

The following provides additional detail on the sorts of issues entities should explore when assessing their policy environment and is adapted from Governor's Office of Budget and Planning, pp. 45-46. Background on specific tools and techniques which can be used to analyze the information gathered from the policy environment assessment are found in the [Problem-Solving and Decision-Making](#) module and in the [Data Analysis section](#) of the Methodology.

[Return to Table of Contents](#)

- I. Overview of Scope and Functions
 - A. Statutory basis -- state and federal legislation, rules, regulations, policies, and procedures
 - B. History -- date created and significant events
 - C. Affected populations -- key stakeholders and beneficiaries
 - D. Main entity functions -- major programs, products, and services
 - E. Public perception -- primary and secondary intelligence from the external operating environment

- II. Organizational Aspects
 - A. Size and workforce composition -- number of FTE's, breakdown of professional/technical/clerical staff and exempt/classified staff, EEO composition, etc.
 - B. Organization structure and process -- divisions/departments, management culture/style, key management policies/operating characteristics, etc.
 - C. Geographical information -- main/field offices, location of populations served/regulated, travel/communication/coordination issues, etc.
 - D. Human resources -- knowledge/skills/abilities, training, compensation/benefits, turnover, etc.
 - E. Capital assets -- strengths, weaknesses, priorities, and needs
 - F. Use of historically underutilized businesses
 - G. Areas of organization change and their impacts

- III. Fiscal Aspects
 - A. Budget -- size, appropriation/expenditure trends, significant events, etc.
 - B. Finance -- methods, roles of federal funds, user fees, investment, etc.
 - C. Comparisons -- per capita, other states, etc.
 - D. Limitations -- statutes, riders, restrictions, etc.
 - E. Alignment of budget and current/projected needs

- IV. Service Population Demographics
 - A. Historical -- trends in demand, ethnicity, consumption, motivations, preferences, migration, etc.
 - B. Current -- as above and including size, age, social/cultural/economic factors, geography, special needs, impact on State of Texas, etc.
 - C. Future -- population shifts, emerging demographics and trends, etc. in short-term (1-2 years), medium-term (2-5 years), and long-term (over 5 years)

- V. Technological Developments
 - A. Appropriateness and adequacy of automation, telecommunications, management systems and techniques
 - B. Impact on current operations
 - C. Impact on projected operations

- VI. Economic Developments
 - A. Key economic variables

- B. Effect of economic conditions on service populations
 - C. Expected economic conditions and their impacts
 - D. Present and proposed responses to changing economic conditions
- VII. Impact of Federal Statutes, Regulations, Policies, and Procedures
- A. History of federal involvement -- key legislation, key events, etc.
 - B. Current federal involvement -- description, entities, relationships, impacts, etc.
 - C. Projected involvement -- impacts on entity and service populations, mandates, court cases, federal budget, etc.
- VIII. Other Legal Issues
- A. Impact of anticipated state statutory changes
 - B. Impact of current and outstanding court cases
 - C. Impact of local government requirements
- IX. Critique and Opportunities for Improvement
- A. Effectiveness and efficiency in achieving compliance, good service, accreditation, recognition, etc. through outcome measures, program evaluation, performance reviews, audit reports, and comparisons with other states
 - B. Areas for immediate and longer-term improvement
 - C. Obstacles of a statutory, environmental, fiscal, human resource, geographic, technological, cultural, social, or political nature
 - D. Opportunities in such areas as human resources, statutory changes, community/business resources, technology, society, politics, etc.
 - E. Ways to work with local, state, federal, and international entities to achieve success

RESOURCES

Articles

Reiner, Thomas A. "Organizational Survival in an Environment of Austerity." *Nonprofit and Voluntary Sector Quarterly* 18:3:21-221 Fall 1989. Location: Methodology Project Information Resources Folders.

Texas State Auditor's Office. "Policy Environment Scoping Program." Developed by Jon Nelson, August 1991. In *Management Audit of the Texas Child Support Enforcement Program*. Austin, TX: Texas State Auditor's Office, October 1992. Location: Methodology Project Information Resources Folders.

Books

Buchholz, Rogene A. *Business Environment and Public Policy: Implications for Management and Strategy Formulation*, 2nd Edition. Englewood Cliffs, NJ: Prentice-Hall, Incorporated, 1986. Location: The University of Texas, Perry-Castañeda Library (HD 3616 U47 B76 1986)

Carver, John. "Focusing on Results: Clarifying and Sustaining the Organization's Mission." In *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco, CA: Jossey-Bass Publishers, Incorporated, 1990. Location: Methodology Project Information Resources Folders.

Drucker, Peter F. *Managing the Nonprofit Organization: Principles and Practices*. New York, NY: Harper-Collins Publishers, Incorporated, 1990. Location: SAO Library.

Governor's Office of Budget and Planning and Legislative Budget Board. *Planning for Texas Tomorrow: Instructions for Preparing and Submitting Agency Strategic Plans for the 1995-1999 Period*. Austin, TX: Governor's Office of Budget and Planning and Legislative Budget Board, December 1993. Location: Methodology Project Information Resources Folders.

Holman, Barry W. "Mission Analysis: A Response to the Taxpayer Revolt." In *Public Budgeting: Program Planning and Implementation*, 4th Edition. Englewood Cliffs, NJ: Prentice-Hall, Incorporated, 1982. Location: The University of Texas, Perry-Castañeda Library (HJ 2052 P8 1982)

Texas State Auditor's Office. *New Board Members Document*. Austin TX: Texas State Auditor's Office, June 1993. Location: Methodology Project Information Resources Folders.

Texas State Auditor's Office. *Performance Auditing: An Introduction*. Austin, TX: Texas State Auditor's Office, July 1990. Location: Methodology Project Information Resources Folders.

Texas Sunset Advisory Commission. *Benchmarks: Guidelines for Evaluating Agencies Under Sunset*. Austin, TX: Texas Sunset Advisory Commission, September 1987. Location: Methodology Project Information Resources Folders.

Data Bases**ABEST (Agency Budgets & Strategic Plans)**

ABEST data are compiled by the Legislative Budget Office and include information on the following:

- budget requests
- input, output, and efficiency measures
- capital expenditures
- budget recommendations
- quarterly and year-to-date performance measures
- classified positions
- entity strategic plans
- statewide strategic plan

ABEST information is maintained dating from 1992 and projecting forward to 1994 and 1995. In-house contacts on ABEST are Dean Duan (4829), Tom Tharp (4912), and Sherry Varnado (4716).

UTCAT (On-Line Catalog of the General Libraries of UT-Austin)

A search of UTCAT using the phrase "policy environment" or "business environment" reveals the following holdings at UT-Austin:

- 177 books
- 24 articles in academic periodicals
- 63 articles in business periodicals

Other searches to consider are "policy," "policy analysis," "policy development," and "policy sciences." Note that keyword searches using the phrase "policy environment" may include works on environmental policy.

A search of UTCAT using the phrase "market research" reveals the following holdings at UT-Austin:

- 187 books
- 142 articles in academic periodicals
- 681 articles in business periodicals

Search parameters used to identify the various holdings cited above include:

- S (subject) for books
- S (subject) and SK (subject keyword) for periodicals
- T (title) and TK (title keyword) for books and periodicals
- PT (periodical title) and PK (periodical title keyword) for periodicals

An S (subject) search on the word "policy" in the books data base or an SK (subject keyword) search in the periodicals data bases lets you scan all subjects related to policy, such as "policy analysis," "policy development," or "policy sciences." This helps you focus the subject of your search.

Regardless of subsidiary data base, a TK (title keyword) search lets you scan bibliographic entries for all books or articles which have the words "policy environment," "business environment," or "market research" in their titles.

Note: Books, academic periodicals, and business periodicals are accessed in different subsidiary data bases in UTCAT. While all SAO employees can access the main UTCAT data base, access to the periodicals data bases is limited to holders of current identification or courtesy borrower's cards from either UT-Austin, UT-Dallas, or UT-Pan American.

Human Resources

The following staff members have specialized training or ongoing interest in policy environment:

Employee	Title/Function
Margene Beckham Marcia Carlson Michael Gray, CPA, CFE Jon Nelson, CISA John Swinton Bruce Truitt John Young	MDA and Nursing Home Audits ATT Team UT-Austin and DPS Audits MHMR, TDH, and TABC Audits Methodology Project Team Methodology Project Team MHMR and UT-System Audits
Marcia Carlson Amy Graves, JD Babette Laibovitz, MPA Linda Lansdowne, CPA Lynn Redwine, CPA John Swinton Bruce Truitt	Module Writers/Editors
Barbara Hankins, CPA Jeannie Henderson, CPA Randy Townsend, CPA	Reviewers

Periodicals

Administration and Policy Journal

Published monthly by the Institute for Policy Research

Location: The University of Texas, Public Affairs Library (H 1 A4546)

Austin Business Journal

Published weekly by ABJ, Incorporated

Location: SAO Library

Austin American-Statesman

Published daily by Cox Enterprises, Incorporated

Location: SAO Library

Barron's National Business and Financial Weekly

Published weekly by C. W. Barron, Incorporated

Location: The University of Texas, Perry-Castañeda Library (332.05 B278)

Budget in Brief

Published periodically by the Texas Research League

Location: SAO Library

Business Week

Published weekly by McGraw-Hill, Incorporated

Location: SAO Library

Capitol Update

Published biweekly by the Texas State Directory Press

Location: SAO Library

City and State

Published semimonthly by Crain Communications, Incorporated

Location: SAO Library

Contemporary Policy Issues

Published monthly by the Western Economic Association, International

Location: The University of Texas, Perry-Castañeda Library (HD 72 C66)

CSG Backgrounder

Published periodically by the Council of State Governments

Location: SAO Library

Dallas Fed

Published monthly by the Federal Reserve Bank, Dallas

Location: SAO Library

Dallas Morning News

Published daily by the Dallas Morning News, Incorporated
Location: SAO Library

Economic Development Quarterly
Published quarterly by Sage Publications, Incorporated
Location: SAO Library

Economic Review
Published quarterly by the Federal Reserve Bank, Dallas
Location: SAO Library

Federal Update
Published monthly by the National Conference of State Legislatures
Location: SAO Library

Fiscal Facts
Published monthly by the State Comptroller of Public Accounts
Location: SAO Library

Fiscal Letter
Published bimonthly by the National Conference of State Legislatures
Location: SAO Library

Fiscal Notes
Published monthly by the State Comptroller of Public Accounts
Location: SAO Library

Forbes
Published monthly by Forbes, Incorporated
Location: The University of Texas, Perry-Castañeda Library (HF 5001 F6)

Fortune
Published biweekly by Time, Incorporated
Location: SAO Library

GAO Journal
Published quarterly by the United States General Accounting Office
Location: SAO Library

GAO Reports and Testimony
Published monthly by the United States General Accounting Office
Location: SAO Library

Government Finance Review
Published bimonthly by the Government Finance Officers Association

Location: SAO Library

Governing

Published monthly by Congressional Quarterly, Incorporated

Location: SAO Library

Hall of the States Mandate Monitor

Published monthly by the National Conference of State Legislatures

Location: SAO Library

Harvard Business Review

Published bimonthly by the Harvard Business School

Location: SAO Library

Harvard Journal of Law and Public Policy

Published quarterly by the Harvard Society for Law and Public Policy

Location: The University of Texas, Law Library (LAW K 8 A77)

House Research Organization Publications

Published periodically by the House Research Organization

Location: SAO Library

Houston Chronicle

Published daily by the Houston Chronicle Publishing Company

Location: SAO Library

Intergovernmental Perspective

Published quarterly by the U.S. Commission on Intergovernmental Relations

Location: SAO Library

Journal of Accounting and Public Policy

Published quarterly by North Holland Publishers

Location: The University of Texas, Perry-Castañeda Library (HJ 9701 J687)

Journal of Marketing

Published monthly by the American Marketing Association

Location: The University of Texas, Perry-Castañeda Library (658.805 J826)

Journal of Marketing Research

Published monthly by the American Marketing Association

Location: The University of Texas, Perry-Castañeda Library (658.8072 J826)

Journal of Policy Analysis and Management

Published quarterly by the Assn. for Public Policy Analysis & Management

Location: The University of Texas, Perry-Castañeda Library (H 97 J68)

Journal of Public Policy and Marketing

Published monthly by the Graduate School of Business, Univ. of Michigan
Location: The University of Texas, Perry-Castañeda Library (HF 5410 J687)

Journal of State Government

Published quarterly by the Council of State Governments
Location: SAO Library

Kiplinger Washington Letter

Published weekly by Kiplinger Washington Editors
Location: SAO Library

Legisnet Bulletin

Published monthly by the National Conference of State Legislatures
Location: SAO Library

Moody's Municipal Issues

Published quarterly by Moody's Investors Service
Location: SAO Library

NCSL Legisbrief

Published weekly by the National Conference of State Legislatures
Location: SAO Library

News and Notes

Published weekly by the National Association of Regional Councils
Location: The University of Texas, Public Affairs (HT 390 N487)

News From Washington

Published weekly by the Texas Office of State-Federal Relations
Location: SAO Library

Newsweek

Published weekly by Newsweek, Incorporated
Location: The University of Texas, Perry-Castañeda Library (AP 2 N6722)

New York Times

Published daily by the New York Times Company
Location: SAO Library

Nonprofit and Voluntary Sector Quarterly

Published quarterly by Jossey-Bass Publishers, Incorporated
Location: The University of Texas, Perry-Castañeda Library (HV 1 J63)

Planning

Published monthly by the American Planning Association

Location: The University of Texas, Perry-Castañeda Library (HC 101 A57)

Planning Review

Published monthly by the North American Society for Corporate Planning

Location: The University of Texas, Perry-Castañeda Library (HD 28 P57)

Policy Review

Published quarterly by the Heritage Foundation

Location: The University of Texas, Perry-Castañeda Library (H 1 P69)

Policy Studies Journal

Published quarterly by the Policy Studies Organization

Location: The University of Texas, Perry-Castañeda Library (H1 P72)

Politics and Society

Published monthly by Geron-X, Incorporated

Location: The University of Texas, Perry-Castañeda Library (H 1 P83)

Public Administration Review

Published bimonthly by the American Society for Public Administration

Location: SAO Library

Public Affairs Comment

Published quarterly by the LBJ School of Public Affairs

Location: SAO Library

Quorum Report

Published semimonthly by Texas Analyst, Incorporated

Location: SAO Library

Regional Review

Published monthly by Business Management Analysts, Incorporated

Location: SAO Library

Republic Star

Published monthly by Republic Star, Incorporated

Location: SAO Library

Research in Public Policy Analysis and Management

Published monthly by the Assn. for Public Policy Analysis & Management

Location: The University of Texas, Public Affairs Library (H1 R385)

Senate Research Center Publications

Published periodically by the Senate Research Center
Location: SAO Library

Socio-Economic Planning Sciences

Published monthly by Pergamon Press, Incorporated
Location: The University of Texas, Perry-Castañeda Library (309.205 SO13)

Southwest Economy

Published bimonthly by the Federal Reserve Bank, Dallas
Location: SAO Library

Spectrum

Published quarterly by the Council of State Governments
Location: SAO Library

State Government

Published monthly by Congressional Quarterly, Incorporated
Location: The University of Texas, Public Affairs Library (JK 2408 S83)

State Government News

Published bimonthly by the Council of State Governments
Location: SAO Library

State Government Research Checklist

Published bimonthly by the Council of State Governments
Location: SAO Library

State Legislatures

Published monthly by the National Conference of State Legislatures
Location: SAO Library

State Planning Issues

Published quarterly by the Council of State Planning Agencies
Location: The University of Texas, Public Affairs (HT 392 C685A)

Texas Business News

Published semimonthly by Blue Sky Communications, Incorporated
Location: SAO Library

Texas Business Review

Published monthly by the Bureau of Business Research, UT Business School
Location: SAO Library

Texas Business Today

Published monthly by the Texas Employment Commission

Location: SAO Library

Texas Economic Indicators

Published monthly by the Bureau of Business Research, UT Business School

Location: SAO Library

Texas Economic Quarterly

Published quarterly by the State Comptroller of Public Accounts

Location: SAO Library

Texas Economy

Published monthly by the Texas Department of Commerce

Location: SAO Library

Texas Financial Update

Published monthly by the Texas Bond Review Board

Location: SAO Library

Texas Industrial Expansion

Published monthly by the Bureau of Business Research, UT Business School

Location: SAO Library

Texas Labor Market Review

Published monthly by the Texas Employment Commission

Location: SAO Library and SAO Classification Office

Texas Research League Analysis

Published monthly by the Texas Research League

Location: SAO Library

Texas Research League Bulletin

Published periodically by the Texas Research League

Location: SAO Library

Texas Weekly

Published weekly by PPS, Incorporated

Location: SAO Library

Urban Institute Policy and Research Report

Published monthly by the Urban Institute

Location: SAO Library

U. S. News and World Report

Published weekly by U S. News and World Report, Incorporated

Location: SAO Library

Wall Street Journal

Published daily by Dow Jones and Company, Incorporated

Location: SAO Library

**Professional Associations
and Research Entities**

Academy of Management
Columbia, South Carolina
(803) 777-5969

American Management Association
New York, New York
(212) 586-8100

American Marketing Association
Chicago, Illinois
(312) 648-0536

American Planning Association
Chicago, Illinois
(312) 955-9100

American Society for Public Administration
Washington, D. C.
(202) 393-7878

Association for Public Policy Analysis and Management
Washington D.C.
(202) 857-8788

Bureau of Business Research, UT Graduate School of Business
Austin, TX
(512) 471-1616

Council of State Governments
Lexington, Kentucky
(606) 231-1939

Institute for Policy Research
Lawrenceville, New Jersey
(609) 799-3535

International Society for Planning and Strategic Management
Oxford, Ohio
(513) 523-4185

National Association of Regional Councils
Washington, D.C.
(202) 457-0710

National Conference of State Legislatures

Washington, D.C.
(202) 624-5400

National Governors Association
Washington, D.C.
(202) 624-5300

National Institute of Business Management
New York, New York
(800) 543-2053

Policy Studies Organization
Urbana, Illinois
(217) 313-5000

Texas House of Representatives Research Organization
Austin, Texas
(512) 463-0752

Texas Legislative Reference Library
Austin, Texas
(512) 463-1252

Texas Research League
Austin, Texas
(512) 472-3127

Texas Senate Research Center
Austin, Texas
(512) 463-0087

Urban Institute
Washington, D.C.
(202) 833-7200

Related Modules and Reports

[Mission](#)
[Performance Measures](#)
[Policies and Procedures](#)
[Problem-Solving and Decision-Making](#)
[Strategic Planning](#)

SAO Management Control Audits, especially those of Accountability for Texas Tomorrow, DPS, M. D. Anderson, MHMR, Nursing Home Regulation, OAG, TABC, TDH, and The University of Texas at Austin

Training Classes

Strategic Planning

In-house training developed by Beth Arnold and Ronnie Jung

Location of materials: Methodology Project Information Resources Folders