

STRATEGIC PRIORITIES

BRWMSC December 2011



“Concern for people and their needs must form the chief interest of all technical endeavors. Never forget this in the midst of all your diagrams and equations...”
Albert Einstein

Strategic Planning is an essential practice that guides organizations in creating a long-term vision for the future, defines values that guide decision-making and, charts a course for dealing with changing conditions and industry needs through goals and objectives. **Priority Setting** is all about determining which goals and objectives will be acted upon within limited capacity. The process focuses on the critical ‘NOW’ priorities that will assist in accomplishing strategic goals. It also identifies those that will be acted upon ‘NEXT’ and ‘LATER’.

The Beaver Regional Waste Management Services Commission (BRWMSC) enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute, to facilitate their Priority Setting session. This report summarizes the Board's direction.

BRWMSC

The Beaver Regional Waste Management Services Commission (BRWMSC) was established under Order-In-Council 124/92 and confirmed under Ministerial Order 314/92. The Municipal Government Act, Part 15.1, serves as the fundamental basis for its governance.

The Commission has five shareholders including; the Town of Tofield, the Town of Viking, the Village of Ryley, the Village of Holden and Beaver County. Board representatives appointed to the Commission must be sitting members of the elected councils of the shareholder's jurisdiction.

The Beaver Regional Sanitary Landfill Class II located near Ryley accepts approximately 1/3 of the municipal solid waste from the City of Edmonton. Through the acquisition of adjacent properties to the landfill, the facility in terms of capacity is one of the largest in North America. With the implementation of an advanced automated waste collection system, the operation benefits the entire region and is one of the most efficient operations in North America.

It is the mission of BRWMSC to:

- * ensure environmentally safe disposal of waste
- * to promote the advancement of technologies and the establishment of related industries for waste reclamation

* to use the resources generated from the Commission's operations to enhance life and to provide economic initiatives to the people of the member municipalities of the Commission.

VALUES

- **Seeking a culture of alignment among the Board, staff & shareholders**
- **Becoming an industry leader in waste management practices**
- **Demonstrating sound fiscal accountability**
- **Fair & equitable in decision-making**
- **Socially conscious**
- **Providing information**
- **Allowing public input**
- **Educating in waste management**
- **Exceptional / efficient services**
- **Creative / innovative initiatives**
- **Working with member communities**
- **Environmentally responsible operations**
- **Efficiency review**

VISION

To ensure the safe disposal of waste and to enhance the quality of life for the people of Beaver County. The Beaver Regional Waste Management Services Commission is committed to its three founding principles of environmentally sound operating practices, providing a regional benefit to the shareholder communities and providing opportunities for local employment.

Setting Priorities

In many strategic plans there are often gaps between expectations and reality.

Being strategic is about managing the gap. On December 20 and 21, 2011 the Board and the General Manager of the Commission met in a workshop setting to set short-term priorities and longer-term strategic directions.

The process began with a **Vision Check-up**. Participants identified what success would look like for the BRWMSC in five areas of Land Use, Revenues, Operational Efficiency, Organizational Effectiveness and Corporate Responsibility. Using these expectations as success indicators, participants developed a checklist of what is currently working well and areas that need attention in relation to BRWMSC's vision and goals.

As well, progress on Board priorities and operational strategies contained in the

Commission's 2010 Business Plan were reviewed to determine items that have been completed and those still in progress.

The next step was to identify issues and opportunities impacting the Commission. Participants reviewed the list of items to determine Strategic Topics that warranted investigation during the workshop.

The **Strategic Topics** were discussed and 'unpacked' by clarifying the focus of each, identifying desired outcomes, exploring options and developing potential actions for each topic.

Reality, urgency and responsibility criteria were applied to each of the strategic topics as potential priority candidates to define which should be considered as priorities.

After thorough review, the Board determined priorities that could be acted upon NOW over the next 12 months, and those that would be tackled NEXT and LATER.



Vision Check-up

Defining success is an important step in assessing present conditions and evaluating strategic topics. The Vision Checklist produced during the workshop (see Appendix 1), articulates the Board's expectations in terms of:

- Measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages
- Observable benefits that can be seen or perceived such as shareholder or public satisfaction
- Tangible outputs that are produced through services and programs delivered to the community.

The checklist can be used to see 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed). It provides a broad frame of reference relating to the Commission's vision for the future. It serves as a scorecard for the Board to conduct periodic Vision Check-ups. A Vision Check-up can involve:

- Internal perceptions from the Commission's members and staff
- Views from stakeholders such as suppliers, partners and other levels of government
- Community perspectives from residents and businesses.

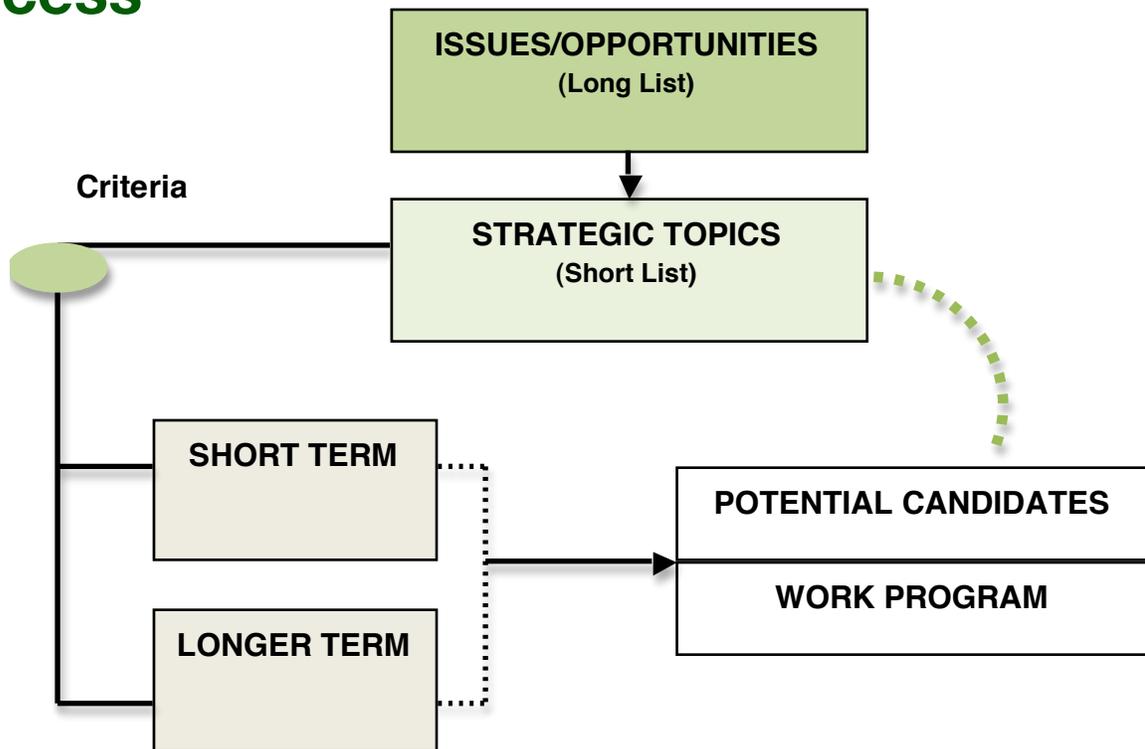
A Vision Check-up should be performed regularly as a method of monitoring and evaluating the progress of the Commission's strategic actions. It causes the Board and the organization to:

- Think about the big picture, not just recent issues
- Consider external, not just internal, interests
- Define success indicators for future analysis of strategic possibilities
- Establish criteria to evaluate progress.



Just as an explorer uses a compass, a regular Vision-Check-up is a useful assessment tool for checking the direction of the organization and the industry.

Priority Setting Process



The Board and the General Manager continued the priority setting process by identifying:

- **Issues/Opportunities** – identifying current and emerging challenges to the organization and industry (Appendix 2)
- **Strategic Topics** – establishing a short list of topics that should be discussed as potential priorities
- **Strategic Priorities** – applying reality, urgency and responsibility criteria to determine which priority candidates should be pursued in the short-term over the next 12 months
- **Strategic Work Program** – understanding outcomes, options and requirements to implement the action plan to address each strategic topic
- **Strategic Priorities Chart** – assigning responsibility for all priorities and strategies with target dates for regular monitoring and updating.

“Our great business is not to see what lies dimly at a distance, but to do what lies clearly at hand.”

Thomas Carlyle

Strategic Topics

The **Strategic Topics** list was developed by the Board following a review of the list of issues and opportunities facing the organization and the industry. These strategic topics were the focus of the priority setting process.

How do the strategic topics become priorities? For every strategic topic there is usually more than one way to capitalize on the issue and turn it into a positive outcome that addresses public and client needs.

The Board utilized a four-step process known as the **Solution Seeking Model** to fully investigate ideas step by step, bringing clarity to each topic – making each decision logical and well thought out. Participants began by clarifying the strategic topic and framing it as a question, then identifying desired outcomes if the question was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Finally an action plan was developed that identified resources and responsibilities to implement the preferred strategy.

Strategic Topics

1. MATERIAL DIVERSE FUNCTION
2. CLIENT MARKETING
3. PROFILE OF ORGANIZATION
4. CORPORATE SOCIAL RESPONSIBILITY
5. OPERATIONAL EFFICIENCY
6. HUMAN RESOURCES
7. REPORTING
8. COMMISSION MODEL
9. POLICIES
10. ORGANIZATIONAL CULTURE
11. LEADERS IN FIELD
12. POST CLOSURE OF CELL
13. STRATEGIC DIRECTION
14. ENTERPRISE APPROACH
15. RISK MANAGEMENT



Strategic Capacity

The solution seeking discussion generated enough information to consider the strategic topics as **priority candidates**. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then the Board must be realistic about putting more initiatives inside. Some of the limitations to consider in assessing capacity include:

- Policy – procedures that define mandate and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization and legal exposure
- Human resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and partners
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholders



Now, Next or No



The Commission's priority setting process identified multiple priority candidates. Each priority candidate was considered strategically important, but some required more urgent attention than other choices given limited organizational capacity. To focus on 'first things first', participants applied criteria to each candidate to:

1. **Conduct a Reality Check** – How achievable is this priority candidate? What resources are required to make this candidate feasible and successful? Is it even a possibility for short-term attention given the organization's day-to-day operations?
2. **Determine Urgency** – What makes this candidate require more immediate attention than others in the short-term?
3. **Decide Whose Responsibility** – Does this priority candidate require political direction as a Board priority or, does it simply need Board oversight as a staff operational strategy?

This process allowed the Board to determine priorities that should be addressed 'NOW', those that should come 'NEXT' and those that were a 'NO' – not at this time, given available resources.

Managing priorities is an ongoing process as new strategic topics emerge. The key to effectively managing priorities is to recognize that priorities *do change*:

- Emerging candidates, because of changing external and internal influences, must be evaluated against existing priorities on a regular basis.
- Completed 'NOW' items are 'DONE' or incorporated into day-to-day operations making way for 'NEXT' items or new emerging topics.
- New information about an existing priority may make it less urgent or irrelevant demoting its status to 'NEXT' or 'LATER'. The OPERATIONAL capacity will always impact how many priorities can be addressed at any given time.

Sometimes Board priorities no longer require Board attention, merely oversight. They then become Operational Strategies. The reverse can also happen if an Operational Strategy warrants Board attention.

“The key is not to prioritize what's on your schedule but to schedule your priorities.”

Stephan Covey

Disposition of Strategic Topics

The **chart below** shows the discussion of each **strategic topic** as it was 'unpacked' and investigated during the priority setting process. Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, page 11).

Disposition of Strategic Topics	
MATERIAL DIVERSITY	Develop business case to pursue defined products
CLIENT MARKETING	Develop strategic plan to target new clients
PROFILE	Develop branding strategy, message, logo, tag line, FAQ's
SOCIAL RESPONSIBILITY	Develop policy re sponsorship, scholarship, community benefits
EFFICIENCY	Conduct satisfaction survey, service and operation reviews
HUMAN RESOURCES	Confirm job descriptions, work programs, pay schedules
REPORTING	Prepare regular performance & financial reports
COMMISSION MODEL	Explore options to refine governance structure
POLICIES	Identify policy gaps and targets, risk management policy
ORGANIZATIONAL CULTURE	Hold joint staff session to review roles, strategies & vision
LEADERS in FIELD	Consider as guiding principle
POST CLOSURE	Identify possibilities for best land use & budget for 2013
STRATEGIC DIRECTION	Approve, monitor and share strategic priorities
ENTERPRISE APPROACH	Consider as guiding principle
RISK MANAGEMENT	Identify gaps, develop emergency response strategy

Strategic Priorities

The Strategic Priorities Chart (page 11) captures the Board's priorities and operational strategies at the time of the December workshop. Items listed in **BOLD CAPITALS** indicate priorities the Board wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Board direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Board and staff capacity as well as excellence in governance.

Board priorities and organizational initiatives alone do not portray all the strategic efforts of the Commission. There are significant operational strategies that receive the attention of the organization requiring Board oversight, fiscal resources and staff effort. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Board meeting agenda as a constant reference, updated monthly by the General Manager (GM) for the Board and reviewed quarterly by the GM with the Board and with staff. Regular updating of the chart ensures that everyone is 'on the same page'. Roles are clear, the focus is defined and progress is monitored and celebrated.



STRATEGIC PRIORITIES CHART

(December 2011)

BOARD PRIORITIES (Board/GM)		
<p><u>NOW</u></p> <ol style="list-style-type: none"> 1. ORGANIZATIONAL BRANDING: Name/logo options 2. SERVICE MARKETING: Target Options 3. STRATEGIC PLAN: Priorities 4. POLICY REVIEW: Targets 5. BYLAW: Review 	<p>Feb. April Jan. April March</p>	<p><i>ORGANIZATIONAL EXCELLENCE</i></p> <ul style="list-style-type: none"> • <i>Follow-up Action List</i> • <i>Quarterly Updates</i> • <i>Staff Session</i> • <i>GM Success Indicators</i>
<p><u>NEXT</u></p> <ul style="list-style-type: none"> • GOOD NEIGHBOUR PROGRAM • CELL POST-CLOSURE USE • BUSINESS MODEL • CORPORATE SOCIAL RESPONSIBILITY PROGRAM 		
OPERATIONAL STRATEGIES (GM/Staff)		
<p>GENERAL MANAGER (Pierre)</p> <ol style="list-style-type: none"> 1. BRANDING: Options (January) 2. MARKETING: Targets (April) 3. STRATEGIC PLAN: Priorities (January) <ul style="list-style-type: none"> • POLICY REVIEW LIST • Hire Manager of ESP • Performance Management System 	<p>ENVIRONMENTAL SERVICES ()</p> <ol style="list-style-type: none"> 1. Emergency Preparedness 2. 3. <ul style="list-style-type: none"> • • 	
<p>LANDFILL (Owen)</p> <ol style="list-style-type: none"> 1. Operational Efficiency Review 2. 3. <ul style="list-style-type: none"> • • 		

CODES:

BOLD CAPITALS = Board NOW Priorities; **CAPITALS** = Board NEXT Priorities; **Regular Capitals** = Organizational Excellence; and regular font = Operational Strategies

Strategic Priorities Work Program

Specific actions to implement the Board's priorities are contained in the Strategic Priorities Work Program (see Appendix 3). The Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the GM will be better equipped to assign work knowing the time and effort required of staff to implement Board priorities.
- **Performance Monitoring** – The Board will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes the Board's expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The work program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3). Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.



Recommendations



- **That the *Strategic Priorities Chart & Work Program* be adopted by the Board for continuous use at each Board meeting, quarterly review and annual updating. *These documents should be extracted from this report for ongoing updating.***
- **That the Board work with the General Manager to host a Board/staff session by June to review roles and responsibilities, strategic priorities and the vision for the future.**
- **That the Board work with the General Manager to meet with each shareholder to review the Strategic Priorities by May.**
- **That the Board adopts the 'Decision Making Guidelines' and initiate use of the Follow-up Action List, Request for Decision and Direction Request.**



Vision Check-up

APPENDIX 1

DEFINITIONS / EXPECTATIONS	WHAT WORKS WELL AREAS FOR ATTENTION
<p>MAXIMIZE LAND USE Visual Aesthetics Site Use Waste Processing Recycling Neighbour Impact Air Quality Leases/Purchase Strategy</p>	<p>WWW</p> <ul style="list-style-type: none"> • Landfill site kept clean & green • Shop & administration on site • Tree farm • Management on site <p>AA</p> <ul style="list-style-type: none"> • Future uses • Keep neighbours happy • Leasing opportunities
<p>INCREASE REVENUES New Markets New Materials Marketing Efforts Pricing Schedule Client Contracts BRWMS Profile</p>	<p>WWW</p> <ul style="list-style-type: none"> • Price schedule • Expertise <p>AA</p> <ul style="list-style-type: none"> • Cost control • Full cost recovery • Tires • Bio Solids • Composting • Alternative energy • Marketing targets • Branding • Contract template
<p>OPERATIONAL EFFICIENCY Benchmarks Industry Standards Collection Innovation Safety Good equipment</p>	<p>WWW</p> <ul style="list-style-type: none"> • What we do, we do a good job • Meet Industry standards <p>AA</p> <ul style="list-style-type: none"> • Preventative maintenance • Equipment specifications • More efficient trucks • Transfer stations • Emergency readiness preparedness • Overtime • Staff performance • Use of equipment

Vision Check-up

DEFINITIONS / EXPECTATIONS	WHAT WORKS WELL AREAS FOR ATTENTION
<p>ORGANIZATIONAL EFFECTIVENESS</p> <p>Human Resources Governance Policies & Procedures Training Business Planning Fiscal Accountability Financial Planning Debt/capital capacity</p>	<p>WWW</p> <ul style="list-style-type: none"> • 5 year Business Plan • Improved budgeting • Debt reduction • Financial reporting <p>AA</p> <ul style="list-style-type: none"> • Lending policy / Business ROI • Policies • Culture of alignment • Bottom up reporting • Templates • Drill down reporting • Ethics • Governance structure • Business model • Staff training • Job descriptions • Performance plan & appraisal • Board/staff relations
<p>CORPORATE RESPONSIBILITY</p> <p>Environmental Compliance Environmental Innovation Regional Benefit Share Holder Value Local Employment Public Education</p>	<p>WWW</p> <ul style="list-style-type: none"> • Meet/exceed environmental compliance • Government respect • Provide local employment • Reduced rates for municipalities <p>AA</p> <ul style="list-style-type: none"> • Innovative leader • Relevant research • Relevant scholarships • We are the model • Public education/awareness • Shareholder value • Branding • Reputation • Centre for excellence • Community support/grants • Odour control • Corporate social responsibility

ISSUE
Material marketing
Sulphur cell
Lease to waste co.
Develop relations to potential client
Specific area – land farming (Bio solids, willow trees)
Demolition material (C&D)
Commercial waste
Branding/presence
Municipal marketing
Class 1 niche
Clean Harbours collaboration
Landfill closures cells 1,2, & 3
Closure of reserve fund
Efficiency review
Preventative maintenance system
Industry standards – benchmark
Regular reporting system
Annual report to public and shareholders- celebrate successes
Safety practices/training – CoR certification
HR Plan – succession, compensation, performance
Policies and Procedures – updated governance
Commission business mandate/bylaw
New training package for Commissioners - governance, oversight, orientation
Code of Ethics
Emergency preparedness
Transfer stations
Price schedule – full cost accounting
Overtime
Energy generation
Board/Staff relationship
Culture alignment
Contract templates
Shareholder benefit
Innovation – leader, model
Community support/corporate social responsibility
Local employment/contractors
Post closure planning

Strategic Priority Work Program

APPENDIX 3

December 2011

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
NOW		
<p>1. ORGANIZATIONAL BRANDING (Pierre) <i>How can we create a positive image that connects with clients and the community?</i> * Rebranding</p> <ul style="list-style-type: none"> • Leader in Waste Management • Community benefit • Innovative approach • Reflects change in direction • Get rid of 'waste' image • Redefine core business • Re-establish reputation 	<ul style="list-style-type: none"> • Change name tag • Change logo • Develop marketing strategy 	<ul style="list-style-type: none"> • Propose new look – Mar. • Develop new look – May <ul style="list-style-type: none"> ○ Tagline ○ Logo ○ Website • Rebrand launch – June
<p>2. SERVICE MARKETING (Pierre) <i>How do we reach appropriate and new target markets?</i> * Target Options</p> <ul style="list-style-type: none"> • Defined costs • Return on Investment • Business case • Potential clients • Promotion approach • Risk Assessment 	<ul style="list-style-type: none"> • In-house • Consultant • Combination <p>For Example:</p> <ul style="list-style-type: none"> • White goods/ bio solids • Leasing alternatives 	<ul style="list-style-type: none"> • Collect base information – April • Session with resource people - June • Draft strategy to Board – Oct. • Capital/operating budget – Dec.
<p>3. STRATEGIC PLAN (Pierre) <i>How do we sustain a strategic focus?</i> * Priorities</p> <ul style="list-style-type: none"> • Strategic Focus • Staff alignment • Performance Expectations • Business Growth 	<ul style="list-style-type: none"> • Board Attention • Shareholder awareness • Staff Alignment 	<ul style="list-style-type: none"> • Approve priorities – January • Start quarterly reviews – March • Outreach to shareholders – April • Staff Operational Strategy session – May • Board/staff session – June

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
<p>4. POLICY REVIEW (Pierre) <i>How do we ensure policies are current and relevant?</i> * Target List</p> <ul style="list-style-type: none"> • Guidance for staff • Consistency in approach • Risk management • Defined responsibilities 	<ul style="list-style-type: none"> • Comprehensive Review • Targeted Review • As required 	<ul style="list-style-type: none"> • Create policy inventory – complete • Risk management policy – Feb. • Identify policy gaps – April • Schedule for updates – April
<p>5. BYLAW (Pierre) <i>How do we ensure good decision-making and compliance?</i> * Review</p> <ul style="list-style-type: none"> • Best structure for future • Good decision making • Accountability to shareholders • Clear roles • Compliance with enabling legislation • Adaptable to industry opportunities 	<ul style="list-style-type: none"> • Comprehensive Review • Targeted changes • Housekeeping changes • In-house with lawyer • Consultant 	<ul style="list-style-type: none"> • Preliminary Review – March • Board direction – May • Options analysis – June

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
NEXT		
<p>GOOD NEIGHBOUR PROGRAM (Pierre)</p> <p>* Community Strategies</p> <ul style="list-style-type: none"> • Be a part of community • Provide benefits • Invest in community capacity building • Provide fiscal support • Criteria for grants • Invest in future staffing or BWMSC 	<ul style="list-style-type: none"> • In-house • Consultant 	<p><i>Not developed at this time</i></p>
<p>CELL POST- CLOSURE (EPS Manager)</p> <p>* Options</p> <ul style="list-style-type: none"> • Safety • Land use defined • Focused on environment • Coordinated with cell opening 	<ul style="list-style-type: none"> • In-house • Consultant 	<ul style="list-style-type: none"> • Review options report • Budget for 2013 – Oct.
<p>BUSINESS MODEL (Pierre)</p> <p>* Operating Philosophy</p> <ul style="list-style-type: none"> • Service efficiencies • Sustainable service delivery • Staff development program • Performance management / recognition 	<ul style="list-style-type: none"> • In-house 	<ul style="list-style-type: none"> • Review efficiencies (Owen) - ?
<p>REGIONAL CORPORATE SOCIAL RESPONSIBILITY ()</p> <p>* Program</p> <ul style="list-style-type: none"> • Long-term vision • Contribution to region 	<ul style="list-style-type: none"> • 	<p><i>Not developed</i></p>

ORGANIZATIONAL EXCELLENCE

<p>FOLLOW-UP ACTION LIST</p> <p>* Template</p> <ul style="list-style-type: none"> • Good communication • Deal with concerns in timely manner • Foster good Board/administrative relations 	<ul style="list-style-type: none"> • In-house • Facilitator 	<ul style="list-style-type: none"> • Review format – done • Adopt decision making guidelines – Feb. • Initiate use – February
<p>QUARTERLY PRIORITY UPDATE</p> <p>* Regular review and updates</p> <ul style="list-style-type: none"> • Strategic priority update sessions • Completed items deleted • NEXT items advanced • Consider new possibilities 	<ul style="list-style-type: none"> • In house • Facilitator 	<ul style="list-style-type: none"> • First review – March
<p>OPERATIONAL STRATEGIES</p> <ul style="list-style-type: none"> • Staff session • Consistency • Safety • Understand risk / damage exposure 	<ul style="list-style-type: none"> • In house with facilitator • In-house • Consultant 	<ul style="list-style-type: none"> • Conduct session – May
<p>GENERAL MANAGER EXPECTATIONS</p> <p>* Success Indicators Policy</p> <ul style="list-style-type: none"> • Meaningful feedback • Promote good communications • No surprises • Clear expectations 	<ul style="list-style-type: none"> • In-house • Consultant 	<ul style="list-style-type: none"> • Review success indicators – done • Adopt guidelines – Feb. • First quarterly review – March

Bolded items indicate the Board **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Board to focus their priority setting discussion is *italicized*.