FY08		
Receive and distribute Fact Sheet for contracted efforts to develop Self Assessment Tool for states to use concerning CSS. (Fact Sheet will be used for information and awareness of the project).		Spring, 07		
Conduct periodic reviews of development of the Self Assessment Tool		Ongoing		
Conduct National Webinar on Self Assessment Tool and implementation process.		Summer 08		
Attend two half day pilot presentations and conduct one-day workshops on how to use the self assessment tool. (One for managers and one for practitioners).		Spring/Summer 08		

Implementation Team coordinators:	Collaborators/Partners	Next meeting check in, or coordination dates:	Proposed Evaluation measures:	Budget:
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Motivating slogan or image for this accomplishment:

HAROLD PEAKS – MAKING THE CASE

1 Year Detailed Action Planning					
Strategic Goal: Making the Case for CSS		Accomplishment Title (What) Sharing Information from the Baltimore CSS Peer Exchange and Portland CSS Strategic Planning Meeting			
Intent: Develop and distribute appropriate information from these meetings to help transportation agencies move forward with CSS implementation. Start date: 02/01/07 End date: 05/01/07					
Implementation Steps (How)		Who	When	Where	Costs/other resources
The Baltimore Peer Exchange 14 page report prepared by CTE was submitted to AASHTO for review on 01/29/07. Leigh Lane provided the report to “Making the Case for CSS” group on 02/14/07 for review.					
Determine if CTE Report is acceptable for wide distribution.		Jim McDonnell			
Develop three distinct messages, one for SCOP, SCOE, and SCOH and sent to members with the Peer Exchange Report.		Jim McDonnell	3/15/07		
Distribute Peer Exchange Report to ACEC.		Hal Kasoff	3/30/07		
Distribute Peer Exchange Report to professional organizations such as ASCE and ITE, including a link to CEE website which should include the Report.		AASHTO	4/30/07		
Implementation Team coordinators:	Collaborators/Partners: Gary Toth	Next meeting check in, or coordination dates:	Proposed Evaluation measures: Personalized messages crafted for SCOP, SCOE, and SCOH. Number of individuals report is sent to. Number of professional organizations report is sent to. Number of accesses to websites containing report.	Budget:	
Motivating slogan or image for this accomplishment:					

1 Year Detailed Action Planning

Strategic Goal: Making the Case for CSS	Accomplishment Title (What) Marketing and outreach materials developed and disseminated to transportation agencies concerning the future NCHRP Report 15-32 (CSS: Quantification of the Benefits in Transportation).			
Intent: Start date: Jan, 2007 End date: Jan, 2008 To raise awareness of the NCHRP project 15-32 (CSS: Quantification of the Benefits in Transportation) and encourage agencies to consider the project level and program wide benefits of implementing CSS principles.				
Implementation Steps (How)	Who	When	Where	Costs/other resources
Report, as opportunities are provided, on Preliminary Draft Interim Report findings at TRB's Annual Meeting.	Members of the Project Panel and Consultant team	Jan 21-25, 2007	Wash. D.C.	0
Prepare a fact sheet(s) defining the project purpose and, as applicable, consider the following focuses: <ul style="list-style-type: none"> • Scoped for wide distribution and board application (possible uses include press release, newsletters, industry publications, websites, TRB's monthly email) • Highlights case studies under investigation (encourage participating stakeholders to assist research and promote networking among stakeholders with similar issues) • Present study methodology and interim findings to establish credibility and potential applications (note the "business case" for CSS) • Highlight CSD&S Principles-Benefit Matrix (defines the nexus between CSS principles and desired benefits) • Include reference to early Planning phase (pre-programming) application for CSS • Sample the "tool box" and performance measures/criteria 	Gregg Albright, Project Panel Chair, and Dr. Nikiforos Stamatiadis, principle investigator for the Kentucky Trans Center (Consultant)	Begin; Feb 1 st Complete; March 1 st		0 (within project scope of work)
FHWA sends memo/letter of support to all Division Administrators w/ progress statement and expectations.	Keith Moore, FHWA	Timing under consideration based on project deliverables		0
National Webinar on and implementation process.	Keith Moore, FHWA	Jun, 2007		0
AASHTO highlight progress during the June 2007 meeting.	Unknown	Based on Meeting agenda development		0

AASHTO adopt final product as “Recommended Practices”		Unknown	Oct, 2007-final timing depended on project delivery.		
Implementation Team coordinators: Harold Peaks and Gregg Albright	Collaborators/Partners Keith Moore, Dr. Nikiforos Stamatiadis	Next meeting check in, or coordination dates: Week of Feb 5 (phone calls)	Proposed Evaluation measures:	Budget: Unknown	
Motivating slogan or image for this accomplishment: Still under consideration.					

GREGG ALBRIGHT – MAKING THE CASE (page 2 of 2)

K LYNN BERRY – BUILDING CSS KNOWLEDGE

1 Year Detailed Action Planning					
Strategic Goal: Building CSS Knowledge and Skills		Accomplishment Title (What) Submit tort liability as a topic for NCHRP Synthesis (<i>NCHRP Project 20-5, "Synthesis of Information Related to Highway Problems,"</i>)			
Intent: Disseminate readily available information on tort liability as it relates to the practice of CSS. Start date: 01/16/07 End date: 02/14/07					
Implementation Steps (How)		Who	When	Where	Costs/other resources
Prepare a description of the current need for information about tort liability concerns in “flexible highway design.” Submit topic for consideration at http://www.trb.org/Studies/Synthesis/SynthesesForm.asp		K. Lynn Berry	Jan-Feb, 2007	n/a	n/a
Implementation Team coordinators: K. Lynn Berry	Collaborators/Partners	Next meeting check in, or coordination dates: Update to Strategic Goal Committee during Feb. 13, 2007, conference call.	Proposed Evaluation measures:		Budget: \$0
Motivating slogan or image for this accomplishment:					

K LYNN BERRY – BUILDING CSS KNOWLEDGE

1 Year Detailed Action Planning

Strategic Goal: Building CSS Knowledge and Skills	Accomplishment Title (What) Submit proposal to AASHTO’s SCOE for domestic scan on tort liability
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Intent: Research State DOT responses to tort liability concerns and share solutions with other States. Start date: 11/01/06 End date: 12/08/06

Implementation Steps (How)	Who	When	Where	Costs/other resources
Contact AASHTO for copy of application materials. Interview TRB Committee on Tort Liability & Risk Management (Jay Smith, Chair) Research Available data on tort liability and CSS Prepare & submit application	K. Lynn Berry	Nov, 2007	n/a	n/a

Implementation Team coordinators: K. Lynn Berry	Collaborators/Partners	Next meeting check in, or coordination dates: TASK COMPLETE	Proposed Evaluation measures:	Budget: \$0
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Motivating slogan or image for this accomplishment:

Steve Gaudio, Eleanor Huber, Leigh Lane **1 Year Detailed Action Planning**

Accomplishment Title (What): Document and share CSS training materials.

Intent: To develop a document that contains comprehensive information on CSS for:
 (1) State DOTs that are ready to set up a program to integrate CSS, and for
 (2) State DOTs that are not ready for a program but may want to investigate what other state have done (including site visits and other peer exchange opportunities).
 Document should include a description of the intended audience training courses, course content (agenda, goals, curriculum and materials), website links to provide easy access to documents, and contact information.

Start date: 2/2007 **End date:** 12/2007

Implementation Steps (How)	Who	When	Where	Costs/other resources
Research and collect information from select states for training opportunities that offer a comprehensive “program” approach to integrating CSS into agency culture. This activity is currently underway as Phase I of an FHWA Training and Assessment Guide Project.	FHWA	July 2007		FHWA HQ/ FHWA Division Offices/FHWA Consultant/State DOT staff time
Collect CSS training materials that are readily available from state DOTs. Leigh Lane has submitted a proposal to collect these materials and post them on AASHTO’s CEE Web site under CSS, such that state DOTs have access to these example CSS classes. AASHTO will review and make a decision on the scope and budget in May 2007.	AASHTO	May - August 2007		AASHTO’s contract with environmental excellence expert, Leigh Lane
Research and collect information on State DOT best practices in CSS for peer exchange opportunities. Some suggested sources of information: <ul style="list-style-type: none"> • AASHTO Center for Environmental Excellence (CEE) website • FHWA CSS Clearinghouse website • 2005 AASHTO Survey • Consultants • Transportation Organizations 	AASHTO/FHWA	July 2007		Consultant/ FHWA/ FHWA Division Offices/State DOT staff time

SCOTT BRADLEY – BUILDING CSS KNOWLEDGE

1 Year Detailed Action Planning					
Strategic Goal: Building CSS Knowledge and Skills		Accomplishment Title (What) Develop Framework for Promoting and Sponsoring Peer Exchanges and Conduct a Pilot Peer Exchange in 2007			
Intent: Develop and kick-off an FHWA and AASHTO co-sponsored (and partially subsidized) CSS peer exchange pilot program that is made available to state DOTs and tailored to their specific pre-identified concerns and needs					
Implementation Steps (How)		Who	When	Where	Costs/other resources
1) Develop draft FHWA/AASHTO sponsored “State DOT CSS Peer Exchange Program and Application Guidelines” (Description, Eligibility Components, Requirements, Evaluation Criteria, Cost Share Potentials and Application Form) for joint review by FHWA & AASHTO.		Scott Bradley and Ed Cole with Strategic Goal Team’s support	By June 2007	N/A	TBD - DOT applicant might cover per diem cost; FHWA and AASHTO might cover travel costs plus small honorariums; and resource professionals might donate their time for expenses paid
2) Modify Program Guidelines, Criteria and Cost Share approach as needed to launch a tailored “pilot” DOT Peer Exchange deployment in 2007.		“ “	By Aug. 2007	N/A	
3) Based upon FHWA/AASHTO sanction of a most feasible and desirable Program approach ... solicit and identify a broad range of qualified and willing peer exchange resource professionals from which tailored teams can be assembled to meet specific DOT peer exchange needs.		“ “	By Sept. 2007	N/A	
4) Develop a peer exchange evaluation or assessment tool.		“ “	By Oct. 2007	N/A	
5) Assemble, prepare and deploy a peer exchange team to match a specific DOT need using the “pilot” Program Approach and Guidelines.		Joint FHWA and AASHTO Team Leaders	By Dec. 2007	To be determined (TBD)	
Implementation Team coordinators: Scott Bradley and Ed Cole	Collaborators/Partners Building CSS Knowledge and Skills Team; FHWA and AASHTO jointly; state DOTs	Next meeting check in, or coordination dates: This Task Complete Next Steps TBD	Proposed Evaluation measures: See Implementation Step 4)	Budget: TBD	
Motivating slogan or image for this accomplishment: <i>Building CSS Knowledge and Skills Through Customized DOT Peer Exchanges</i>					

SCOTT BRADLEY – BUILDING CSS KNOWLEDGE

GARY TOTH – BUILDING CSS KNOWLEDGE

1 Year Detailed Action Planning

Strategic Goal: Building CSS Knowledge and Skills	Accomplishment Title: Determine what chief executive officers (CEOs) need to know about CSS and document in a one page informational flyer or other suitable format
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Intent: Get CEOs attention about CSS and whet their appetite for more info Start date: Feb 1, 2007 End date: July 1, 2007

Implementation Steps (How)	Who	When	Where	Costs/other resources
1) Develop a draft list of topics to be covered in flyer	Gary Toth	Feb 12, 2007	N/A	N/A
2) Review draft list of topics	Knowledge & Skills Team	Feb 13, 2007		
3) Generate of list of sitting and retired CEOs who will review draft list of topics and the flyer	Knowledge & Skills Team	Feb 13, 2007		
4) Submit draft list to CEOs	Gary Toth	Feb 28, 2007		
5) Receive feedback from CEOs	Gary Toth	Mar 15, 2007		
6) Prepare draft flyer and submit to Knowledge & Skills Team	Gary Toth	Apr 15, 2007		
7) Submit comments	Knowledge & Skills Team	May 1, 2007		
8) Prepare final draft flyer and submit to full AASHTO CSS Task Force	Gary Toth	June 1, 2007		
9) Final comments received	CSS Task Force	June 15, 2007		
10) Flyer finalized and submitted to AASHTO/FHWA for printing	Gary Toth	July 1, 2007		
11) Distribution by mail and at SASHTO (8/3) and AASHTO (9/28)	AASHTO	Aug 1, 2007		

Implementation Team coordinators: Gary Toth	Collaborators/Partners Berry, Cole, Huber, Gaudio, Kurgan, Obenberger, Bradley, Papastamos, Oldham, Pedersen, Stamatiadis, Skaer, Aimes	Next meeting check in, or coordination dates: Feb 13, 2007	Proposed Evaluation measures: Complete and distributed by AASHTO Annual Meeting	Budget: Printing and Mailing Cost
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Motivating slogan or image for this accomplishment: *Dispelling Myths about CSS*

GARY TOTH – BUILDING CSS KNOWLEDGE

1 Year Detailed Action Planning

Strategic Goal: Promote flexibility in standards application to facilitate CSS through <ul style="list-style-type: none"> • Revision of standards and/or Better understanding and utilization of inherent flexibility 	Accomplishment Title (What) Develop and implement a marketing plan for promoting AASHTO’s “bridging” document (A Guide for Achieving Flexibility in Highway Design, 2004) including awareness and technical education components.
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Intent: Increase use of the “bridging” document	Start date: March '07	End date: March '08
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Implementation Steps (How)	Who	When	Where	Costs/other resources
<ul style="list-style-type: none"> • Letter from AASHTO leadership to Members and industry to revive and promote the document. 	AASHTO – Neil Pederson			Time
<ul style="list-style-type: none"> • Letter from FHWA leadership to FHWA staff to promote it and give directive to strengthen message wherever they present, train, etc. 	FHWA – King Gee and Gloria Shepherd(AA for Env)			Time
<ul style="list-style-type: none"> • Prepare a one-pager to be used as an attachment, stand-alone or placed on websites that makes the case for use of the document, links to how to order, graphically looks similar, gets it back into people’s minds. 				Time
<ul style="list-style-type: none"> • Supplement message with appropriate excerpts from the two documents being “bridged” i.e. FHWA’s “Flexibility in Highway Design” and AASHTO’s “Green Book” 				Time
<ul style="list-style-type: none"> • Showcase projects (case studies) where the document has been successfully applied. Consider production of a promotional video with on-site footage and live interviews with enthusiastic spokespersons – both practitioners and “customers” 				\$\$\$\$\$
<ul style="list-style-type: none"> • Review current course offerings for opportunities to influence use of the document. 				\$\$\$ Time

continued

<ul style="list-style-type: none"> Prepare a presentation that could be given at various engineering events such as ITE, ASCE or at AASHTO subcommittees on how to use the document, what it is and why it's important. 					\$\$
Order bulk quantities and give them away at select events. (Perhaps AASHTO could make the document available in pdf format on CD)					
Implementation Team coordinators:	Collaborators/Partners	Next meeting check in, or coordination dates:	Proposed Evaluation measures:	Budget:	
Barbara Bauer, FHWA Keith Harrison, FHWA ???, AASHTO					
Motivating slogan or image for this accomplishment:					
FLEXIBILITY: ENHANCING THE "FITNESS" OF PROJECT DESIGNS					
(Have a graphic artist generate some prototypes: Perhaps an athlete wearing a hardhat, carrying a rolled-up set of plans or a drafting tool as a "baton", hurdling over a Type II construction barricade against a backdrop of a tree-lined street crowded with cheering residents ???)					

BARB BAUER – NATIONAL STANDARD (page 2 of 2)

1 Year Detailed Action Planning

Strategic Goal: Promote flexibility in standards application to facilitate CSS through <ul style="list-style-type: none"> • revision of standards and/or • better understanding and utilization of inherent flexibility 	Accomplishment Title (What) 2008 Symposium on the Evolution of AASHTO’s Geometric Design Guidance
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Intent: _____ Start date: _____ End date: _____

Implementation Steps (How)	Who	When	Where	Costs/other resources
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<ul style="list-style-type: none"> • Identify stakeholders to participate in symposium (suggestions, SCOD, Geometric Design Technical Comm., Roadside Design Tech. Comm., SCHTS, SCOH, SubComm on Legal Affairs, FHWA ...) • Establish a Steering Committee of at least one member from each stakeholder group. • Appoint a Steering Comm. Chairperson • Review implementation plan and modify as appropriate. • Establish meeting format • Pick a mutually convenient date, and consider several location to hold the symposium • Select location • Identify meeting facilitator (AASHTO, Local DOT, University, private vendor.....) • Secure facilities • Identify topics and speakers and/or facilitators. • Establish costs, budget and required registration fees • Secure speakers/facilitators • Publicize, encourage and recruit attendance • Conduct conference 	National Standards Working Group	Feb 2007	Tele-conf	
	Comm Chair	Mar 2007	Phone/email	
	Steering Comm	Mar 2007	Phone/email	
	Steering Comm	Mar 2007	Tele-conf	
	Steering Comm	Mar 2007	Tele-conf	
	Steering Comm	Mar 2007	Tele-conf	
	Steering Comm	Apr 2007	Tele-conf	
	Steering Comm	Apr 2007	Tele-conf	
	Facilitator	Jul 2007		
	Steering Comm	Jul 2007	Tele-conf	
	Steering Comm	Aug 2007	Phone/email	
	Steering Comm	Sept 2007	Phone/email	
	AASHTO Comm	Nov 2007 2008		

Implementation Team coordinators:	Collaborators/Partners	Next meeting check in, or coordination dates:	Proposed Evaluation measures:	Budget:
To Be Determined	Ray Krammes Septo Sillan	February 2007	To Be Determined	Self

Motivating slogan or image for this accomplishment: _____ To Be Determined

1 Year Detailed Action Planning

Strategic Goal: Support Leadership & Coalition-Building	Accomplishment Title (What) Obtain funding and set up/organize a Peer Exchange on CSS Performance Measures in 2008.
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Intent: It is the intent of AASHTO/FHWA to utilize the core CSS Principles to “assess the success” of DOT’s and FHWA in implementing the CSS approach/philosophy. The previous NCHRP Project 20-24(30), Performance Measures for CSS, A Guidebook for State DOT’s (sponsored by FHWA/AASHTO), identified there are basically two types of Performance Measures needed, Organization Level & Project Level. This Peer Exchange will focus on Project Level (Planning thru Maintenance Activities), bringing in other agencies, groups, DOT’s, and others, that have established or began Performance Measures related to the draft of the core CSS Principles below:

Draft of Core CSS Principles

- 1) Strive towards a shared stakeholder vision to provide a basis for decisions.
- 2) Demonstrate a comprehensive understanding of contexts.
- 3) Foster continuing communication and collaboration to achieve consensus.
- 4) Exercise flexibility and creativity to shape effective transportation solutions, while preserving and enhancing community and natural environments.

It is the intent of this Action Plan to identify and complete all steps necessary that will lead to a “National Peer Exchange on CSS Performance Measures”. Further more, this Action Plan will identify funding and a timeframe for a completion of a CSS Performance Measures Guideline (CSSPMG), Planning thru Maintenance Activities utilizing the Peer Exchange as the kick-off and guide for the CSSPMG.

Start date: 2/2007 **End date: 3/2008**

Implementation Steps (How)	Who	When (due date)	Where	Costs/other resources
✓ Determine FHWA/AASHTO leaders	AASHTO/FHWA	2/2007		
✓ FHWA/AASHTO leaders select other DOT Project Team Members (2-4)	AASHTO/FHWA	3/2007		
✓ Project Team selects other team members (4-6)	Project Team	3/2007		
✓ Determine overall budget (including hiring a Consultant to lead the development of the Peer Exchange and other Project Team member costs)	Project Team	4/2007		
✓ Brainstorm any other committee’s or resources needed	Project Team	4/2007		
✓ Obtain funding or at a minimum partial funding to get started	AASHTO/FHWA	5/2007		
✓ Select Consultant to Develop the Peer Exchange (Not sure of the process to hire)	Project Team	7/2007		

<ul style="list-style-type: none"> ✓ Determine Where, When, How many, how long, etc. for Peer Exchange (Half Day or Full Day Presentation and Half Day Workshop?) ✓ Determine specific topics, number of people to invite and list of experts, speakers to make a presentation ✓ Obtain all additional funding needed for Peer Exchange and for Consultant responsible to produce Guidelines after Peer Exchange ✓ Complete all other Peer Exchange details, including but not limited to, how to register, who are contacts, additional staff needed, sending out notices, finding and solidifying presenters, etc. ✓ Select Consultant to develop CSS Performance Measure Guidelines ✓ Hold Peer Exchange Workshop 		Project Team (led by Consultant)	8/2007		
		Project Team (led by Consultant)	9/2007		
		AASHTO/FHWA	10/2007		
		Consultant	2/2008		
		Project Team	1/2008		
		AASHTO/FHWA	3/2008		
Implementation Team coordinators: AASHTO FHWA Craig Green	Collaborators/Partners AASHTO, FHWA DOT's Consultants, Sally Oldham TRB (?) ASCE (?) Nick Stamatidis Leigh Lane	Next meeting check in, or coordination dates: March	Proposed Evaluation measures: Is CSS Performance Measure Peer Exchange/Workshop funded and scheduled?	Budget: ??	
Motivating slogan or image for this accomplishment:					

ANGELO PAPASTAMOS – SUPPORT LEADERSHIP (page 2 of 2)

SHARI SCHAFTLEIN – SUPPORT LEADERSHIP

1 Year Detailed Action Planning					
Strategic Goal: Support Leadership and Coalition-Building		Accomplishment Title (What) Advance CSS National Dialogue			
Intent: Build organizational relationships and leverage resources		Start date: April 07	End date: April 08		
Implementation Steps (How)		Who	When	Where	Costs/other resources
<ul style="list-style-type: none"> Identify opportunities for AASHTO and FHWA to work together with other National CSS leaders to advance the CSS national dialogue (see http://www.fhwa.dot.gov/csd/activities.cfm#s04o for more info on FHWA’s national dialogue program initiative). Develop Scope of event to be held in Summer 2008, consider how to incorporate early action on gaining consensus on revisions to the CSS Principals Develop Timeline ID Points of AASHTO engagement <ul style="list-style-type: none"> - Logistics, Agenda, Sessions, White papers - Id role for each of the AASHTO Committees Solicit 2/3 key organizations that Committees would target for partnering Develop tracks/sessions and preconference events to build relationship and action plans 		FHWA Staff and contractor Workgroup Committee Chairs, Contacts in Partnering Organizations	Spring 07 Summer 07 Fall 07	DC Via Conf. calls, and next Committee mtgs	Participants time, contractor provides logistic support, FHWA supports virtual meeting options, and face/face as needed, mini-contracts for white papers and draft action plans
Implementation Team coordinators: Shari Schaftlein, John Deatrick, Angelo Papastamos	Collaborators/Partners FHWA-AASHTO CSS Workgroups; AASHTO CSS Task Force; Leaders of other National Organization advancing CSS	Next meeting check in, or coordination dates: Monthly		Proposed Evaluation measures: Formal partnership agreements, successful buy-in and participation in Dialogue, visible Leader collaboration (project, program, and political)	Budget: \$25,000 supplement to current FHWA budget for Dialogue
Motivating slogan or image for this accomplishment: Building a coalition of partner organizations and leaders to accelerate the adoption of exemplary CSS practices.					

SHARI SCHAFTLEIN – SUPPORT LEADERSHIP

JOHN DEATRICK – SUPPORT LEADERSHIP

1 Year Detailed Action Planning					
Strategic Goal: Support Leadership and Coalition Building		Accomplishment Title (What) Submit research proposal to Standing Committee on Highways (SCOH) NCHRP 20-7 that explores DOT organizational structures that support CSS			
Intent: Identify DOT organizational structures that support CSS integration to inform transportation agencies of ideas that promote efficient and effective project delivery through organizational change. Start date: January, 2007 End date: May, 2007					
Implementation Steps (How)		Who	When	Where	Costs/other resources
<p>Prepare the problem statement that meets NCHRP SCOH format requirements</p> <p>Submit the proposal directly to Crawford Jencks (cjencks@nas.edu) - incorporate in the proposal that it is being submitted on behalf of our FHWA/AASHTO CSS partnership committee and note the AASHTO member states helped to generate and support it. Clarify how this proposal differs from the 25-25 organization assessment on Stewardship is important.</p> <p>SCOH NCHRP 20-7 committee will meet on May 5, 2007 to review the 20-7 proposals. They will make recommendations for spending part of their annual allotment of \$1 million to the full SCOH for a final decision later that day. Follow up to make sure this proposal is on their list of projects to consider. http://downloads.transportation.org/aashto_springagenda0107-draft.pdf</p> <p>So.... We should get a fair hearing given: Carlos from UT is the chair of 20-7 now and several other CSS friends are on the panel including King Gee of FHWA; Neil Pederson is the chair of SCOH.</p> <p>-----</p>		<p>John Deatrick</p> <p>Shari Schaftlein</p> <p>John Deatrick</p>	<p>January, 2007</p> <p>March, 2007</p> <p>April, 2007</p>		
Implementation Team coordinators:	Collaborators/Partners	Next meeting check in, or coordination dates:		Proposed Evaluation measures:	Budget:
John Deatrick Shari Schaftlein	NCHRP 20-7 SCOH Members: Utah DOT, Maryland SHA, King Gee with FHWA			Getting the project funded in 2007 by one of the standing committees	
Motivating slogan or image for this accomplishment:					

JOHN DEATRICK – SUPPORT LEADERSHIP