

TO: Board Members of CRA, MCRC SIP, and CRASIF

FROM: Steve Warren, CRA President
Tim Haagsma, MCRC SIP Chairman
Doug Robidoux, CRASIF Chairman

DATE: November 13, 2017

RE: Collaboration among CRA, MCRC SIP and CRASIF

To be highly effective in advocating on members' behalf, CRA, MCRC SIP, and CRASIF must work together as a team, be committed to open communication and collaboration on issues of mutual interest, and strive to *speak with one voice* when possible. Many times, this requires extraordinary efforts by staff and members because of the independent missions and legitimate perspectives of each entity. When we speak with one voice, we demonstrate publicly that we are united in our efforts and are working with optimal efficiency, in the best interest of our members. Ultimately, this approach maximizes our collective influence in Lansing and provides members with clear, concise direction.

The goal of speaking with one voice can be achieved if each organization commits to the following doctrines:

- I. To develop positions through the coordinated collection and dissemination of information and perspectives provided by staff, committee members, and boards.**
- II. To communicate positions and recommended actions to member agencies using a common set of resources (i.e. one product, one report, one recommended practice) to the greatest extent possible.**
- III. To coordinate outreach to legislators, public officials, and partner associations regarding issues of mutual concern through open and timely communication among the three organizations.**

To advance our mutual interests-while respecting the independent missions of each entity, we urge the Board members of CRA, MCRC SIP, and CRASIF to commit their organization, staff, and contracted parties to the goal of *speaking with one voice* in accordance with the three doctrines outlined above.

Steve Warren, CRA President

Tim Haagsma, MCRC SIP Chairman

Doug Robidoux, CRASIF Chairman

Proposal for Services

Collaboratively Creating Tomorrow

October 16, 2017

Current Situation: I, Marilyn Semonick, am pleased to respond to the request for facilitation with CRA, MCRCISIP, and CRASIF as the three Boards discuss a path to move forward, striving to *speak with one voice*, when possible.

Steve Warren, President of the County Road Commission, and I, Marilyn, spoke October 10th regarding the recently created one-page document - the first iteration of an expression of the collective near-future direction.

It has been agreed upon by all three (3) Boards, that by the end of 2017, each Board Chair and Vice Chair will review the document with their members, discuss the intent of the doctrines, and gather feedback regarding the content of the document.

Then, the document needs to be revisited to create the next generation based on their Boards' input and decide upon next steps for implementation. And, leaders need to discuss their necessary actions in executing the doctrines.

The initial meeting needs to ensure discussion and eventual agreement around the value of:
*To be highly effective in advocating on members' behalf, CRA, MCRCISIP, and CRASIF must work together as a team, be committed to open communication and collaboration on issues of mutual interest, and strive to **speak with one voice** when possible.*

Participation: Who attends the first meeting?

The first meeting will be critical in discussing not only feedback from each Board; however, discussion and agreement regarding leadership behaviors that demonstrate and contribute to open communication and collaboration. Therefore, please discuss the importance of the Executive Directors, Chairs and Vice Chairs of each Board as participants in the first session.

Objectives:

- Ensure communication of the intent of the one-page document containing collaborative doctrines
- Confirm Board members are heard and their feedback regarding the collective direction is captured, understood and reflected in the final draft of the doctrine document
- Discuss next iteration of the direction/plan based on the input from all three Boards
- Adapt a mutually agreed upon policy statement around agreed upon doctrines

- Discuss and understand the benefits of all leaders embracing the collaborative doctrines and potential risks of not implementing them
- Identify obstacles/challenges to the commitment to open communication and collaboration on issues of mutual interest and *speaking with one voice* when possible in execution of the following **doctrines** **
- Discuss the most effective ways to address the obstacles/challenges that might potentially hinder the implementation of the plan
- Create plan for moving forward
- Discuss most effective/productive ways to lead the agreed upon direction

****DOCTRINES**

1. To develop positions through the coordinated collection and dissemination of information and perspectives provided by staff, committee members, and boards.
2. To communicate positions and recommended actions to member agencies using a common set of resources (i.e. one product, one report, one recommended practice) to the greatest extent possible.
3. To coordinate outreach to legislators, public officials, and partner associations regarding issues of mutual concern through open and timely communication among the three organizations.

Proposed Action: Marilyn Semonick will design and facilitate the first meeting in the process and, with the Chairs and Vice Chairs of each Board, determine next steps based on mutually agreed upon objectives and progress made in the first meeting.

Potential Meeting Content:

The first meeting will be designed to achieve the above stated objectives. The Executive Directors, Chairs and Vice Chairs will share feedback gathered from the three Boards and identify any required/recommended changes such as additional or eliminated items, modified language, the need for clarification, etc. of the one-page document. Did we miss something? What needs to be modified, clarified, or needs clearer language to make the direction more understandable, etc. The next iteration of the one-page will be created based on the feedback.

One Document – *One Voice*: Next steps in adopting a mutually agreed upon policy statement.

The leaders of the three Boards will discuss open communication, collaboration, challenges/obstacles to implementation and their willingness and ability to implement the three doctrines.

Responsibilities: Marilyn Semonick will design session(s) based on facilitated discussions, including those required for session designs to satisfy the specific needs of the Boards, as well as discussions within the meetings. All three Boards will assist in creating the direction and identifying the content of any subsequent meetings.

Timeline: Marilyn Semonick will be available to join the project once all three Boards have reviewed the document with their respective Boards and gathered concerns, need for clarification, modifications, etc, which is expected to be completed by the end of December, 2017. However, if needed, Marilyn will be available to discuss anything that will assist in the process in November and December. Again, meetings will be scheduled based on mutually available dates and times.

Project Terms and Conditions: The Project Investment that follow is for the design, pre-meeting discussions and delivery of the first session, which is expected to run from 9:00 AM – 4:00 PM, anticipating the objectives will be met. The date of the meeting will be scheduled based on the availability of all parties. The Boards will decide if additional sessions are necessary, or if their needs, as a unified force, have been satisfied. At that time, additional investment will be discussed.

Project Investment: \$3,000 plus out-of-pocket travel expenses: mileage, lodging, meals.

Proposal Acceptance: Your signature below indicates acceptance of this proposal and the terms and conditions herein.

Please sign, scan-and-email a signed copy to semonick@comcast.net

Steve Warren, County Road Commission of MI

Date