



# Intergovernmental Policy Advisory Group

Kickoff Meeting for Steering Committee  
June 22, 2009

## *Summary Report*

Prepared by   
www.fountainworks.com



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## Action Items:

### 1) Next Meeting:

**July 20, 2009 – 10:00am**

Hosted by NC Association of County Commissioners

5th Floor Board Room – Quorum Center, 323 Jones Street, Raleigh

### For Next Meeting:

For July 20<sup>th</sup>: Each Steering Committee Member should prepare a *one-page summary* of their organization’s policy-making process to share

Send to [beau@fountainworks.com](mailto:beau@fountainworks.com) by July 16



# 1 Introduction

This report summarizes the Intergovernmental Policy Advisory Group’s Steering Committee kickoff meeting held on June 22, 2009 in Raleigh at the North Carolina Department of Transportation building.

The major headings of this report correspond to the key activities and steps taken during the meeting. During the session, all comments were recorded by Fountainworks on a graphic gameplan template to help to capture insights and ideas, and guide the decision making process.

## Intergovernmental Policy Advisory Group- Steering Committee Members

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<b>Kevin Leonard</b>	NC Association of County Commissioners	<a href="mailto:Kevin.leonard@ncacc.org">Kevin.leonard@ncacc.org</a>
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<b>Hannah Cockburn</b>	NC RPO Association	<a href="mailto:hcockburn@ptcog.org">hcockburn@ptcog.org</a>
<b>Betty Huskins</b>	NC Council of Governments Association	<a href="mailto:bruhuskins@gmail.com">bruhuskins@gmail.com</a>
<b>Mike Horn</b>	Contractor Rep. Kimley-Horn & Associates	<a href="mailto:mike.horn@kimley-horn.com">mike.horn@kimley-horn.com</a>
<b>Jim Trogdon Susan Coward Mark Foster Jim Westmoreland Terry Gibson Mark Tyler</b>	NCDOT Management Team	<a href="mailto:jhtrogdon@ncdot.gov">jhtrogdon@ncdot.gov</a> <a href="mailto:scoward@ncdot.gov">scoward@ncdot.gov</a> <a href="mailto:mfoster@ncdot.gov">mfoster@ncdot.gov</a> <a href="mailto:jwestmoreland@ncdot.gov">jwestmoreland@ncdot.gov</a> <a href="mailto:tgibson@ncdot.gov">tgibson@ncdot.gov</a> <a href="mailto:mtyler@ncdot.gov">mtyler@ncdot.gov</a>
<b>John Sullivan (unable to attend first meeting)</b>	USDOT/FHWA	<a href="mailto:john.sullivan@fhwa.dot.gov">john.sullivan@fhwa.dot.gov</a>



## 2 Opening Comments

NCDOT Chief Operation Officer (COO) Jim Trogdon opened the meeting explaining why the NCDOT has convened the Intergovernmental Policy Advisory Group and what role the Steering Committee will have in this work. He emphasized NCDOT's commitment to collaborating with first ever Intergovernmental Policy Advisory Group on process design.

COO Trogdon highlighted several key points for the Advisory Group:

- The Perdue Administration, NCDOT Secretary Gene Conti, and the entire management team at NCDOT are committed to working collaboratively with local governments.
- Several studies and commissions have cited the need to improve policy and working relations between NCDOT and local governments. Recently, **21<sup>st</sup> Century Transportation Committee** recommended a cooperative and collaborative working relationship between NCDOT and local governments. The Legislatively appointed Committee noted that NCDOT should assist local governments in coordinating land-use and transportation planning and that NCDOT should explore opportunities for improved delivery and efficiency of existing transportation services by working with the state local government associations (NCLM, NCACC, etc).
- Challenging issues including funding and financing, relates to roles and responsibilities for transportation. NCDOT sees this Intergovernmental Policy Advisory Group as a potential model for greater future collaboration on such complex issues.
- The Steering Committee for the Intergovernmental Policy Advisory Group must discuss how to develop shared ownership between the Policy Advisory Group and NCDOT. All Steering Committee members should help design this effort and decide on a work and policy program that they will participate in going forward; it should not be "driven" by DOT, but designed jointly to meet shared goals.
- The Intergovernmental Policy Advisory Group has an opportunity to help reshape the working relationship between NCDOT and local government partners in the context of a broader NCDOT transformation process



### 3 Success Factors

During a facilitated discussion, participants shared their insights about previous policy development efforts that were both successful and unsuccessful. Each participant was asked to think about their previous experiences developing public policy and describe key ingredients for success- as well as things to avoid. Fountainworks posed the question, ‘How can this group be successful?’

Participants described the **success factors** captured on a graphic gameplan:



**Success Factors:**

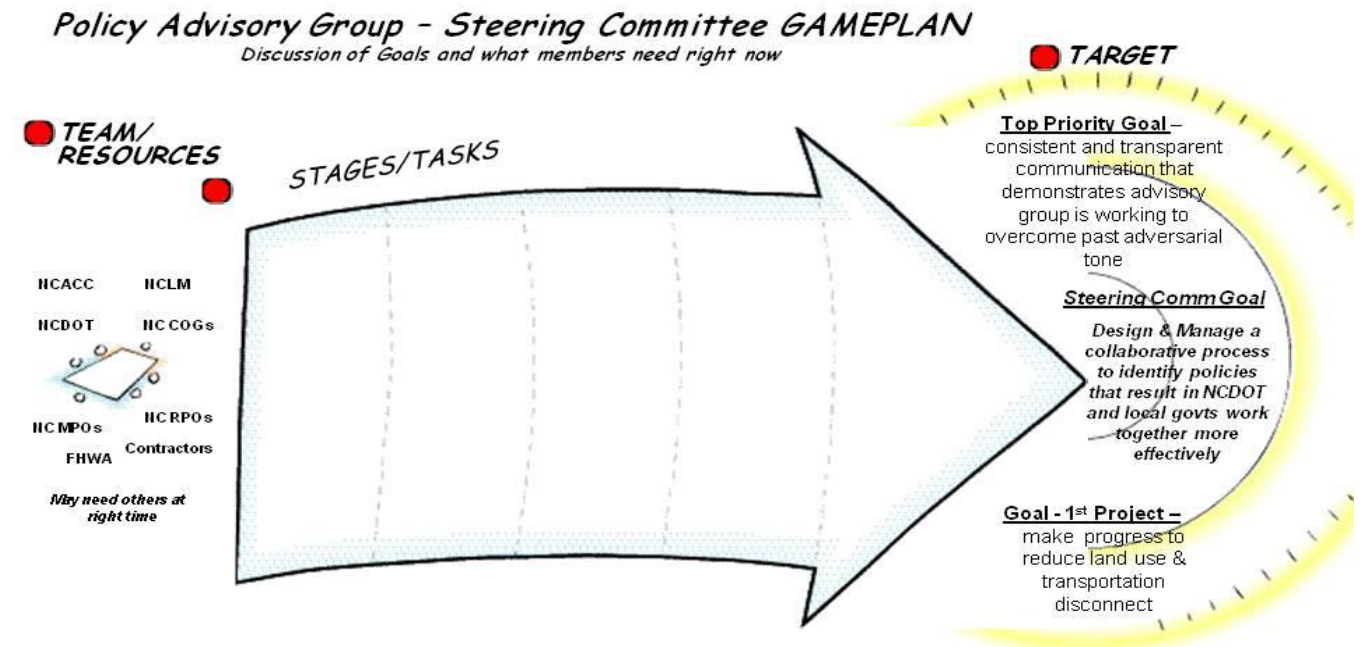
- Work for early successes/Low hanging fruit
- Good communications builds positive energy
- Seeing issues from all perspectives
- Avoid mid-stream “rogue advocacy”
- Shared ownership of process and products
- Need to “see the end of the tunnel”
- Definitive outcomes
- Expert assistance in groups
- Avoid over-promising
- Commit to ground rules
- Focused and prioritized
- Key stakeholders at the table



## 4 Defining Goals and Short Term Needs:

Participants were asked to focus on Intergovernmental Policy Advisory Group goals as well as what the Steering Committee needs in order to move forward.

### Intergovernmental Policy Advisory Group Goals and Priorities:



**What do you need from this Committee now?**

*Explain policy process – “One pager” from each Partner*

*Need strong signal that relations are shifting Partners – not adversaries*

*Steering Comm Communications plan – for Partners*

*Clear understanding of transportation trends*

**Intergovernmental Policy Advisory Group Goal:**

Design & manage a collaborative process identifying policies that result in NCDOT and local governments working together more effectively. NCDOT and local governments will establish and direct expert workgroups to explore opportunities for improved policies and practices rather than do all the work themselves.

**Top Priority:**

Demonstrate consistent and transparent communication that demonstrates the advisory group is working to overcome former adversarial tone.



### **First Major Project for Steering Committee:**

Establish a workgroup that will make notable progress reducing disconnect between land use and transportation.

### **What is Needed Now to Move Forward:**

The Steering Committee members discussed specific actions and information needed in the short-term to help the Intergovernmental Policy Advisory Group move forward:

- 1) Each participant wants to better understand the internal policy making process of the others including the policy decision process for the NC Board of Transportation and the advocacy and policy processes and timelines for the NC League of Municipalities. Each committee member agrees to ***prepare a one-page summary of their policy process to share at the July 20<sup>th</sup> Steering Committee meeting.***
- 2) The Committee agreed on a need for a common understanding of the current trends in transportation and current challenges facing NC including the current state of land use and transportation planning integration. This needs to be communicated consistently.
- 3) The Steering Committee members agree it is essential to establish a clear understanding by all parties that this effort is a shift from the past, commitment to a sincere collaborative working relationship, and that this Steering Committee will be taken seriously and will focus on “making things different.”
- 4) Steering Committee needs a communication plan to communicate to their constituent members a consistent and commonly understood message for the motivations, objectives and work plan of the Intergovernmental Policy Advisory Group.

## **5 Meeting Schedule**

**Committee members established a schedule for three additional planning meetings:**

**July 20** at 10am - - hosted by NCLM/NCACC

**August 24** at 10am – location TBD

**September 21** at 10am – location TBD



## 6 Ground Rules for Effective Groups

Steering Committee member Betty Huskins suggested a set of rules that she has previously used:

### Values and Rules Leading to Effective Groups:

#### Values Underlying Ground Rules:

- Valid Information
- Free and Informed Choice
- Internal Commitment

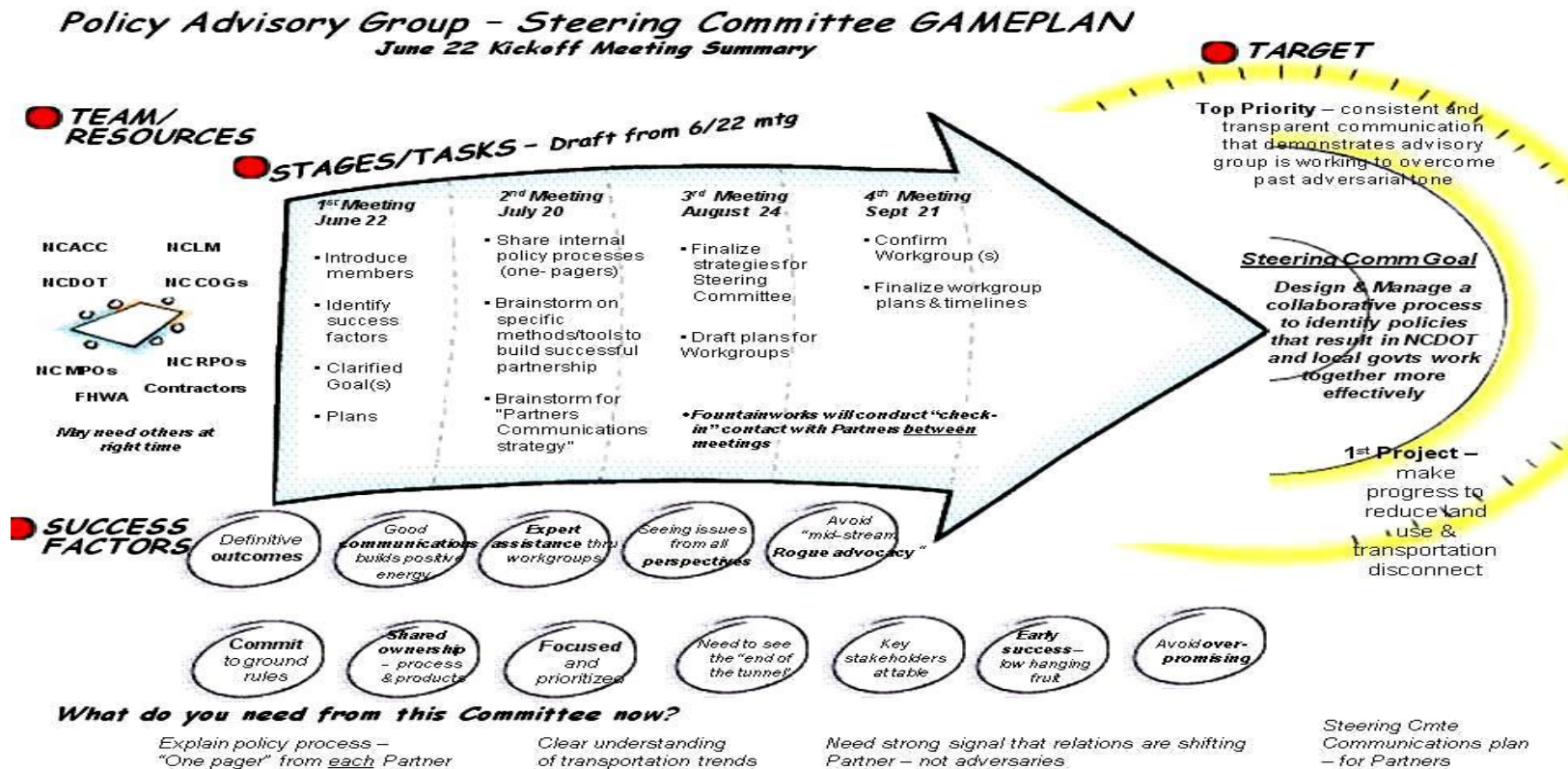
#### Ground Rules:

- Test Assumptions and Inferences
- Share All Relevant Information
- Focus on Interests, not Positions
- Be Specific- Use Examples
- Agree on What Important Words Mean
- Explain the Reasons Behind One's Statements, Questions, and Actions
- Disagree Openly with Any Member of the Group
- Make Statements, then Invite Questions and Comments
- Jointly Design Ways to Test Disagreements and Solutions
- Discuss Undiscussable Issues
- Keep the Discussion Focused
- Do Not Take Cheap Shots or Otherwise Distract the Group
- All members are Expected to Participate in All Phases of the Process
- Exchange Relevant Information with Nongroup Members
- Make Decisions by Consensus
- Do Self-Critique



## 7 Draft Gameplan for the Steering Committee:

At the conclusion of the kickoff meeting the participants had developed the following preliminary gameplan for the Steering Committee of the Intergovernmental Advisory Group.



### Two key action items:

- 1) The next meeting is on **Monday, July 20 at 10am** - tentatively scheduled to meet at the Quorum Center in Raleigh.
- 2) Each Steering Committee member will prepare a **one-page summary** of their policy making process to share at July 20 meeting.



# Policy Advisory Group - Steering Committee GAMEPLAN

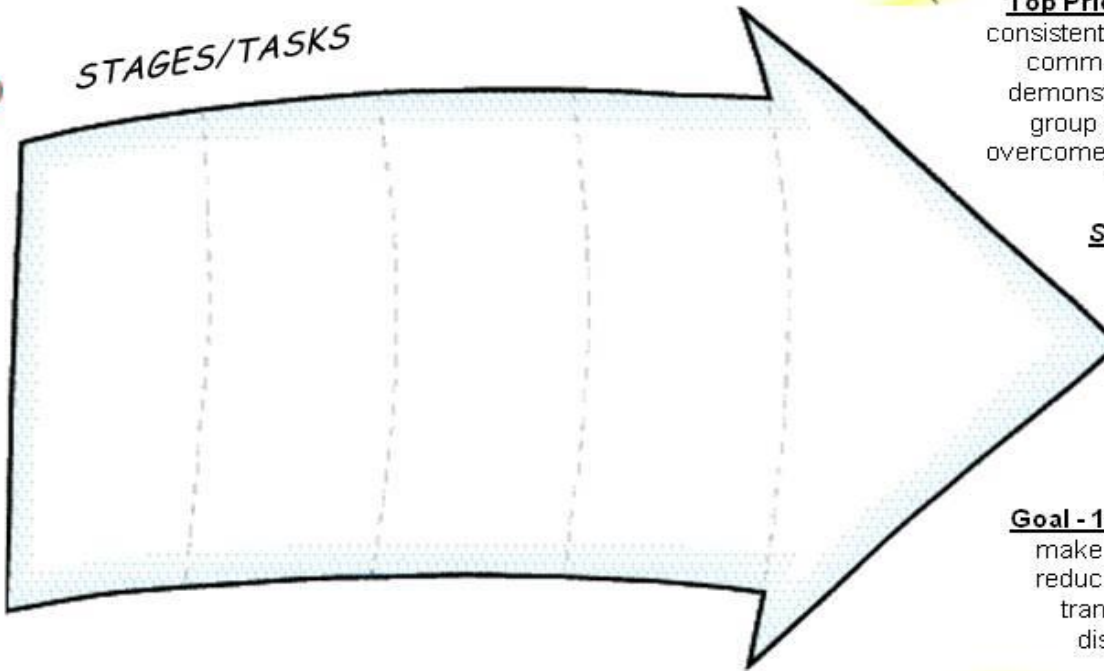
*Discussion of Goals and what members need right now*

**TEAM/RESOURCES**

- HCACC
- HC DOT
- HC MPOs
- FHWA
- HCLM
- HC COGs
- HC RPOs
- Contractors

*May need others at right time*

**STAGES/TASKS**



**TARGET**

**Top Priority Goal** – consistent and transparent communication that demonstrates advisory group is working to overcome past adversarial tone

**Steering Comm Goal**

*Design & Manage a collaborative process to identify policies that result in NCDOT and local govts work together more effectively*

**Goal - 1<sup>st</sup> Project** –

make progress to reduce land use & transportation disconnect

**What do you need from this Committee now?**

*Explain policy process – “One pager” from each Partner*

*Need strong signal that relations are shifting Partners – not adversaries*

*Steering Comm Communications plan – for Partners*

*Clear understanding of transportation trends*



# Policy Advisory Group - Steering Committee GAMEPLAN

## Meeting/Stages Schedule

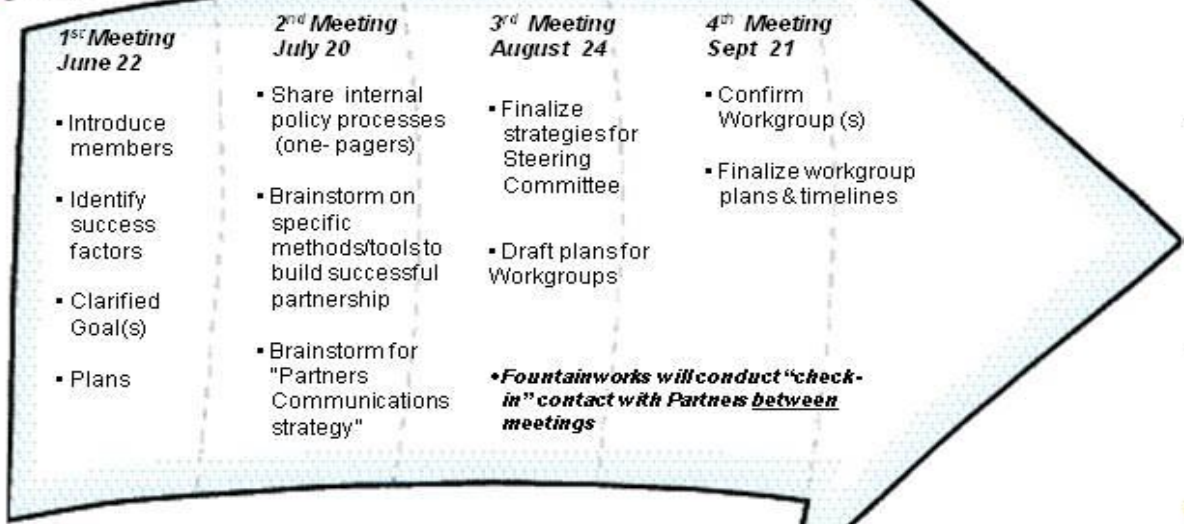
**TARGET**

**TEAM/RESOURCES**

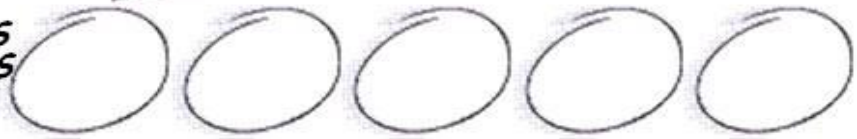
- HCACC
- HCDOT
- HC MPOs
- FHWA
- HCLRM
- HC COGs
- HCRPOs
- Contractors

*Why need others at right time*

**STAGES/TASKS - Draft from 6/22 mtg**



**SUCCESS FACTORS**



**What do you need from this Committee now?**

Explain policy process –  
"One pager" from each Partner

Clear understanding  
of transportation trends

Need strong signal that relations are shifting  
Partner – not adversaries

Steering Comm  
Communications plan  
– for Partners



# Policy Advisory Group - Steering Committee GAMEPLAN

## June 22 Kickoff Meeting Summary

### TEAM/RESOURCES



### STAGES/TASKS - Draft from 6/22 mtg



### TARGET

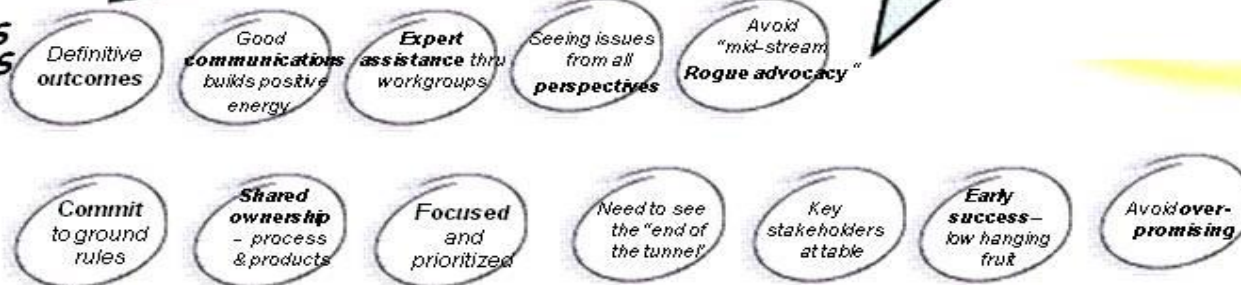
Top Priority – consistent and transparent communication that demonstrates advisory group is working to overcome past adversarial tone

### Steering Comm Goal

Design & Manage a collaborative process to identify policies that result in NCDOT and local govts work together more effectively

1<sup>st</sup> Project – make progress to reduce land use & transportation disconnect

### SUCCESS FACTORS



### What do you need from this Committee now?

Explain policy process – "One pager" from each Partner

Clear understanding of transportation trends

Need strong signal that relations are shifting Partner – not adversaries

Steering Cmte Communications plan – for Partners