

Council on Recycling
Strategic Planning Process

PROCEEDINGS REPORT
February 17, March 13, April 15 and August 26, 2009

Participants

Council Members Present:

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Jeff Fielkow
Rick Meyers
James Cromwell (proxy for Neil Peters-Michaud)
John Reindl
Charlotte Zieve

Also Attending:

Steve Brachman - SHWEC
Sharon Ehrhardt - Jefferson County
Larry Hagaman - Hilltopper Refuse
Jennifer Havens - St. Croix County
Cynthia Moore - WDNR
Eric Uram - Sierra Club
Brad Wolbert – WDNR
Toral Jha, AROW

Staff to Council:

Dan Fields, WDNR

Facilitated and Compiled by:

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Draft – September 2, 2009

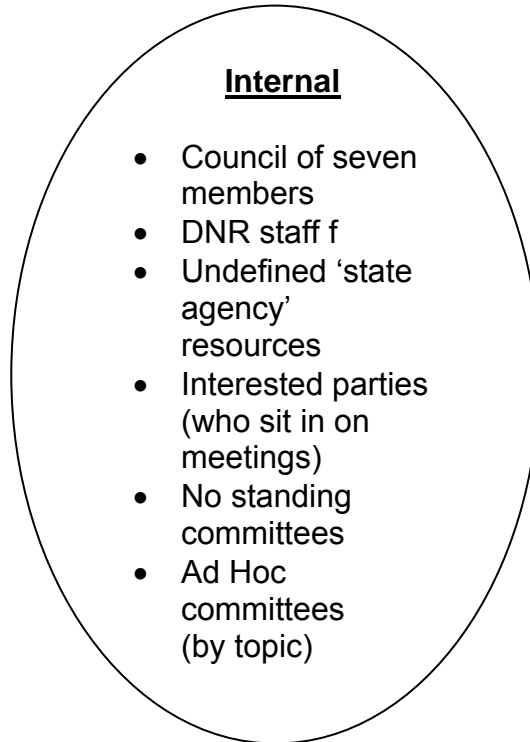
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Section 1 STAKEHOLDER ANALYSIS

External

- State legislature/
 - individual legislators, sponsors, champions
 - Governor's office
 - General public
 - Environmental groups: Clean WI, Audubon, Sierra Club
 - DNR
 - Local government
 - RUs
 - Statewide associations
 - Counties
 - Towns
 - Cities
 - University System
-
- State agencies (other than DNR)
 - DOA
 - DOT
 - Retailers and their associations
 - Best Buy
 - Staples
 - Home improvement stores



- ❖ Manufacturers/resource generators
- ❖ Solid waste industry
- ❖ Haulers/handlers
- ❖ Landfill owners/operators
- ❖ MRF operators
- ❖ Businesses using recyclables
- ❖ Topic-driven stakeholders
- ❖ Mercury
- ❖ Electronics
- ❖ Stickies
- ❖ Ag plastics

- Private consultants
- Separate SW and recycling organizations
- WMC
- CREWE

- Non-human stakeholders:
 - Animals
 - Land
 - Water
 - Air

MEASURES OF HOW KEY STAKEHOLDERS JUDGE THE COUNCIL (NOT IN ORDER)

Local government/RU

- Extent to which the Council demonstrates its existence and is visible
- Extent to which Council 'success stories' are communicated
- Extent to which 'advise' is provided to local government
- Extent to which 'issues of the day' are communicated
- Extent to which key resource info is provided and linked to the Council
- Extent to which purpose/function of Council is shared with local gov't

Legislature/legislators

- Extent to which mission/purpose/function is clarified to them
- Extent to which advice is incorporated into policy
- Extent to which 'their constituency' is benefited
- Extent to which 'public programs' are working, public issues addressed
- Extent to which Council influences/improves policy or provides support for legislative agenda

DNR

- Extent to which attention of certain issues is brought to DNR
- Extent to which the DNR is apprised of issues that should be 'on their radar screen'
- Extent to which issue awareness is brought to DNR and local gov't
- Extent to which action is taken on key issues
- Extent to which Council and Task Forces participate with DNR
- Extent to which Council supports DNR budget requests

Governor's office

- Not sure

(Note: there are over 60 councils/boards/commissions in state)

UW System

- Extent/number of 'research' requests received
- Extent to which Council raises possible or emerging issues
- Extent to which there is sharing or partnering on issues
- Extent to which Council may be a budget advocate for UW-Ex, UW-System, faculty, students, local businesses

Recycling businesses

- Extent in providing assistance and support
- Extent in providing advocacy for legislation, rule-making to assist their waste diversion business

Topic-Driven stakeholders

- Ability to be engaged
- Extent to which the Council identifies need for these topics
- Extent of recognition of robust issues
- Extent we provide 'balance' on topics
- There may be opposing perspectives

Solid waste industry

- Similar to topic driven

General public/Env groups

- Output/activities sustainable
- Extent to which 'big picture' scenario is considered
- Extent to which more 'voices' are brought into decision making
- Extent to which participation is 'easy & affordable'
- Extent that the Council is transparent

Section 2 MANDATES

Formal

Statute:

- Promote efficient and prompt implementation of state programs related to solid waste reduction, recovery, recycling
- Advise officials (state, county, municipal)
- Advise DNR/UW on education and research
- Advise DNR on plans statewide announcements

Other:

- Respond to policy directives by governor and/or legislature
- Meeting protocol requirements (at least one meeting per year)
- Bylaws- have them but not readily available
- Working definitions of solid waste, recycling, recyclables in statute

Informal

- Respond to responsible unit (RU) requests
- Respond to issues from various trade groups, etc.
- Council to stay informed on relevant issues of recycling
- To be leaders in 'thought based' knowledge about recycling
- Expect that we keep track of future needs (i.e. scrap wood from emerald ash borer)
- Expectation to be 'visionary'
- Expect that we are open to 'big picture' of environmental matters (e.g. climate change, oil, environmental emissions)
- Expect that we are involved in all matters of 'sustainability'
- Help businesses understand material flow (pollution prevention)
- Meet at least five times each year
- Develop and annual report each year (to keep people informed and to provide a 'road map' of where we've been)
- Have refined/updated definitions
- Maintain a culture that individual members influence the Council to address matters of strong importance to them and their 'prime issues'
- Recognize that the Council has changed and it is changing (e.g. smaller Council size, no longer having legislators on the Council, no marketing board, some burn-out)
- Council may have lost some of its influence as some issues have become institutionalized elsewhere (stakeholders' view of Council's importance may have changed)
- Expect that Council still plays an important role despite stakeholders' changing view of the Council
- Expect this Council to respond to public's enthusiasm/support of recycling
- Expectations that 'success' may mean others doing complementary work (i.e. that some issues have become 'mainstream')

Section 3 MISSION

Mission Statement/Purpose:

“To advise the Governor, Legislature and state agencies on solid waste reduction, recovery and recycling policy”

Observations

- Also: promote efficient and prompt implementation of programs
- Existing is ‘too restrictive’. We do more- such as co-benefits of energy reduction
- Too limited- we advise DNR local officials, more
- Questioning policy (implementation also important)
- ‘Advise’ is great but we also need to consider ‘implementation of advise’
- Can go beyond what statute outlines in our mission

Alternative 1:

To advise the state of Wisconsin, its municipalities, its businesses and the public on waste reduction, recycling and recovery programs in Wisconsin

Observations

- Other ideas considered
- Question limiting it to ‘the state’
- Develop recommendations
- To create a sustainable
- Restorative

Note: Members tentatively OK’d Alternative 1

Section 4
**ASSESSMENTS: STRENGTHS, WEAKNESSES, OPPORTUNITIES
AND CHALLENGES (S.W.O.C.) ANALYSIS**

Internal Strengths

Influence/Diversity/Relevance/Marketing/Awareness/Education

- Knowledge base
- Motivation
- Diversity of opinion
- Known brand
- Members' influential contacts
- History of operations - knowledge

Stakeholders/Partners/Government

- Expertise of state agencies
- Ability to form special committees with state and local expertise

Organizational Structure/Members

- Make up of Council
- Network created by members
- Experienced DNR staff support
- Members' influential contacts

Content/Issues/Topics/Projects

- Tackle hot topics

Purpose/Mission/Mandates

- Mandate to advise decision & opinion makers
- Mandates are not restrictive
- Complete freedom from political pressure

Climate/Change Dynamics/Attitudes/Greening

- Forum/voice for sustainability

Internal weaknesses

Influence/Diversity/Relevance/Marketing/Awareness/Education

- Lack of 'teeth'
- Lack of legislators
- Madison/Milwaukee thing (lack of geographical diversity)
- Insufficient branding/marketing
- Perceived lack of relevance
- Lack of scope- needs broadening

Purpose/Mission/Mandates

- Lack of awareness about mission & existence
- Difficult to maintain enthusiasm since recycling is institutionalized
- Process ambiguity- not clear on steps to implement mandates

Organizational Structure/Members

- Small size
- Slow pace of membership replacement
- Time needed for educating new members
- Members are volunteers

Finance/Budget/Revenue

- Lack of budget/staff

Content/Issues/Topics/Projects

- Lack of ongoing forum for new issues

External Opportunities

Climate/Change Dynamics/Attitudes/Greening

- Broad support for recycling
- Political climate favorable
- 'Peak' phenomenon (oil, other resources diminishing)
- Change in business communities to green
- Product life cycling and carbon footprint
- Tight government budgets make folks open to new solutions
- Tremendous interest in our issues
- Shift in public attitudes as government budgets tighten
- Climate change - energy savings connection
- Producer responsibility (electronics) paradigm shift
- TV digital transition

Purpose/Mission/Mandates

- Council is statutory

Business Implications/Recycling Markets/Industry Factors

- Markets and job opportunities in industry
- Corporations becoming more accountable due to liability

Stakeholders/Partners/Government

- Blend between mandates for recycling content
- Framework legislation
- Governors' Task Force recommendations

Finance/Budget/Revenue

- Proposed EPA increased budget
- Educational opportunities as local budgets get tighter
- Economic stimulus money
- Recycling fund grant notifications

Content/Issues/Topics/Projects

- Waste to energy = waste as a resource

External Threats/Challenges

Influence/Diversity/Relevance/Marketing/Awareness/Education

- Local government costs increasing while budgets tighten- can't keep taking all products
- Public confusion due to lack of markets
- Narrowing perception that recycling is a luxury
- Lack of legislative and gubernatorial support
- Confusion on how statewide organizations fit together
- Lack of organization education/liaison
- Public desire for recycling may lead to undermining recycling programs
- Others don't give us credence

Business Implications/Recycling Markets/Industry Factors

- Business stressed by need to make a profit
- Fluctuating markets
- Wall St/business cycle- need longer term payback
- Subsidizing virgin materials/energy
- Finding viable markets

Content/Issues/Topics/Projects

- Burning of materials still occurring (e.g. ag plastics)

Finance/Budget/Revenue

- Lower recycling revenue
- Lack of full cost accounting (externalizing costs)
- Recycling fund diversions
- Wholesale cancellation of grants in the budget

Stakeholders/Partners/Government

- Lack of staffing (DNR) and in local government
- Vested interests shortsightedness

Purpose/Mission/Mandates

- Pressure to do more outside of core mission
- Inability to be more than advisory = confusion in local governments

Section 5 ISSUES

Participants organized the S.W.O.C. Analysis into 8 theme areas or preliminary issues. They then framed each theme area as a fundamental challenge stated as a question. The following eight issues emerged.

A. Organizational Structure/Members

- How do we enhance our organizational effectiveness and member involvement?

B. Influence/Relevance/Awareness

- What are ways we can better influence recycling and be more visible?
- How do we make key people aware of the relevance of our organization?

C. Stakeholders/Partners/Government

- How can we better support and partner with key stakeholders?

D. Finance/Revenue

- How do we help work for adequate/sufficient State funding for recycling?
- How do we make the “business-case” to assure State continued financial support for recycling? (May be more of a strategy.)

E. Business Implications/Industry Factors

- How can we best work to help assure better business recycling?
- How can we help assure policy and tools useful for business recycling?

F. Climate/Change Dynamics

- How do we take advantage of all those “change dynamics”? (See list of opportunities.)

G. Purpose/Mission

- How do we create internal structure to meet our mission of “advising”? (Note: A, B & G closely related.)

H. Content/Projects

- How do we identify emerging or continuing projects/topics and take a leadership role?
- How do we appropriately respond to “on-demand” projects as they emerge?
- How do we deal with a core set of ongoing projects/topics and also dealing with on-demand emerging topics? (Note: G & H also related.)

Determination of Strategic Nature of These Issues

Participants identified seven criteria that were developed to help determine the strategic nature of each issues.

Criteria

- Relation or extent to which it meets our mission.
- Extent to which it impacts key stakeholders.
- Extent to which it showed up in S.W.O.C. Analysis (frequent).
- Consequences of not addressing.
- Ability to do something/willing to take a leadership role.
- Your gut tells you something needs to be done.
- Extent to which issue impacts/or relates to other issues.

Strategic Issue Decision Matrix

Participants applied ratings for each criterion to each issue. The following empirical ratings were the result.

Issues	Mission	Consequences of <u>Not</u> Addressing	Ability To Do Something	Gut Factor	Impact Other Issues	Total	Rank
A. Organizational Structure/Members		4	4.5	4		12.5	4
B. Influence/Relevancy/Awareness-Raising		4.5	4	4.8		13.3	3
C. Stakeholders/Partners		3	3.5	3.0		9.5	6
D. Finance/Revenue		5	1.5	5.0		11.5	5
E. Business Implications		4	1	3.2		8.2	8
F. Change dynamics		2	4	3.4		9.4	7
G. Purpose/Mission		4	4.5	5.0		13.5	2
H. Project Topics		5	4.5	5.0		14.5	1

Scale

- 5 Highest/Most Important
- 1 Lowest/Least Important

Section 6 STRATEGY FORMULATION AND FOLLOW-UP

Participants developed possible “strategies” in response to three strategic issues. These strategy ideas will require follow-up details. However, they provide the foundation for strategic direction.

This section also includes some ideas for including plan implementation activities at future Council meetings. This will require some further thought and then commitment by the Council.

Issue G. *How do we create internal structure to meet our mission of advising?*

- a. To include “advocacy” as part of our role (i.e. take actions to legislators; advice is more passive than advocacy).
- b. To consider advocacy as an internal operating protocol.
- c. To create “contact lists” from our key stakeholders. (See Stakeholder Analysis)
- d. To assign responsibility to “get the word out” (actually contact these stakeholders).
- e. To develop mechanism to assist legislation.
- f. To identify “the path” for getting legislation/change (map a protocol/path such as this scenario. Scenario:
 - Identify priorities
 - Identify resources/needs to move forward
 - Identify existing or potential champions/stakeholders
 - Stakeholder conversation/analysis/idea sharing
 - Determine tangible policy
 - Identify support for change (education/communication)
- g. Put in place “a process” for communication.
- h. Identify the “processes” for formulating advice/recommendations (i.e. topic work groups; to get consensus).
- i. In particular, need a good process for communicating the recommendation; (Item g. – need to do better; Item h. – already doing this quite well).
- j. Develop a process to “choose priorities” on topics
- k. Fill the Council’s vacancies. (We are two members short.)
- l. Encourage people to apply.

Strategy Formulation (cont.)

Issue H. *How do we identify projects/topics?*

- How do we identify emerging or continuing projects/topics and take a leadership role?
 - How do we appropriately respond to “on-demand” projects as they emerge?
 - How do we deal with a core set of ongoing projects/topics and also dealing with on-demand emerging topics? (Note: G & H also related.)
- a. Identify projects from Board members who are working in the field. (We rely on membership to identify topics.)
 - b. Provide a place on the website for issues.
 - c. Send out surveys to key groups/individuals/R. U.s./AROW to determine issues.
 - Make a list from the survey
 - Make selections through follow-up (survey/deliberation)
 - d. Consider surveying more periodically (i.e. once per year). This has not been done in five or six years.
 - e. Consider “gathering”/”summit”/”forum” periodically to help determine project priorities and roles. Among the various recycling organizations at a specific annual conference.
 - f. Use criteria to help determine priorities (i.e. net environmental payback; sustainability; jobs, economics, statewide implications, etc.)
 - g. Develop/Have an agreed-upon “criteria filter” to help Council determine (relative?) importance.
 - h. Council to develop mechanism for ranking projects/topics.
 - i. Deliberately have a “session” to determine priorities using a decision-making tool.
 - j. Consider Natural Step systems criteria.
 - k. Develop a possible sequence:
 - Survey (Broad)
 - Determine criteria (Do with Survey above.)
 - Apply criteria to possible projectsWill take time/work to structure a survey (Contact SHWEC for help.)

Issue F. *How do we take advantage of all those “change dynamics*

- Build upon political interest in advancing “climate change” initiative over the next 1½ years (keep aware of possible stimulus money)
- Plant ideas?
- Build bipartisan support for climate change

Other Follow-Up/Plan Implementation Protocol at Council Meetings

- a. Set aside time at each meeting on plan implementation.
- b. Put plan strategies into place via activities at Council meetings and outside Council meetings.
- c. Devote time at next meeting to determine who might take leadership on getting individual tasks done.

APPENDIX:

- **Agendas for February 17, March 13, April 15 and August 26, 2009 Workshops**
- **Decision Matrix Resource**

Council on Recycling
Strategic Planning Workshop 1
February 17, 2009

Agenda

- Call To Order
- Introductions and Announcements
- Minutes
- Updates
- Elections
- Public Comment
- Strategic Planning
 - Mandates:
 - Stakeholder Analysis
 - Measures of How Key Stakeholders Judge the Council
 - Mission Statement/Purpose
- Other Business:
- Adjournment:

Council on Recycling
Strategic Planning Workshop 2
March 13, 2009

Agenda

- Call To Order
- Introductions and Announcements
- Minutes
- Strategic Planning (SWOC Analysis)
- Public Comment
- Other Business
- Adjournment

Note: SWOC Analysis facilitated by Steve Brachman

Council on Recycling
Strategic Planning Workshop 3
April 15, 2009

Agenda

- Review Earlier Steps (9:30 a.m.±)
- Review S.W.O.C. Findings (Organized further by Themes/Preliminary Issues)
- Frame Issues as Questions
- Determine Strategic Issues (Decision Matrix)
- Follow-Up on Strategies/Strategy Direction
 - Council to review at May meeting
 - Follow-up – facilitated with “Strategy Direction” Workshop in June or August
- Adjourn – 12 p.m.

Council on Recycling
Strategic Planning Workshop 4
August 26, 2009


Agenda

- Review Section 5 (Issues, Determining Strategic Nature of Issues, Strategic Issue Decision Matrix)
- Select Issues for Follow-Up (2 or 3?)
- Facilitated Exercise on “Strategic Direction” for Selected Strategic Issues

Question: What are some practical initiatives/actions to address the strategic issue(s)?


Strategic Planning 101

Decision Matrix

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Purpose of This Session

- ❖ Provide a basic overview of the Decision Matrix as a facilitation tool by:
 - ❖ Describing the tool
 - ❖ Suggesting general uses
 - ❖ Offering actual examples of the tool in application
 - ❖ Detailing the procedural steps
- ❖ Provide insights on adaptations of the Decision Matrix in Bryson's Step 5 (Strategic Issues)
- ❖ Provide an opportunity to observe the use of the Decision Matrix technique

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Description of the Decision Matrix

- ❖ A decision matrix tool evaluates, prioritizes and helps select from a list of choices.
- ❖ The users of the tool first establish a list of rating criteria, and then evaluate each choice by assigning a rating to each criterion.

A decision matrix is illustrated below:

		CRITERIA (A-E)					Total
		A	B	C	D	E	
CHOICES or IDEAS (a-d)	a	x	x	x	x	x	y
	b						
	c						
	d						
	etc.						

x = Rating
Example: 1-5
1 - Barely Meets Criterion
5 - Fully Meets Criterion

Note: Criteria categories may be weighted

Generic Criteria

Generic criteria that are often used include:

- ❖ Effectiveness
- ❖ Cost
- ❖ Feasibility
- ❖ Time required
- ❖ Capability
- ❖ Enthusiasm

Source: Tague, Nancy. The Quality Toolbox. Milwaukee: ASQ Quality Press. 2005.

- ❖ **When to Use the Decision Matrix**
 - ◆ Narrowing down choices or options
 - ◆ Determining strategic issues or preferred strategies.
- ❖ **Why the Team Selected This Tool**
 - ◆ Use for complex decision making
 - ◆ Precise
 - ◆ Opinions empirical
 - ◆ Structures thinking
 - ◆ Forces a rationale with understanding
- ❖ **Procedure**
 - ◆ Set up
 - ◆ Actual execution of tool (See Worksheet B)

WORKSHEET B

Template for a Decision Matrix on Strategic Issues

Strategic Issues	Criteria						Total Weighted Score
	A	B	C	D	E	F	
Weight	1	1	1	1	1	2	
	x	x	x	x	x	x/y	z
Place Snow Cards Here							

x = rating value
y = weighted score
(rating times weight)
z = total weighted score

Examples of the Decision Matrix

- ❖ Parks Site Selection
- ❖ Nancy Tague: Restaurant Wait Time
- ❖ Downtown Group Issues

ATTRIBUTE CHECKLIST											
Location	Resource Corridor	Along Existing Trails	Suitable Soils	Scenic Overlooks	Cultural/Historical	Native Vegetation	Undisturbed	Glacial Features	Adjacent to State Land	Water Present	Score
Glacial/Drumlins											
V. Drumlitz Field, Heron Rookery	X	Bike	X	X		X		X		X	7
O. Cold Spring Drumlin	X	Bike	X	X	X	X	X	X			8
I. Drumlitz Along Hwy G	X	Bike	X	X		X		X			5
J. Hwy J Area	X	Bike	X	X	X	X	X	X		X	9
K. Ester along Rock River	X	Bike	X	X	X	X		X		X	8
Lakes											
G. Hope Lake	X		X	X		X	X			X	6
H. Red Cedar Lake	X	Bike	X	X		X	X	X	X	X	9
T. Goose Lake/Golden Lake	X		X			X	X		X	X	6
F. Rock Lake West Shore	X	Bike	X	X	X	X		X		X	6
L. Lake Koshkonong Shoreline	X		X		X	X				X	5
W. Rose Lake	X	Bike	X	X		X				X	6
River Corridors											
P. Bark River Corridor	X	Bike	X	X	X	X		X	X	X	9
K. Koshkonong Creek	X		X	X	X	X	X	X		X	7
H. Lake Koshkonong Connection	X	Glacial River				X	X		X	X	7
E. Doney Brook Area	X	Bike	X	X	X	X		X		X	6
R. Cushman Area	X		X	X	X	X	X	X	X	X	6
W. Oconomowoc River Corridor	X	Bike	X	X	X	X				X	7
Large Wooded Tracts											
A. Crawfish River Woods	X			X	X	X	X			X	6
Z. Ebbott Farm	X	Bike	X	X	X	X	X	X		X	9
Road Corridors											
S. Bakerstown Road Corridor	X	Ice Age/Bike	X	X	X	X		X	X		8
D. North Shore Road Corridor	X	Bike	X	X	X	X		X		X	8
H. Island Road Corridor	X	Bike	X	X	X	X			X	X	6
C. Springer Road Corridor	X	Bike	X	X	X	X		X	X		6
Existing Parks											
Y. Kanow Park	X		X	X		X	X	X		X	7
U. Bicentennial Park	X		X	X		X	X	X		X	4
O. Cyril Walk Park	X	Bike	X	X	X	X		X		X	7

Decision Matrix

Decision matrix: Long wait time

Criteria	Customer pain 5	Ease to solve 2	Effect on other systems 1	Speed to solve 2	
Problems Customers wait for host	High—Nothing else for customer to do $3 \times 5 = 15$	Medium—Involves host and bussers $2 \times 2 = 4$	High—Gets customer off to bad start $3 \times 1 = 3$	High—Observations show adequate empty tables $3 \times 2 = 6$	28
Customers wait for waiter	Medium—Customers can eat breadsticks $2 \times 5 = 10$	Medium—Involves host and waiters $2 \times 2 = 4$	Medium—Customer still feels unattended $2 \times 1 = 2$	Low—Waiters involved in many activities $1 \times 2 = 2$	18
Customers wait for food	Medium—Ambiance is nice $2 \times 5 = 10$	Low—Involves waiters and kitchen $1 \times 2 = 2$	Medium—Might result in extra trips to kitchen for waiter $2 \times 1 = 2$	Low—Kitchen design/space limited $1 \times 2 = 2$	16
Customers wait for check	Low—Customers can relax over coffee, mints $1 \times 5 = 5$	Medium—Involves waiters and host $2 \times 2 = 4$	Medium—Customers waiting for tables might notice $2 \times 1 = 2$	Low—Computerize ticket system is needed $1 \times 2 = 2$	13

Source: Tague

**WORKSHEET I:
For assessing How Strategic Issues Are**

ISSUES	CRITERIA					Total Score	Rank Order	Rank Order by Voting*
	I	II	III	IV	V			
A. Economic Restructuring	2	3	2	2	4	13	7	7
B. Design, Planning, Infrastructure	4	3	4	5	5	21	4	3
C. Historic Preservation	5	4	4	4	5	22	2	6
D. Liaison with Government	4	3	3	3	4	17	5	4
E. Organizational Considerations	5	5	5	5	5	25	1	1
F. Promotion	5	4	5	5	3	22	2	2
G. Recreation and Natural Resource Links	4	3	3	3	4	17	5	4

Criteria

- I. Responsiveness to Mission/Assessment
- II. Likely Support by Key Stakeholders
- III. Impact on Many Customers
- IV. Significant Affect of Not Addressing
- V. Likelihood of Our Ability to Do Something

Rating Values

- 1. Barely Meets Criteria
- 2. Moderately Meets Criteria
- 3. Fully Meets Criteria

*Results of the voting for individual "action statements" grouped by Issue Area. Included for comparing the rank order of this assessment to the rank order by voting.

Adapting the Decision Matrix Tool

❖ Strategic Issues (Step 5)

◆ Litmus Test

- Operational vs. Strategic

◆ Worksheet A

- A short list of useful, candidate criteria:
 - Responsiveness to mission
 - Support by powerful stakeholders
 - Impacts on key stakeholders
 - Not addressing causes significant consequences
 - Ability to do something
 - Etc.

Litmus Test for Strategic Issues

Step 5: Identify and Frame Strategic Issues

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WORKSHEET 25 Operational Versus Strategic Issues

Issue	The issue is: <input type="checkbox"/> Primarily operational <input type="checkbox"/> Primarily strategic		
	Operational		Strategic
1. Is the issue on the agenda of the organization's policy board (whether elected or appointed)?	No		Yes
2. Is the issue on the agenda of the organization's chief executive (whether elected or appointed)?	No		Yes
3. When will the strategic issue's challenge of opportunity confront you?	Right now	Next year	2 or more years from now
4. How broad an impact will the issue have?	Single unit or division		Entire organization
5. How large is your organization's financial risk or opportunity?	Minor (< 10% of budget)	Moderate (10-15% of budget)	Major (> 25% of budget)
6. Will strategies for issue resolution likely require:			
a. Change in mission?	No		Yes
b. Development of new service goals and programs?	No		Yes
c. Significant changes in revenue sources or amounts?	No		Yes
d. Significant amendments in federal or state statutes or regulations?	No		Yes
e. Significant staff changes?	No		Yes
f. Significant technology changes?	No		Yes
g. Major facility changes?	No		Yes
h. Major changes in stakeholder relationships?	No		Yes
7. How apparent is the best approach for issue resolution?	Obvious, ready to implement	Broad parameters, few details	Wide open
8. What is the lowest level of management that can decide how to deal with the issue?	Line staff supervisor		Head of major department
9. What are the probable consequences of not addressing this issue?	Inconvenience, inefficiency	Significant service disruption, financial losses	Major long-term service disruption and large cost or revenue setbacks
10. How many other groups are affected by this issue and must be involved in resolution?	None	1-5	4 or more
11. How sensitive or "charged" is this issue relative to community, social, political, religious, and cultural values?	Benign	Touchy	Dynastic

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WORKSHEET A

Decision Matrix Criteria for Assessing Which Issues Are Strategic (For Bryson's Step 5)

Criteria	Rating Scale				
	Minimum		Moderate		Full
A. Extent to which the issue is responsive to the mission or addresses the findings in the major strengths, weaknesses, opportunities or threats highlighted in Step 4 of the process.	1	2	3	4	5
B. Extent of likely support for addressing the issue by powerful stakeholders (e.g. Policy Board Members and other Movers and Shakers)	1	2	3	4	5
C. Extent to which addressing the issue could impact a broad spectrum of customers/stakeholders	1	2	3	4	5
D. Extent to which <u>not</u> addressing the issue could result in significant consequences	1	2	3	4	5
E. Extent to which the organization can likely do something to address the issue (i.e. barriers can be overcome)	1	2	3	4	5
F. Overall extent to which "your gut" says this issue is strategic or will affect the organization well into the future	1	2	3	4	5
G. Other					

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Adapting the Decision Matrix Tool

Strategy Formulation (Step 6):

A strategy is defined as a pattern of purposes, policies, actions and decisions which are typically developed to respond to the strategic issue or to achieve vision. Criteria can be more specific in assessing strategies since the categories are practical alternatives, possible solutions and potential answers – therefore evaluation criteria such as cost, feasibility, capability and time required can be more readily adapted to specific strategy options.

Strategic Planning in Hennepin County

Table B-3. Criteria for Evaluating Alternative Strategies.
Strategic Planning Process, Hennepin County, Minnesota

Public Acceptance: The resolution of some strategic issues will result in varying levels of public acceptance. The most desirable strategy is the one you perceive will have the greatest public acceptance.

Financing: If additional funding is required, is nonproperty tax-derived funding available? A desirable strategy will identify alternative financing and/or will not require additional property taxes.

Capital Expenditures: A desirable strategy will better utilize existing county-owned or managed space and available equipment rather than require increased additional capital expenditure. However, in certain cases it may be financially and programmatically prudent to commit to an increased capital expenditure rather than utilize or attempt to upgrade existing assets of questionable value or benefit.

Long-Term Impact: The major thrust of strategic planning is to anticipate future issues that will confront the county and to respond effectively to those issues. The desirable strategy will offer long-term (more than five years) solutions to the issue and have a lasting positive effect.

Staff Requirements: A desirable strategy will allow the resolution of the issues by better utilizing existing county staff capabilities rather than hiring new employees.

Compatibility with Mission Statement: A desirable strategy is one that can be accomplished within or is appropriate to the department's mission statement.

Relevance to Strategic Issue: It is assumed that every strategy will respond to the issue; however, some strategies will better resolve the issue than others. The desirable strategy is the one you anticipate will best resolve the issue as a long-term solution with lasting effect.

Cost Effectiveness: A countywide policy objective is to provide cost-effective service delivery and management. A desirable strategy will improve or increase service and management within the existing budget parameters, or realize cost savings in the long term.

Flexibility: Flexibility in implementing a strategy is a desirable feature. A desirable strategy should lend itself to a trial or test before full implementation.

Timing: When implementing a strategy, timing is often critical. The desirable strategy should enable you to satisfactorily respond to the strategic issue within known time-response constraints.

Client or User Impact: If the delivery of client services is a part of the strategy being considered, a desirable strategy should have a positive effect on the client group.

Coordination/Integration with Other Services or Programs: A desirable strategy would allow for coordination and/or integration with services provided by other agencies.

Source: Strategic Planning Studies, Planning, Minnesota, Minneapolis, Minnesota, 1993, pp. 2-18 and 7-29.