MANAGEMENT AND ORGANIZATIONAL SKILLS FOR PLANNERS
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

“The last thing I remember, I was sitting in a staff meeting. Apparently, I died from boredom.”
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
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
BEING A PROJECT MANAGER IS EASY, IT’S LIKE RIDING A BIKE

BEING A PROJECT MANAGER IS EASY, IT’S LIKE RIDING A BIKE
EXCEPT THE BIKE IS ON FIRE
YOU’RE ON FIRE
EVERYTHING IS ON FIRE
AND YOU’RE IN HELL

YEP
Scope Schedule Budget

- The essence of any project...
- Master this and you’ve (almost) mastered project management
The Quality Triangle:

Pick TWO
GANTT AND HIS CHART

Tasks

Time

Project Management Gantt Chart

<table>
<thead>
<tr>
<th>Week</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Research</td>
</tr>
<tr>
<td>2</td>
<td>Design</td>
</tr>
<tr>
<td>3</td>
<td>Layout</td>
</tr>
<tr>
<td>4</td>
<td>Developing</td>
</tr>
<tr>
<td>5</td>
<td>Upload</td>
</tr>
<tr>
<td>6</td>
<td>Finishing</td>
</tr>
</tbody>
</table>
**Project Summary Task:** Special task identifying entire project

**Summary Task:** Any with lower-level subtasks

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

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

**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!

Daren
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?
Teamwork

A lot of people doing things my way.
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?