
MANAGEMENT AND ORGANIZATIONAL SKILLS FOR PLANNERS



“The last thing I remember, I was sitting in a staff meeting. Apparently, I died from boredom.”

PROGRAM

1. **Zoning Is Not Planning**
Micah Austin, City of Ammon
2. **Managing Projects & Consultants**
Daren Fluke, City of Boise
3. **Managing Politics & Politicians**
Brad Cramer, City of Idaho Falls
4. **Managing People & The Planning Office**
Tricia Nilsson, Canyon County

ZONING IS NOT PLANNING

MICAH AUSTIN, AICP

BE A PLANNER, NOT A CODE ENFORCER

- The planner is often the only position charged with the future success
- Steward, guardian, defender, etc. of the community vision: Comprehensive Plan
- Obligated to analyze and explain how any given project complies with the community vision

BE BOLD! BE A PLANNER.

- "Never be daunted. Secret of my success. Never been daunted. Never been daunted in public."
 - (The Sun Also Rises, Ernest Hemingway)
- If you're not outspoken, your community may lose the only voice they have for the future.

MANAGING PROJECTS

DAREN FLUKE, AICP



PROJECT MANAGEMENT 101

1. Scope, Schedule, Budget
2. Who is Gantt?? (Gantt is your friend)
3. Don't Procrastinate, Be Happy
4. Flex, BUT Document
5. Plans Are Nothing

YEP

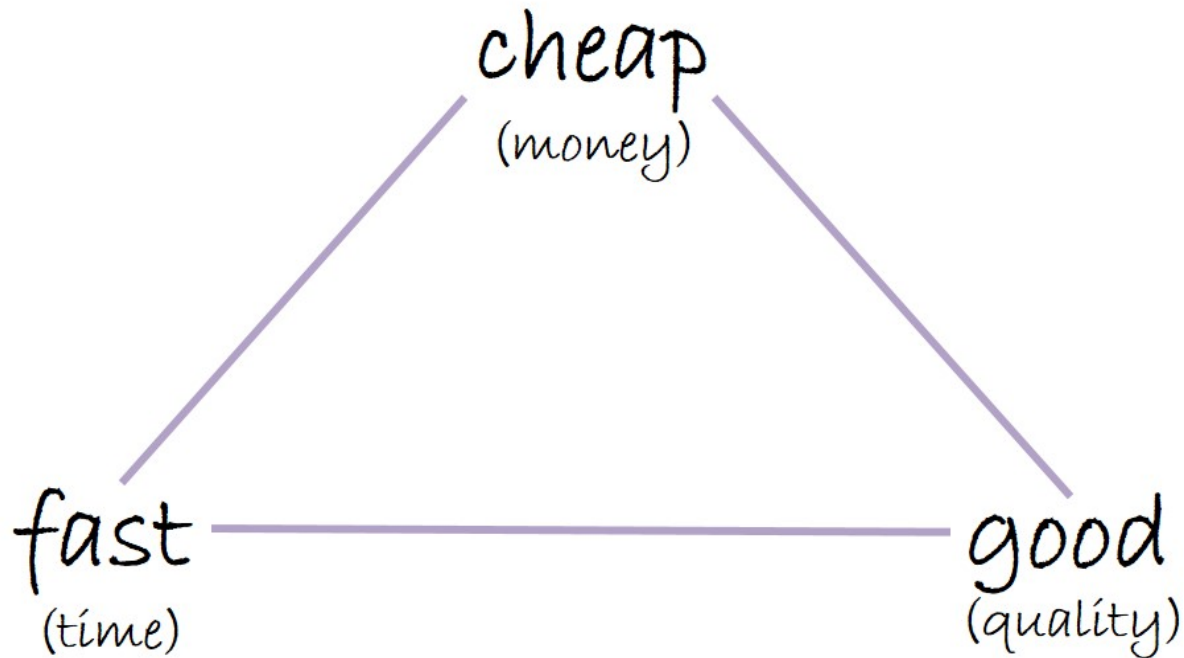
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RIDING A BIKE
EXCEPT THE BIKE IS ON FIRE
YOU'RE ON FIRE
EVERYTHING IS ON FIRE
AND YOU'RE IN HELL

Scope Schedule Budget

- The essence of any project. . .
- Master this and you've (almost) mastered project management

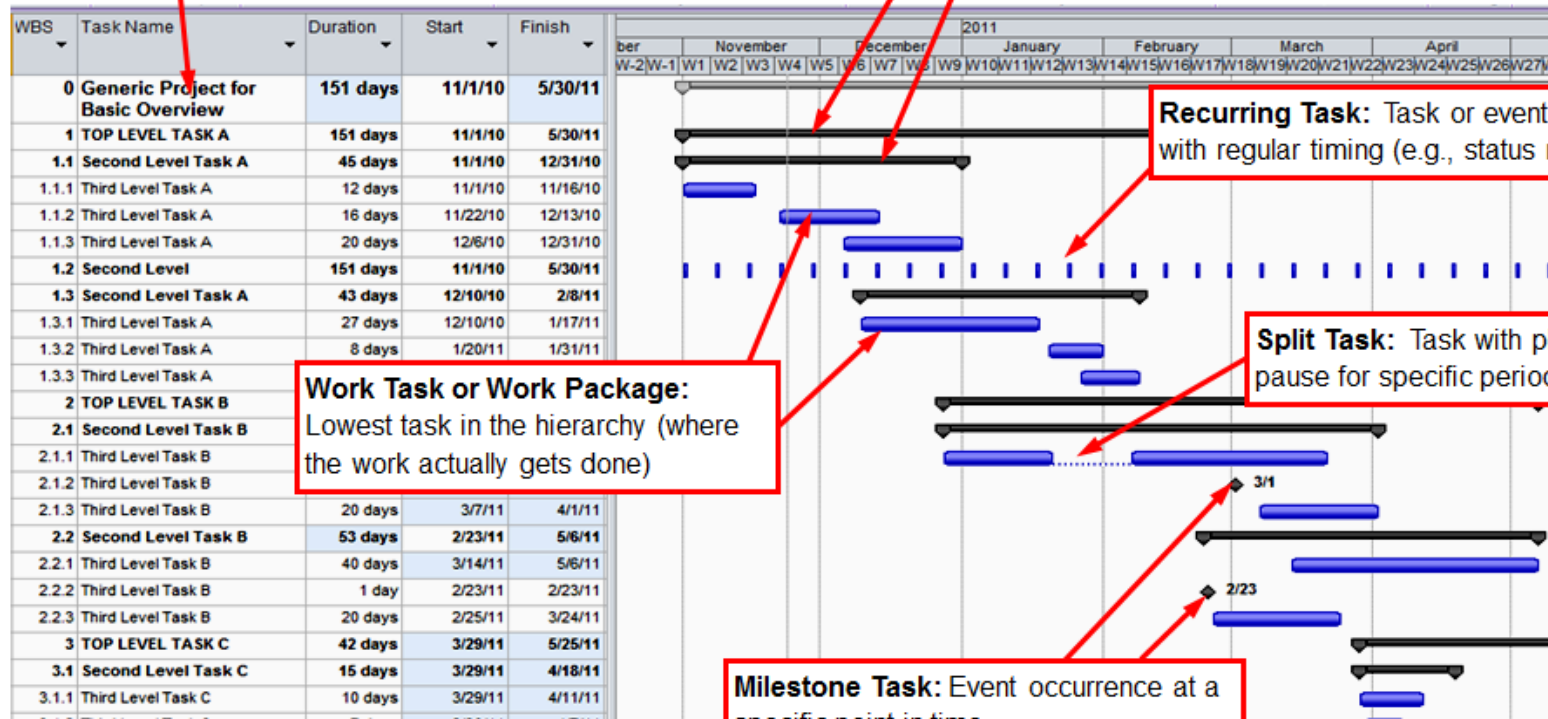




The Quality Triangle:
Pick Two

Project Summary Task: Special task identifying entire project

Summary Task: Any with lower-level subtasks



Recurring Task: Task or event that recurs with regular timing (e.g., status meeting)

Work Task or Work Package: Lowest task in the hierarchy (where the work actually gets done)

Split Task: Task with planned pause for specific period of time.

Milestone Task: Event occurrence at a specific point in time

Procrastination. . .

Don't do it.

***Bad news does
not age well.***

Daren Fluke

FLEXIBILITY. . .

Bend, but don't break

- Flexibility is the hallmark of a good PM
- Requires discipline + DOCUMENTATION
- Mistakes matter, but responses matter more



***Plans are nothing;
planning is everything.***

Dwight D. Eisenhower





IT'S US

VS.

THE PROJECT!

MANAGING ELECTEDS, POLITICS & THE MEDIA

BRAD CRAMER, AICP

FIVE TIPS FOR DEALING WITH POLITICIANS

1. Listen!
2. Master the art of storytelling
3. Develop at least one advocate
4. Build political capital and spend it wisely
5. Be genuine
6. *Bonus Tip: Remember the people NOT in the room
7. **Double Bonus Tip: You don't vote and sometimes the vote doesn't go your way

FIVE TIPS FOR HANDLING THE MEDIA

1. Be cooperative, but not obligated
2. Remember they just want a soundbite
3. Take time to build relationships
4. If a problem doesn't exist, you don't need to create it
5. Stay calm and remember the 2-week principle: "Two weeks from now, no one will remember this even happened."

AND NOW LET'S
HEAR IT FOR THE
ZONING ADMINISTRATOR



MANAGING PEOPLE & THE OFFICE

TRICIA NILSSON, AICP

WHAT TYPE OF MANAGER ARE YOU?





SERVANT LEADERSHIP CHECKLIST



Self-Aware

Foresight

Collaborative

Humble

Listen

Trusting

Integrity

Doesn't Abuse
Authority

Coach

Result-Oriented

Intellectual
Authority

Resolve
Conflict

HOW DOES A SERVANT LEADER MANAGE A PLANNING OFFICE?

- Invest in people (salaries, professional development)
- Create a safe and functional workspace
- Celebrate success
- Deal with problems
- Provide opportunities for professional growth
- Buy doughnuts

Paul Zucker's 3 Step Guide to *Managing People*

- Agree on the problem
- Agree on the solution
- Agree on the consequences

Examples of Best Practices

THANK YOU!

Questions?

WHAT IS THE OFFICE CULTURE?