PLAN MAKING AND IMPLEMENTATION

Planning Process
The Planning Process

The Planning Process
- Visioning and goals identification
- Analysis of current problems
- Creation of Alternatives

Visioning
- Public participation important, want representatives of community as a whole; may be an informal setting with an impartial facilitator
- Used in beginning of the process
- Used to develop a vision statement, a preferred image of the community
- Does not look at existing constraints

Goals
- Appear early in the plan
- Are based on what exists
- Explain why the plan was undertaken
- Explain where the plan might lead
- Objectives are more specific, measurable statements of desired ends

Analysis of current problems and trends
- Identify land use, demographic, transportation, housing, and economic characteristics and trends
- Examples of analytic tools: statistical models, population estimates and projections, geographic information systems, surveys

Creation of Alternatives
- Develop alternatives
- Evaluate alternatives
- Is it legally, politically, administratively, and financially feasible?

Final steps
- Create plan
- Formally adopt plan
- Implement plan
- Review and revise plan
Lesson two covers visioning and goal setting. Visioning is the first and probably most important step in the planning process. The community should have a clear vision of what it wants to look like in the future. Public participation is very important and should be undertaken close to the beginning of the planning process to obtain community input and buy-in.
The next step after visioning is setting goals and objectives. Note the differences between goals and objectives. Goals are value-based and not necessarily measurable whereas objectives are specific and measurable. Policies are rules that indicate how the plan’s goals should be realized. Programs are collections of activities related to achieving a goal.
Strategic Planning

Strategic Planning IS

- Process for organization to envision its future and set procedures and operations necessary to achieve that future
- Means to direct resources to accomplish mission, with priority
- Focused but thorough
- Shorter term (1-5 years)
- Implementable and measurable
- Agreed upon
- Ongoing

Strategic Planning IS NOT

- Muddling through
- Comprehensive planning
- Operations planning
- Capital improvements planning (but helps with annual budget)
- Multiyear budgeting (however helps)

Strategic Planning: 6 Steps- 3 W + 3 H

1. What’s Up? “Environmental scan” (situational analysis) - identify stakeholders; identify main issues and mandates; use SWOTS/WOTS, or PEST, etc.
2. What’s the Aspiration? Formulate future vision with mission defining organization’s fundamental purpose, values, and boundaries
3. What to Do? The development of general goals, specific objectives or targets, and performance measurements to gauge organizational progress in the time horizon
4. How? (Action Strategies) Will you accomplish goals and objectives in the time allotted?
5. How and How Much? Detailed operational, tactical, and work plans with outputs, staff assignments, schedules, costs, and budgets
6. How We Doin’? Evaluate/monitor quarterly and “trim tab.”

SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Internal</td>
<td></td>
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<tr>
<td>Technological skills</td>
<td>Absence of important skills</td>
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<tr>
<td>Leading brands</td>
<td>Weak brands</td>
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<tr>
<td>Distribution channels</td>
<td>Poor access to distribution</td>
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<tr>
<td>Customer loyalty/relationship</td>
<td>Low customer retention</td>
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<tr>
<td>Production quality</td>
<td>Unreliable product/service</td>
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<tr>
<td>Scale</td>
<td>Subscale</td>
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<tr>
<td>Management</td>
<td>Management</td>
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<tr>
<td>Opportunities</td>
<td></td>
</tr>
<tr>
<td>External</td>
<td></td>
</tr>
<tr>
<td>Changing customer tastes</td>
<td>Changing customer tastes</td>
</tr>
<tr>
<td>Liberalization of geographic markets</td>
<td>Closing of geographic markets</td>
</tr>
<tr>
<td>Technological advances</td>
<td>Technological advances</td>
</tr>
<tr>
<td>Changes in government politics</td>
<td>Changes in government politics</td>
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<tr>
<td>Lower personal taxes</td>
<td>Tax increases</td>
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<tr>
<td>Change in population age-structure</td>
<td>Change in population age-structure</td>
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<tr>
<td>New distribution channels</td>
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1
Strategic Planning

**PEST/STEP**

<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
<th>Social</th>
<th>Technological</th>
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</thead>
<tbody>
<tr>
<td>Political stability</td>
<td>State of the economy</td>
<td>Role of men and women in society</td>
<td>Rate of technological change</td>
</tr>
<tr>
<td>Tax law</td>
<td>Interest rates</td>
<td>Division of wealth in society</td>
<td>Automation</td>
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<tr>
<td>Employment law</td>
<td>Exchange rates</td>
<td>Health and safety</td>
<td>Innovation</td>
</tr>
<tr>
<td>Trade restrictions</td>
<td>Inflation rate</td>
<td>Population growth rate</td>
<td>Recent technological developments</td>
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<tr>
<td>and tariffs</td>
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<tr>
<td>Environmental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>regulations</td>
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**Strategic Plan Guts**

- **Vision**: A picture on the mind’s screen; aspirational
- **Mission**: A guiding light for a business, local government, or other organization and the individuals who run it; a brief explanation of why your organization exists and its embodying philosophies, goals, ambitions and core values/principles that tell how you’ll behave as you pursue the vision
- **Goal**: General statements of what you want to achieve, pursuing the vision and mission. Without getting as specific as measurable objectives, or specific strategies, begin to tell how you are going to achieve the vision.
- **Objective**: Specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved; milestones on path to achieve goals
- **Strategy**: How to achieve an objective, goal (or even a mission). It is a thoughtfully constructed plan or method or action that will be employed to achieve the result.
- **Performance Measure**: Metric to grade to evaluate and gauge progress

**Visioning**

- Public participation technique
- Begins the planning process
- Draft a preferred image of community’s future
- Doesn’t have to consider existing constraints
- Assemble a representative sample of the community; create informal setting with an impartial group leader
Strategic Planning

<table>
<thead>
<tr>
<th>Strategic Plan</th>
<th>Vision</th>
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<tbody>
<tr>
<td>Appeals to the mind</td>
<td>Appeals to the heart</td>
</tr>
<tr>
<td>Rational</td>
<td>Intuitive</td>
</tr>
<tr>
<td>Reaction to trends</td>
<td>Desire to be creative</td>
</tr>
<tr>
<td>Focus on direction</td>
<td>Focus on end state</td>
</tr>
<tr>
<td>Show how to get there</td>
<td>Unclear how to get there</td>
</tr>
<tr>
<td>Work toward future</td>
<td>Works back from future</td>
</tr>
<tr>
<td>Pushes people</td>
<td>Draws people</td>
</tr>
</tbody>
</table>

Plan Making and Implementation – Suggested Reading List
Lesson 2: Visioning & Goal Setting

Section: Visioning
APA PAS Quick Notes
- QN15 – Visioning, 2008
Planning and Urban Design Standards
- “Community Visioning”; pp. 55-56
  - “Involving the Public in Visioning”; p. 56
  - The New Oregon Model; p. 55
- “Sample Vision Statement”; p. 7
- “Visualization”; pp. 543-551
  - “Visual Preference Techniques”; pp. 539-542
Local Planning: Contemporary Principles & Practice
- “Laying the foundation through visioning”; pp. 216-217
- “Plan types & Characteristics” (Vision); p. 214

APA Links
Thinking-and acting-outside the box
https://www.planning.org/planning/2008/may/outsidethebox.htm
Tools for building Scenarios
http://www.planning.org/planning/2012/dec/tools.htm
Reimagining a Mill Community
http://www.planning.org/planning/2009/nov/millcommunity.htm

NON-APA Links (Subject to Change)
- Visioning: New Oregon Model

Section: Goals and Objectives
Planning and Urban Design Standards
- “Goals, Objectives and Assumptions”; pp. 4-5
- Goals & Objectives statements; p. 6
- “Content of comprehensive plans”; pp. 218-219

NON-APA Links (Subject to Change)
- How to write goals, objectives & policies – Local Government plans
  www.co.pinellas.fl.us/ppc/docs/eardocs/ebafgops.pps
  http://www.cityofsanmateo.org/DocumentCenter/Home/View/11276