FINAL REPORT: NEW MEXICO TRCC PERFORMANCE ASSESSMENT

Prepared for

New Mexico Department of Transportation

Under NHTSA Contract DTNH22-14-D-00342

Task Order 0002, Traffic Records GO Team

Submitted by

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Acknowledgements

The GO Team would like to acknowledge the efforts of Yolanda Duran and Jimmy Montoya (New Mexico Department of Transportation) for their leadership on the project and for their commitment to the TRCC's continuous improvement. The team also wishes to thank Marcie Davis and Katie Bridgewater (Davis Innovations) for their efforts coordinating and documenting the July 27-29, 2015 site visit.

The team would also like to recognize the leadership, sustained support, and contributions of Karen Scott and Samuel Sinclair (National Highway Traffic Safety Administration).

The team expresses appreciation to the members of the TRCC for the perspectives expressed during the interviews and for their commitment to the committee and its work to improve the State's traffic records system. That broad and deep commitment will ensure New Mexico's TRCC enjoys greater effectiveness by giving space for the improvement recommendations contained in this report. The following TRCC members participated in the on-site interviews:

Dely Alcantara	University of New Mexico
Elias Archuleta	NM Department of Transportation
Robert Archuleta	NM Department of Transportation*
Keith Bergsten	Albuquerque Police Department
Renee Cupples Cascio	Administrative Office of the Courts*
William Duran	NM Taxation and Revenue, Motor Vehicle Division
Yolanda Duran	NM Department of Transportation
Amy Estelle	NM Department of Transportation
Eric Garcia	Santa Fe Police Department*
Jessica Griffin	NM Department of Transportation
Tamara Haas	NM Department of Transportation
David Hadwiger	NM Department of Transportation
James Hohman	Rio Rancho Department of Public Safety
Afshin Jian	NM Department of Transportation
Julie Krupcale	NM Department of Finance

Joseph Lovato	NM State Police
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Anne McLaughlin	NM Department of Transportation
Jimmy Montoya	NM Department of Transportation
Cynthia Romero	Department of Health
Sophia Roybal-Cruz	NM Department of Transportation
Michael Sandoval	NM Department of Transportation
Chris Smead	Dona Ana Sheriff's Office
Jack Yates	NM Department of Transportation

*Individual is no longer at the agency indicated

Executive Summary

This report presents the findings of a performance assessment of New Mexico's Traffic Records Coordinating Committee (TRCC). The New Mexico Department of Transportation (NMDOT) requested the assessment through the GO Team technical assistance program to facilitate the State's efforts to improve TRCC effectiveness. The GO Team relied on the gap analysis problem-solving methodology (Clark & Estes, 2008), which included an examination of key documents and in-depth interviews with TRCC members during an on-site visit to assess current performance. The performance assessment revealed several areas of strength along with a number of opportunities for improvement. The following constitute the GO Team's primary findings from the gap analysis:

Areas of Strength

1. TRCC member commitment and team cohesion
2. TraCS and Uniform Crash Report (UCR) Subcommittee activity
3. Commitment and effort by existing traffic records support staff
4. TRCC team dynamics – productive conflict

Improvement Recommendations

1. Address the organizational barriers limiting the effective operation of the State's traffic records program.
2. Expand the authorizing charter to enhance TRCC structure and operations
3. Functionally separate the two tiers of the TRCC
4. Expand TRCC membership to incorporate technical expertise
5. Create summary materials and a process for orienting new TRCC members and other key stakeholders.
6. Dedicate a full-time resource for traffic records program coordination
7. Engage the TRCC in comprehensive strategic planning and project development
8. Plan and conduct participative TRCC meetings
9. Communicate more consistently with TRCC members outside of in-person meetings
10. Initiate a performance management system to identify deficiencies and monitor progress

Introduction

In February, 2014, the New Mexico Department of Transportation requested technical assistance from the National Highway Traffic Safety Administration (NHTSA) to facilitate their efforts to improve the effectiveness of the State's Traffic Records Coordinating Committee (TRCC) through the NHTSA GO Team program. NHTSA established the GO Team program to provide resources and assistance to State traffic records professionals as they work to better their traffic records data collection, management, and analysis capabilities. GO Teams are small groups of one to three subject matter experts designed to help States address traffic records issues. For this project, one GO Team member was assigned to conduct the performance assessment for New Mexico's TRCC.

The primary focus of the GO Team engagement was to assess the performance of the State's TRCC. The assessment relied on an examination of key documents and in-depth interviews with TRCC members during an on-site visit July 27-29, 2015. The document review and member interviews facilitated the GO Team's efforts to assess existing performance and develop improvement recommendations. The central elements of the performance assessment included the following:

- **Authorizing Charter** – Does the TRCC's authorizing charter include the elements necessary to ensure the effective operation of the committee?
- **Structure and Make-up** – Is the TRCC properly structured to maximize the individual and collective contributions of participants? Are the right people at the table to facilitate understanding of data quality issues, exchange ideas, and generate innovative solutions?
- **Team Dynamics** – Does the team possess healthy levels of cohesion and are members comfortable expressing productive conflict?
- **Coordination Activities** – How well does the TRCC engage in key activities related to the planning, implementation, coordination, and monitoring of traffic records improvement efforts?
    - Strategic Planning – Does the TRCC engage in an inclusive and comprehensive development process such as that illustrated in Appendix A – TRCC Strategic Planning Process Overview?
    - Project Planning and Oversight – Does the TRCC's work include the planning, implementation, and coordination of improvement projects?
    - Performance Management – Does the TRCC identify and track over time key performance measures to gauge system health, identify areas of need, and document data quality improvements?

On the final day of the site visit, the GO Team facilitated a 90-minute discussion during the TRCC meeting. The agenda for this meeting is attached as Appendix B. The purpose of the discussion was to create dialogue around the following five elements of an effective TRCC (Lencioni, 2004), all of which were included in questions posed to TRCC members during the individual interviews:

- Establish Purpose and Communicate Member Roles
- Develop Team Cohesion
- Foster Individual Commitment/Accountability
- Create Space for Expressing Productive Conflict
- Focus on Results

Following the group discussion, the GO Team facilitated an interactive exercise to model how future TRCC meetings might be structured to maximize the time members have together. Exercises like the one demonstrated add value by drawing ideas from everyone in the room, allowing opportunities for varying perspectives to be expressed, and developing innovative and broadly supported solutions. One of the key performance solutions recommended by the GO Team is the use of these exercises in future meetings. Appendix C details the interactive process demonstrated during the July 29, 2015 TRCC meeting.

The Case of Crash Data Quality

The GO Team performance assessment revealed several important areas of need within the State's traffic records system, particularly in the crash component; however, this report does not include a detailed description of these needs. These deficiencies served to validate findings related to the absence of several key TRCC management and coordination functions and the overall impact on data quality. For instance, New Mexico's efforts over several years to implement the Traffic and Criminal Software (TraCS) application for the automated collection of crash reports and citations has resulted in a significant adoption rate among law enforcement. Many agencies have used TraCS to generate these documents electronically for years. Nevertheless, no accompanying system for delivering these documents electronically to the State's crash database has been developed. Only recently has a pilot project involving the Doña Ana County Sheriff's Office been conducted to investigate the feasibility and technical infrastructure needs. Yet even with this pilot, the State has not initiated discussions around developing an XML schema to standardize the format of electronic crash report data. Doing so would allow law enforcement agencies using TraCS and other data collection software to package and electronically send reports to the crash database in a standard format.

This example illustrates one of the most important findings from the performance assessment: the absence of an inclusive and comprehensive strategic planning process has limited the productive exchange of ideas and resulting innovation in project development. A process primarily dedicated to meeting grant criteria does not produce the collaboration necessary to

understand existing deficiencies and identify opportunities for improvement. Had New Mexico's TRCC been operating in a more effective environment and under conditions more conducive to problem identification and solution development, this issue would have risen to attention more quickly. The ultimate aim of the performance solutions recommended in this report is to facilitate the State's effort to establish an operating environment where the TRCC can more effectively perform these functions in the future.

The Upcoming Traffic Records Assessment

The Traffic Records Assessment scheduled for completion in early 2016 will provide an in-depth examination of existing data system deficiencies. The assessment will evaluate the current performance of all six of the State's core data systems, and include a review of the TRCC and the Traffic Records Strategic Plan. Elements such as the crash system deficiency previously mentioned will be evaluated and discussed in the report New Mexico will receive at the conclusion of the assessment. The future of New Mexico's traffic records system will depend in large part on the State's willingness to act on the performance recommendations contained here while using the results of the upcoming assessment as a starting point for strategic planning and project development.

A Note about Implementation

It is important to acknowledge that not every performance solution listed here will have equal impact on TRCC effectiveness. Likewise, it is not reasonable to assume that all recommendations can be implemented simultaneously. If too many recommendations are selected for implementation at the same time, it is likely that goals will become diffuse, the task will seem overwhelming, and resources may become strained. The GO Team recommends the TRCC thoughtfully consider the performance solutions contained in this report and develop an implementation sequence that front-loads the plan with those that will have the most immediate impact on performance.

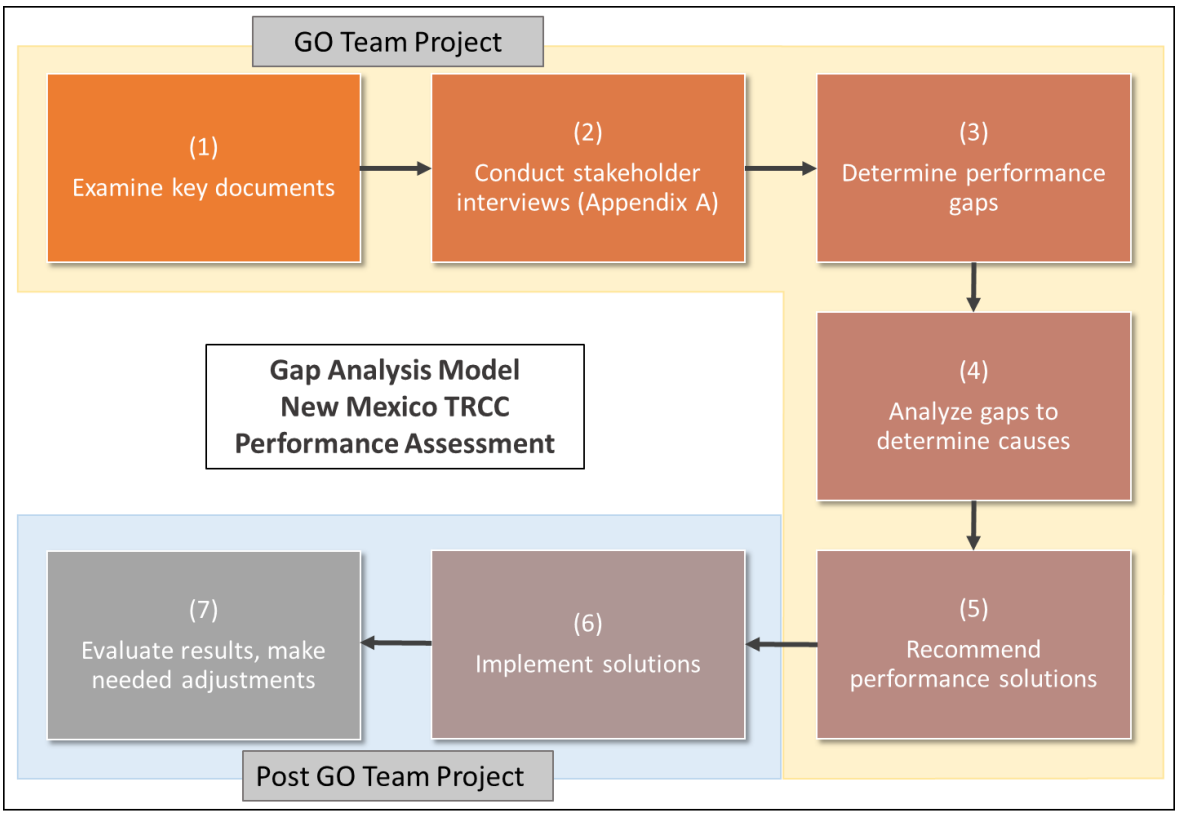
Structure of the Report

This report begins with a description of the methodology used to conduct the performance assessment of New Mexico's TRCC. The results section details the findings of the assessment beginning with areas of strength followed by performance deficiencies. Each performance deficiency includes a description of the finding, the underlying cause, and the recommended performance improvement. In some cases, a finding may have several recommended performance improvements. Following the results section is a series of appendices that document various elements of the performance assessment and provide the State with additional resources.

Methodology

The GO Team relied on the gap analysis problem-solving methodology (Clark & Estes, 2008) to conduct an in-depth performance assessment of New Mexico's TRCC. Gap analysis is a systematic approach to discovering the causes of performance deficiencies in organizational settings. The GO Team first reviewed key TRCC documents to gain an understanding of the existing operating environment. The next phase consisted of on-site interviews with TRCC stakeholders. The interview protocol used for those interviews is included as Appendix D. Following the site visit in late-July, the GO Team coded the results of the interviews to identify existing performance gaps and their primary causes. From these gaps, the GO Team developed the recommended performance solutions contained in the Results section. The implementation, evaluation, and refinement of these performance solutions will occur later in the process, outside the scope of this GO Team project. Figure 1 depicts the Gap Analysis methodology employed for this project.

Figure 1. Gap Analysis Methodology



Results

Areas of Strength

The following findings document existing strengths of New Mexico's TRCC as revealed by the review of key documents and during TRCC member interviews.

1. TRCC Cohesion and Commitment Level

Finding
TRCC members expressed genuine support for the mission of improving data quality among the core traffic records components. Twenty-four TRCC members participated in the performance assessment interviews and more than 30 attended the July 29, 2015 TRCC meeting. Although many members had difficulty clearly articulating the specific areas in which the TRCC could add value, nearly all understood and expressed a commitment to the high-level mission. TRCC successes in previous years have instilled a belief that the committee is capable of facilitating substantive process and data quality improvements. The current TRCC possesses healthy levels of cohesion among its members.

2. Subcommittee Activity

Finding
The TRCC has three recognized subcommittees: the TraCS Subcommittee, the Data User Group, and the Uniform Crash Report (UCR) Subcommittee. Both the TraCS and UCR subcommittees regularly meet to carry out their respective purposes and are well-supported by law enforcement agencies and other key participating organizations. The TraCS subcommittee has been effective in its work to expand the use of the software among law enforcement in the State. Likewise, the UCR Subcommittee has made progress in its efforts to establish a uniform crash report form for New Mexico. The high levels of engagement enjoyed by these subcommittees serves as additional evidence of the support and commitment for the TRCC and its activities.

3. TRCC Coordination – Effort and Commitment by Existing Staff

Finding
NMDOT employees responsible for managing the TRCC and the larger traffic records program are genuinely committed to its success. All were productively engaged in the planning and execution of the GO Team project. In addition, numerous TRCC members expressed confidence in the efforts of these individuals and appreciation for their continuing efforts, in spite of the fact that all carry significant responsibilities in their positions beyond the traffic records program.

4. TRCC Team Dynamics – Productive Conflict

Finding
The New Mexico TRCC enjoys healthy levels of team cohesion and commitment, promoting an atmosphere where the open and willing expression of differing perspectives – referred to as *productive conflict* – is encouraged and acceptable (Johnson, 2008). A common sentiment expressed by TRCC members is the existence of safe space to voice alternative viewpoints, even in the face of general agreement among other members. With the right people at the table and the right support structure, this productive conflict can promote understanding, maximize creativity, enhance decision-making, deepen commitment, and increase cohesion. Implementing the performance improvement recommendations in this report related to TRCC structure and make-up will better position the committee to benefit more fully from results of productive conflict.

Performance Gaps and Recommendations

The gap analysis performed for New Mexico's TRCC revealed a number of areas in which performance improvements would increase effectiveness. The following tables detail each finding along with a discussion of the underlying cause and the recommended performance improvement.

1. TRCC Charter, Structure, and Composition

Findings

While most TRCC members understand the general purpose of the committee, there is widespread lack of awareness of the primary strategic goals. A common sentiment among members is uncertainty around individual roles and the best ways to contribute to the committee's activities. This may be due in some part to the recent turnover the State's TRCC has experienced with a number of representatives from participating agencies. The functional merger of the Executive Oversight Committee and the manager level TRCC, along with a less frequent meeting schedule, have diminished overall effectiveness. The absence of technical expertise on the TRCC limits the scope of discussions, inhibiting the ability of the committee to clearly define problems and develop solutions with a clear voice from technologists who can provide an understanding of existing and potential technical capabilities.

Causes

The TRCC authorizing charter and resulting practice lack a well-defined structure, roles for each of the two tiers, specific planning and oversight responsibilities to guide activities, and membership incorporating technical expertise. The merger of the two tiers of the TRCC has led to functional ambiguity and a decreasing sense of team efficacy among participants.

Improvement Recommendations

1.1. Revise the authorizing charter to include a clear description of the State's two-tiered TRCC structure. The charter should outline the specific roles and responsibilities of each tier as well as well as how the two tiers coordinate together.

1.2. In accordance with a more explicit and straightforward authorizing charter, the TRCC should function in practice as it has been envisioned: as a two-tier advisory committee. Each tier should function within its authorized responsibilities. Meetings should be held separately to reflect in practice the differing roles each tier occupies within the TRCC structure. For the manager level TRCC, this likely means holding more frequent meetings to effectively plan, implement, and coordinate improvement projects. The Executive

Oversight Committee could continue to meet on a quarterly basis to provide sustained policy leadership and program oversight.
1.3. Incorporate key technical leads for the traffic records component systems into TRCC membership. Bringing technical leads into TRCC discussions will enhance the exchange of ideas while helping to bridge the gap between business needs and technical capabilities.
1.4. Develop a suite of orientation tools and a process to introduce new members to the purpose and strategic goals of the TRCC, as well as to their individual roles and responsibilities. Include a discussion of the business value the committee offers for the participating organization. The orientation tools would also prove valuable in educating other key stakeholders who may not regularly attend TRCC meetings of the immense value of the committee and its work to improve data quality.

2. TRCC Coordination

Finding

The designated TRCC Coordinator is responsible for a variety of tasks beyond management of the traffic records program. Consequently, coordination is managed through the contributions of several individuals, all of whom have job duties beyond TRCC coordination, including supervisory functions and other significant management responsibilities.

Cause

The State does not have an existing, full-time traffic records program coordinator role whose duties are dedicated solely to program planning and TRCC coordination.

Improvement Recommendation

2.1. Develop a full-time traffic records program coordinator role fully dedicated to support functions such as managing the strategic planning process, overseeing Section 405(c) grant program requirements, scheduling and facilitating meetings, providing TRCC members with information and materials, assisting potential grantees, monitoring established performance measures, and following up on progress on funded projects or projects of interest to the TRCC. These functions are well documented in the resource document entitled *State Traffic Records Coordinating Committee Noteworthy Practices* (Scopatz, Lefler, & Peach, Report No. FHWA-SA-15-083, 2015). Empower the traffic records coordinator to manage the committee's operations in alignment with the concepts outlined in Appendix E – Nine Principles for an Effective TRCC.

2.1.1. As an alternative to the establishment of a full-time traffic records program coordinator position within NMDOT, the State may choose to contract with a service provider to fulfill the essential support functions of the TRCC. Scopatz, Lefler, and Peach (Report No. FHWA-SA-15-083, 2015) used the example of Connecticut to show how a contracted service provider can effectively perform TRCC coordination tasks. However, it is important to note that not all functions of a program coordinator can be performed effectively by a third party service provider. A lack of institutional knowledge and access in conjunction with fewer dedicated hours are likely to limit which functions can be effectively performed by a contracted third party.

3. TRCC Activities – Strategic Planning and Project Development

Findings

TRCC members generally feel disconnected from the traffic records strategic plan development process and other key TRCC functions. Members report that quarterly meetings combining the Executive Oversight Committee and the manager level TRCC are mostly used to provide high-level project updates and perform functions necessary to meet grant requirements set forth in Section 405(c). Communication with TRCC members is generally lacking outside the distribution of key documents and instructions in the lead-up to quarterly meetings.

Causes

The State's traffic records strategic plan development process is geared toward meeting grant program criteria rather than establishing a framework from which to plan and implement priority improvement projects. Consequently, TRCC meetings are also structured in a way that prioritizes the fulfillment of grant program criteria.

Improvement Recommendations

3.1. Engage the entire TRCC in a comprehensive strategic planning process that focuses on the outcomes contained on page 11 of the *Traffic Records Program Assessment Advisory* (NHTSA, DOT HS 811 644, 2012) and described in more detail on page 67 of *State Traffic Records Coordinating Committee Noteworthy Practices* (Scopatz, Lefler & Peach, Report No. FHWA-SA-15-083, 2015). The broader elements of this process are illustrated in Appendix A – TRCC Strategic Planning Process Overview. These elements include developing a framework, filling in strategies, creating a projects portfolio, prioritizing investments, and selecting performance measures. Focusing attention on this strategic work in an open and collaborative process with the TRCC will ensure an innovative and actionable roadmap for the committee's future.

3.2. Plan and conduct TRCC meetings that incorporate interactive exercises focused on building out or updating key elements of the traffic records strategic plan. Utilize meeting time to draw ideas from everyone in the room, capitalize more fully on the willingness of TRCC members to engage in productive conflict, and develop innovative and broadly supported solutions. Send the project updates by email and reduce time spent at meetings on the topic.

3.3. Communicate more consistently with TRCC members between meetings, using email and conference calls to provide committee members with project updates. This approach to TRCC management will keep members informed of progress while allowing more effective use of meeting time.

4. TRCC Activities – Performance Management

Finding

Members of the TRCC are unable to readily identify past successes, and are generally unfamiliar with how the committee measures data quality improvement. While a handful of data system performance measures appear in the traffic records strategic plan, performance management through on-going monitoring and reporting of these measures is not a key function of the TRCC.

Cause

The lack of a systematic approach to strategic planning and project development has inhibited the need to establish quantifiable performance measures to gauge system health, identify areas of need, and document data quality improvements. Without first performing the precursor tasks of developing a framework, filling in strategies, creating a portfolio of projects, and prioritizing investments, the need for monitoring and oversight through dedicated performance management is absent.

Improvement Recommendation

4.1. Identify and begin tracking in the short-term a handful of key performance measures drawn from *Model Performance Measures for State Traffic Records Systems* (NHTSA, Report No. DOT HS 811 441, 2011), focusing on the data systems and performance attributes most relevant to existing data deficiencies as decided upon by the TRCC. Once the TRCC has concluded a more comprehensive strategic planning process, select performance measures that align with chosen strategies and improvement projects to gauge system health for the long-term. At the same time, the TRCC should establish a reasonable approach to performance management, taking into consideration the counsel provided on pages 71 and 72 in *State Traffic Records Coordinating Committee Noteworthy Practices* (Scopatz, Lefler & Peach, Report No. FHWA-SA-15-083, 2015).

5. Traffic Records Program Structure

Finding

The recent reconfiguration of the Transportation Planning and Safety Division has created some ambiguity in roles within NMDOT related to the management and coordination of the traffic records program. The organizational separation of the traffic records program from the other NHTSA grant programs is likely to inhibit the allocation of non-405(c) grant funds (e.g., 402, 405 Occupant Protection flex) to worthy traffic records projects. However, this issue is only listed here as a potential performance problem as the reconfiguration is too recent to determine evidence of this dynamic.

Cause

Organizational separation of the coordination of the traffic records program from the rest of the NHTSA grant programs without a compensatory integration plan has to a disconnect in the planning functions of the State's traffic safety program, in particular the development of the annual Highway Safety Plan.

Figure 2 illustrates the existing structure resulting from the recent organizational redesign.

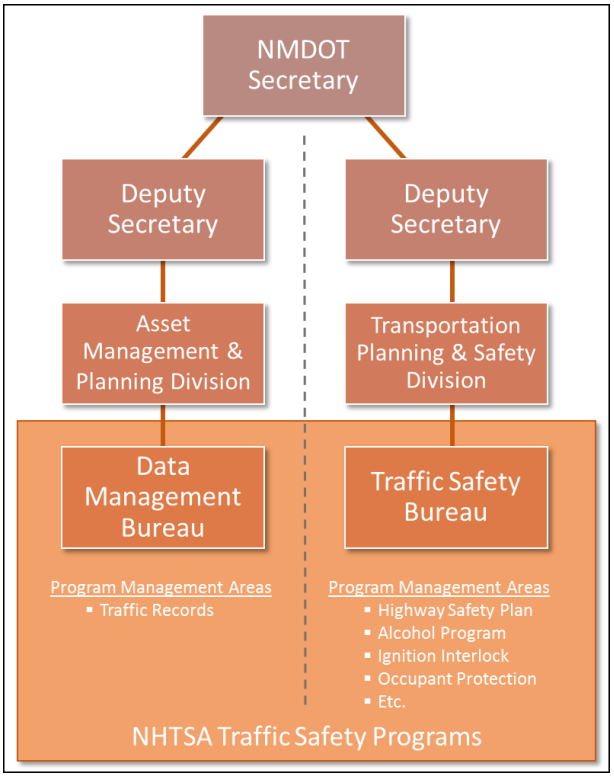


Figure 2. Organizational Redesign Results

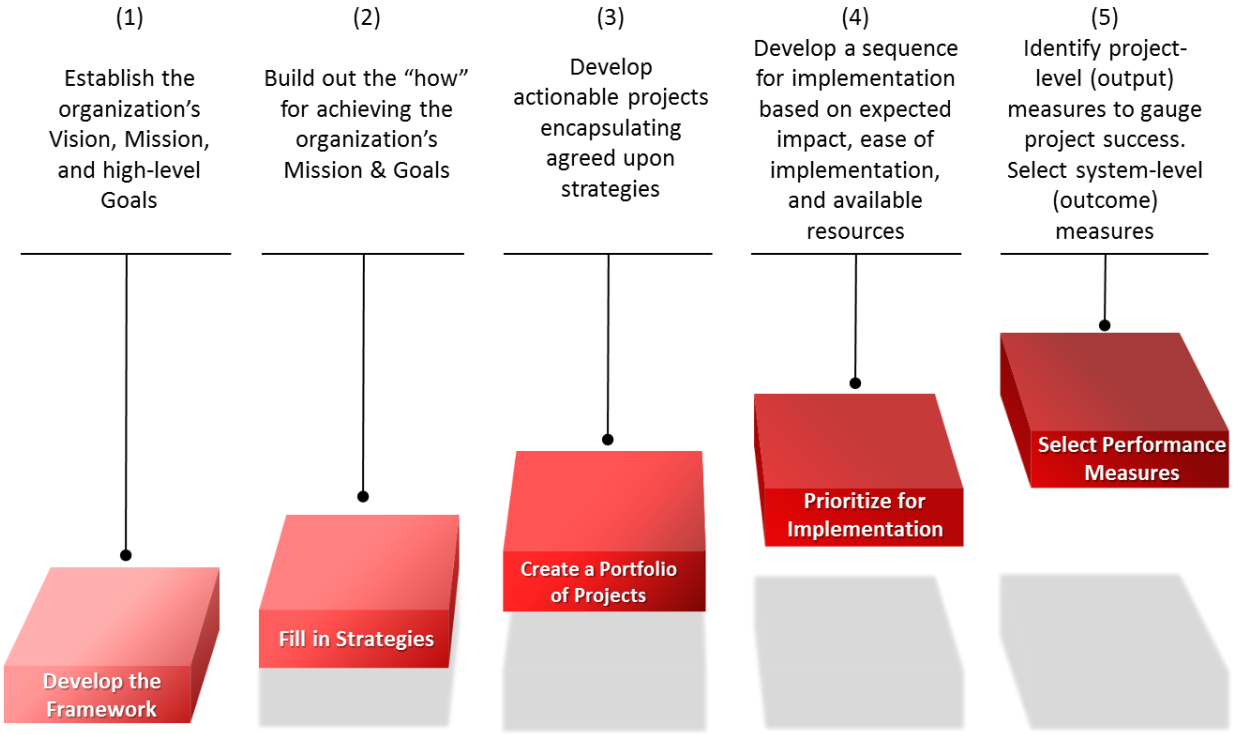
Improvement Recommendation

5.1. Investigate options for co-locating within the same business unit coordination of the traffic records program and the other traffic safety behavioral programs managed by NMDOT. Co-location within the same business unit will enhance consideration of traffic records needs when it comes to key planning processes including development of the annual Highway Safety Plan as well as development of the State's Strategic Highway

Safety Plan. Ultimately, co-location would provide greater opportunity for the TRCC and its project proposals to vie for NHTSA grant funds outside of 405(c) funding. A lesser consideration when investigating options for co-location would be the value of disassociating program coordination from any one component of the traffic records system. Some states have found value housing coordination functions apart from any one core traffic records system, creating greater equity in planning and resource investments across the six data systems.

5.1.1. If the State chooses to keep the existing configuration intact, then additional clarity around the division of labor in coordinating the traffic records program is essential for the structure to be effective. The Data Management and Traffic Safety Bureaus would need to establish agreed upon integration strategies to bridge the organizational divide among programs typically co-located within the same business unit at the State level. These strategies would need to include options for traffic records projects to vie for NHTSA grant funds beyond the 405(c) program. Strategies would also be necessary to ensure a better connection between the traffic records program and the other NHTSA programs in the development of the annual Highway Safety Plan.

Appendix A – TRCC Strategic Planning Process Overview



Appendix B – July 29 TRCC Agenda

New Mexico DEPARTMENT OF TRANSPORTATION

Joint State Traffic Records Coordinating Committee

Date: Wednesday July 29, 2015
Time: 9:00 a.m. – 11:00 a.m.
Location: 1120 Cerrillos Road
NMDOT Building: G.O., Santa Fe, NM
Training Room 1 and 2 on the First Floor

A G E N D A

Time	Topic	Speaker
I. 9:00 – 9:20	Welcome and Introductions Go-Team Engagement Meeting Objectives	Yolanda Duran, NMDOT Chris Madill, Whitefield Strategy
II. 9:20 - 9:35	Traffic Records At-A-Glance	Chris Madill, Whitefield Strategy
III. 9:35-10:50	TRCC Effectiveness: Whole Group Discussion - Purpose/Roles - Cohesion - Commitment & Accountability - Productive Conflict - Results	Chris Madill, Whitefield Strategy
IV. 4:45 - 5:00	Closing Summary & Next Steps	Yolanda Duran, NMDOT Chris Madill, Whitefield Strategy

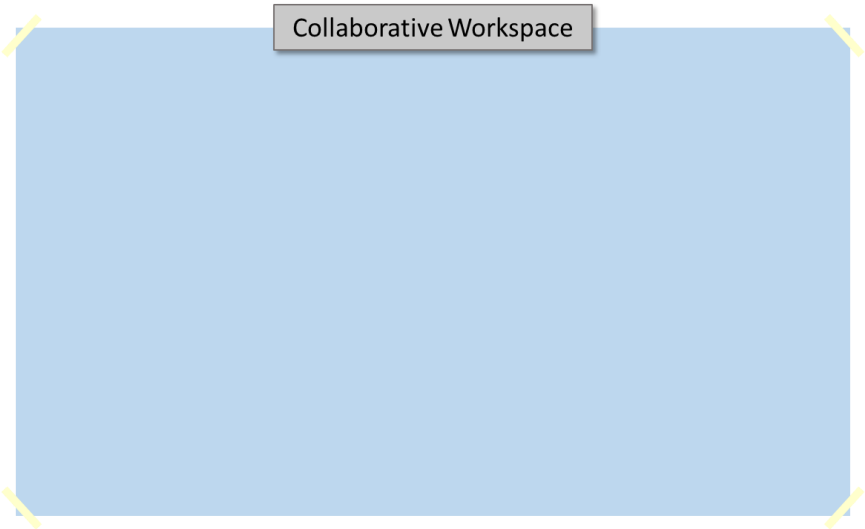
Appendix C – TRCC Group Exercise Demonstration

During the July 29, 2015 TRCC meeting, the GO Team facilitated a collaborative group exercise. The purpose was to demonstrate how the use of small group activities can contribute meaningfully to development processes characteristic of an effective TRCC. These activities maximize the time team members have together by drawing ideas from everyone in the room, allowing opportunities for varying perspectives to be expressed, and developing innovative and broadly supported solutions. Small group exercises like the one demonstrated are appropriate for a variety of processes such as:

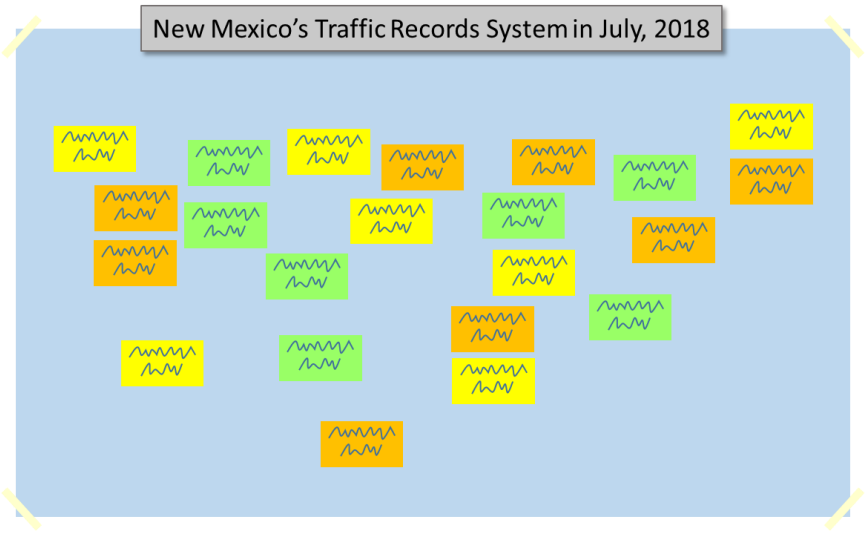
- Creating a mission, vision, and goals;
- Generating actionable team strategies;
- Building a portfolio of improvement projects;
- Prioritizing investments; and
- Establishing meaningful performance measures.

The following diagrams and accompanying narratives recap the demonstration provided to the New Mexico TRCC. Incorporating similar exercises in future meetings will help the State maximize both team member participation and overall TRCC effectiveness.

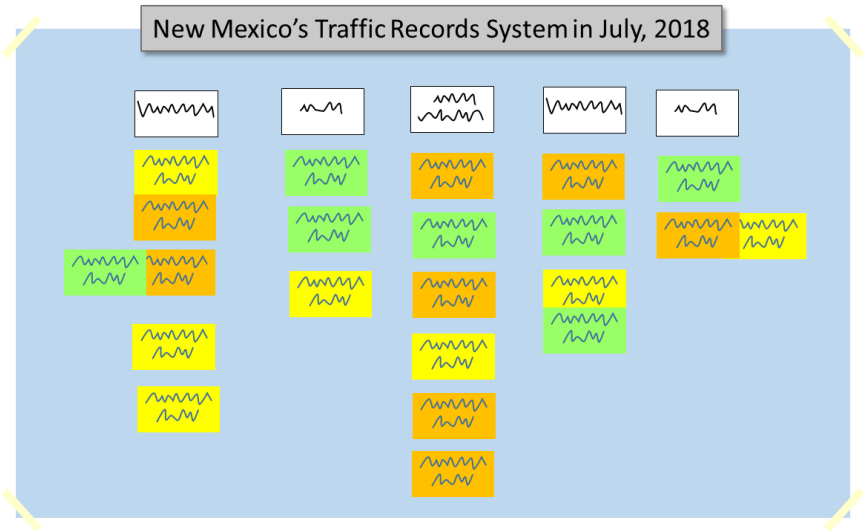
1. The facilitator begins with a collaborative workspace the entire team can see. In this case, the GO Team used a 6’x8’ piece of material adhered to the conference room wall. A light coat of spray adhesive was applied to the material to allow 4”x6” pieces of paper to easily stick.



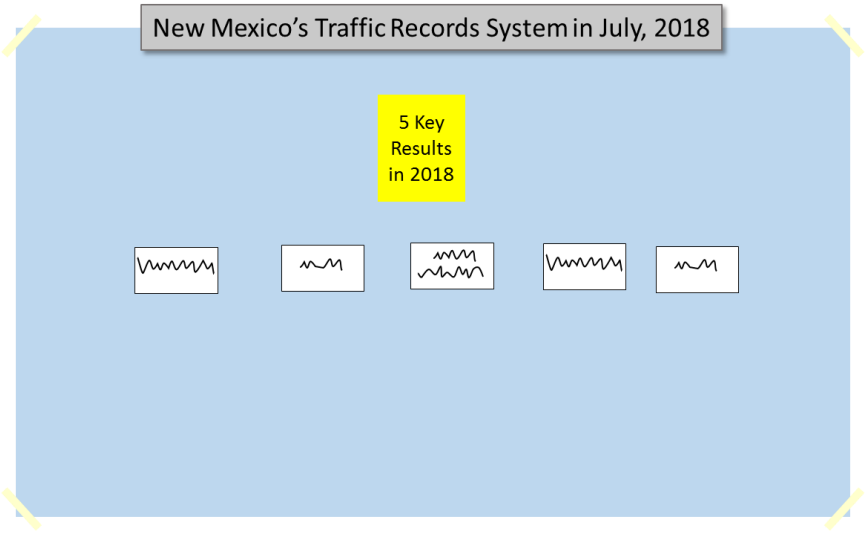
2. Develop an overarching question centered on the discussion topic and the outcome in mind. In this demonstration, the GO Team asked TRCC members to envision the State of New Mexico's traffic records system three years into the future. Members are divided into groups of four and asked to come up with a phrase that captures the difference between today and three years into the future. Each sub-group is encouraged to come up with as many ideas as they can, focusing on how the system is different from its current state. A member of each team places the 4"x6" pieces of paper anywhere on the workspace.



3. Once every subgroup has posted their ideas, the entire team comes back together for a group discussion. The facilitator begins by reading each paper and asks how it may or may not relate to the others presented on the workspace. As opinions are expressed and the team begins to agree on certain groupings, the facilitator places similar concepts columns. At times, the facilitator asks for additional context for a particular concept by requesting that the originating subgroup explain further. The result of this collaborative trial-and-error process is a series of distinct categories. Once suggestions for how to arrange the groupings begin to die down, the facilitator then asks the group to begin constructing column headings. These headings may incorporate portions of several of the concepts included in the column or may rely on broader language developed by the team.



4. Once the team has arrived at a fair level of consensus, the facilitator recaps the exercise by summarizing outcomes. This may be done by removing the clutter of the workspace and presenting the overarching themes developed during the exercise. After a final opportunity for questions or comments, the facilitator ensures the outcomes are well-documented and distributed to team members soon after the close of the meeting.



Appendix D – Stakeholder Interview Protocol

Each TRCC stakeholder interview began with a brief overview of the GO Team project, a description of the GO Team's background, an assurance that all answers would remain confidential, and a declaration that no participant's responses would be personally identified in the report. After the introduction, the following questions were posed to each stakeholder:

1. How long have you been a member of New Mexico's TRCC?
2. How would you classify your role in traffic records (data user, system manager, data collector, etc.)?
3. How would you describe your level of participation?
4. It's not unusual for people who are affiliated with a team to be unfamiliar with its actual mission or strategic plan. Could you describe your understanding of the mission of the TRCC?
5. What do you know about the TRCC's strategic plan?
6. How would you describe the health of the TRCC as a team?
7. How well do TRCC members seem to do expressing conflicting viewpoints?
8. How would you rate the level of commitment among TRCC members to the mission and overall goals?
9. What would you say are the important accomplishments of the TRCC today?
10. What do you see as the existing strengths of the TRCC?
11. From your perspective, what would you say are the one or two things you wish the TRCC did to be more effective?
12. This is completely hypothetical, if the TRCC were to fail in the future (for example, lose the participation of key members, or lose its funding or institutional support), what do you think the reason would be?
13. Is there anything else you think is important to mention regarding the performance of the TRCC?

Appendix E – Nine Principles for an Effective TRCC*

1. **Get the Whole System in the Room:** Structure the team so those with authority, expertise, and information are in the discussion. Conversations among data collectors, technicians, system managers, and data users create key insights.

2. **Stand on Common Ground:** Help participating organizations discover the business value and how commitment to the team maximizes that value. Organize from and build upon shared objectives.

3. **Let the TRCC Be a Team:** Resist the impulse to keep it superficial. Allow the TRCC to progress through key developmental stages and authentically develop trust and cohesion in pursuit of high performance.

4. **Control What You Can, Work with What You Have:** Optimize results by clearly defining a reasonable scope, working from willing participants, articulating acceptable roles, establishing supported priorities, and organizing meaningful gatherings.

5. **Lead Authentically:** All TRCC Coordinators and Chairs feel anxiety. Turn this dynamic into creative action by seeing the benefits of admitting knowledge gaps, and the power of asking questions rather than giving answers.

6. **Learn to Say "No" If "Yes" is to Mean Something:** Say no to unrealistic or out-of-scope ideas or results. Not every project is worthy of the TRCC's best efforts.

7. **Master the Practice of Sub-Grouping:** Leverage meeting structures that draw ideas from everyone in the room, allow opportunities to express varying perspectives, and develop innovative and broadly supported solutions.

8. **Explore the Whole Terrain:** Take time to uncover all dimensions of an identified data deficiency prior to engaging in problem-solving. Survey the alternative routes prior to developing the roadmap.

9. **Laser In on Results:** Discover the most desired outcomes, create the strategies to get there, and establish key indicators to measure progress.

*Adapted from Weisbord and Janoff (2007)

Appendix F – References

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