

## ***What Users Say About Unanimity Planning***

"I hope that I can sit down with my son and daughter ten years from now and say that I played a small part in making Pennsville great. I am very excited and committed to get things done. This Summit is the key," **Hugh McLaughlin, Township Committee**

"The planning process brought people together, who hadn't spoken to each other in years and got them moving in the same direction," **Pat Scheidel, Essex Town Manager**

"The magic of the Summit will lie in the synergy among the participants. They have been asked to bring nothing but their experience, their understanding and their ideas to the table,"  
**John Taylor, Editor, Delaware News Journal**

"Thank you very much for the excellent work you did at the Delaware Summit. We turned out a quality product, we focused the Delaware community on some of the barriers that must be struck down before job growth will accelerate," **former Governor Pete du Pont**

"We came to the table as individuals. We leave it as the New Hampshire Economic Opportunity Coalition. We unanimously defined the toughest problems and issues that affect economic opportunity and development," **participants at New Hampshire Economic Opportunity Summit**

"I thought it was a good process. I thought that we reached some results that will help our water supply and our waste water system," **Grace Peirce-Beck, lobbyist**

"I must say that this whole experience and the Unanimity Planning Process have put new life into me and I hope new life into Pennsville," **George Reed, Mayor, Pennsville, N.J.**

"I am really excited. In fact this is the most excited I have been since my medical residency," **Dr. Richard Sooy, Rotary Club President**

"I was pleased that we were able to deal with permitting reform and the marketing of properties with difficult environmental problems," **John Wik, President, Wik Associates, Inc.**

"Transportation and water resources are the key issues, along with high tech jobs. I felt that the right people were here, those who could accomplish the actions undertaken," **Ronald Gardner, Mayor, City of Newark**

**Pete du Pont - Chairman of Delaware Public Policy Institute and former Governor - To H. W. Hill & Associates**

*I wanted to thank you very much for the excellent work you did at the recent Delaware Economic Summit. We turned out a quality product, we focused the Delaware community on some of the barriers that must be struck down before job growth will accelerate, and we sensitized The News Journal to their role promoting economic growth in our community. These are not easy tasks and we accomplished them with a single stroke.*

*Speaking personally, I enjoyed the process enormously. The give and take was good, the opportunity to highlight some inconsistencies in the thinking of some sectors of the Delaware economy was grasped, and I had a very good*

*time.*

*I very much hope we have the opportunity to work together again. You're first class and you accomplish your tasks with a great deal of skill.*

*Sincerely yours,*

*Pete du Pont*

**Ray Snead - Vice President & CFO Volunteer Hospitals of America, Inc. -  
To H. W. Hill & Associates**

*I am pleased with the work of H. W. Hill & Associates and our results speak for themselves. As further evidence, we are planning to use the firm again this year to update our plan. Being a discrete, linear thinking type of individual, I detest the "touchy - feely" strategic plans and processes which characterize today's corporate landscape. Many of them arise from "canned" formats and are largely the work of the consultant. The planning processes are expensive and time consuming. The impetus for the plan is frequently lost between the strategic planning retreat and delivery of the plan from the consultant.*

*As a line manager with wide responsibilities, I want a specific, actionable plan that is delivered on a timely basis. I don't particularly care about the consultant's expertise - I am more interested in involving strategic customers in my planning process to take advantage of their expertise and to obtain buy-in of the strategic direction; a Delphi process if you will. This is exactly what H. W. Hill & Associates has delivered to us. The plan was largely complete when the retreat was finished. The firm was with us from preplanning through engagement wrap-up to make sure that we completed the process. I had a fully developed blueprint for my company manager to implement. That implementation has been successful to date but I believe that we are just beginning to see the real potential of the HWH process.*

*In the past six months, we have seen major favorable commitment changes from several of our strategic customers and the addition of two new strategic customers. Our business this year is shaping up to **exceed plan** by 25 - 30%.*

*Would I recommend H. W. Hill & Associates: - you bet, they delivered what they promised, their fees were very reasonable and they back up their proposal with a satisfaction guaranteed guarantee.*

**N. C. Vasuki - CEO Delaware Solid Waste Authority - To H. W. Hill & Associates**

International  
Applicability

*In November 1999, The World Bank invited me to be part of their "India Road Show" to assist cities (over 100,000 population) in three states to plan and implement programs for managing solid waste discards in those cities. After revisiting India in 2001, I am of the opinion that little progress has been achieved. As you are aware, having been educated (Bachelor of Engineering) in India, I am quite familiar with the situation. There are many reasons for this situation.*

*One is the inability to clearly define the problem. Another is to assign clear responsibility. In addition, the frequent transfer of Indian Administrative Services (IAS) officers assigned to resolved issues does not allow for building a credible knowledgebase. The same situation appears in other resource management issues such as Water, Wastewater, Public Health Services, and Health Care Education.*

*Based on my experience in resolving many problems in environmental quality, I believe the Hill Unanimity process can be quite valuable to organizations in India, a country with enormous potential. India has a good administrative culture and a reasonably good and relatively independent judiciary. Therefore, it is possible to achieve many goals through problem definition, pragmatic planning tied to implementation goals, assignment of responsibility for tracking progress. My experience with the Hill Unanimity process leads me to recommend that process for resolving resource management problems in India.*

*In Delaware, as elsewhere in the nation, governmental agencies, non-governmental organizations (NGO), commercial and industrial groups, environmental advocacy groups, and the news media are entrenched in their views of the world. Quite often, their intractable positions have prevented planning and implementation of common sense solutions.*

Delaware Successes

*The firm of H. W. Hill & Associates has successfully facilitated unanimity development in diverse areas of public policy to initiate issue resolution. The Delaware Solid Waste Authority, the Delaware Department of Natural Resources and Environmental Control and other institutions in Delaware have used the process many times with much success. The following are two examples which I have been party to or have seen the results of.*

### **SOLID WASTES**

*The Delaware Department of Natural Resources and Environmental Control (DNREC), the State regulatory agency, and the Delaware Solid Waste Authority (DSWA) were at odds with each other on issues such as recycling, energy recovery, land filling, and source reduction, all of which affect solid waste management. Both groups were going in divergent directions and this created a problem with public perception, making it*

*ripe for politicians to muddy the water further.*

*When the Hill Unanimity building process was proposed to resolve issues, there was much disbelief. When the top executives of both groups insisted on proceeding with such a process, the key staff members reluctantly showed up. Preplanning efforts resulted in having select staff members (who either influence or impede decisions) come to the session. Issues which divided the agencies were examined by the top executives. Over a two and one-half day period, the staffs of both agencies defined problems, mission statements, action items and goals. They readily accepted responsibility for carrying out assignments.*

*This exercise resulted in a framework plan for a Statewide Integrated Solid Waste Management Program in Delaware. The staffs of both agencies were delighted with the unanimity and the end results. They readily admitted that they anticipated gridlock and failing when the session started and were amazed by the unanimity reached.*

#### **WATER RESOURCES PLAN**

*Successful unanimity development in Solid Waste Management resulted in an attempt to resolve some other infrastructure issues. The fragmented power structure (cities, counties, public and private water companies, farming and industrial interests, State and Interstate regulatory agencies, developers, NGOs and the news media) had prevented several prior attempts to bring the stakeholders to the table. The situation appeared hopeless.*

*The Delaware Public Policy Institute (DPPI) agreed to use the services of H. W. Hill & Associates to develop unanimity in this morass. Again, there was considerable skepticism about reaching unanimity. However, good preplanning and selection of appropriate leaders to participate resulted in an agreement to support a long range plan (involving nearly \$750 million in capital investments) to improve the infrastructure and protect the State's water environment. Almost everyone was amazed that entrenched positions could be altered without losing face!*

*I hope this commentary has been helpful and I am sure Unanimity Planning can be a great help in bringing together groups and individuals in India to solve problems for the betterment of the Indian people.*

*Sincerely yours,*

*N. C. Vasuki, P. E., DEE  
Chief Executive Officer*