PLAN MAKING AND IMPLEMENTATION

Implementation
Lesson 6: Financing, Policy Analysis and Program Management. Budgets and financing mechanisms are an important part of plan-making. Revenue can come from collection of taxes or user fees. Municipalities can borrow money by having a bank issue a bond which would be paid out of the general budget or from a dedicated revenue stream (e.g. ½ percent roadway improvement local sales tax). Industrial development bonds are sponsored by government but are paid to a private entity that is responsible for bond repayment. Grants can be considered revenue or expenditure depending on whether the government is receiving or distributing the grant. Tax adjustments can be used as a collection mechanism or as economic development...
Instructor’s Notes: In order to offer exam candidates the widest range of preparation tools and to accommodate various learning styles, this guide includes scripts or notes that instructors used while recording the instructional videos. Candidates should be aware that these unedited Instructor’s Notes are intended to complement videos, not replace them. To get the maximum instructional value from this guide, candidates should also watch the videos and read any accompanying resources.
The basic types of budgets are line item and performance. Line item budgets are divided into categories such as personnel, equipment, and insurance. Performance budgets are organized by service provided and evaluation standards are set for each service. In a Zero Base Budget items must be justified each year. A Planning Programming Budgetary System looks at objectives, future implications, costs, and alternatives. A program budget is a performance budget organized by program.
Capital improvements programming is the multiyear scheduling of public physical improvements. The capital improvements **budget** refers to expenditures for the next fiscal year. A capital improvements **program** refers to the improvements that are scheduled in the succeeding four or five year period. An important distinction between the capital improvements budget and the capital improvements program is that the one-year budget may become a part of the legally adopted annual operating budget, whereas the longer-term program does not necessarily have legal significance.
Policy can be defined in a narrow sense as a course of action or in a broader sense as a principle guiding an action. Planners both create and influence policy in their role as technical advisors to the local governing body. Planners formulate goals and objectives during the comprehensive planning process. They then come up with policies to guide the development of ordinances or the expenditure of funds to implement those objectives. Final approval of ordinances and expenditures usually rests with the local governing body.
The Kane County Illinois 2040 Plan defined policies as a series of “big ideas” which could inform specific plans and implementation strategies.
In this example a policy to preserve agriculture as a land use was the guiding principle to create specific land use plans and ordinances.
APA develops policies on a broad scale and has adopted 23 policy guides since 1995. These policy guides can help inform planners’ decision-making process. Policy guides adopted after 2010 include Climate Change, Energy, Smart Growth, and Surface Transportation. Review these policy guides on APA’s website at planning.org.
One way to determine decisions is to build a “decision matrix.” A set of criteria are established to score potential options and then rank the decisions. Advantages of this method include assigning objective values to subjective opinions so alternatives can be compared and sensitivity studies performed.
The program evaluation process starts with defining and detailing the problem and specifying evaluation criteria. Next steps are to identify and evaluate alternatives and impacts and then rank the alternatives. Then the evaluator restates the problem and outlines the next steps.
There are many types of evaluation tools. These are explained in more detail in the handout “Program Evaluation Tools.” Operation research is a critical analysis of the entire system or process. Linear programming identifies the best combination of resources to obtain a desired outcome, and systems analysis looks at how systems fit together. A cost effectiveness analysis evaluates the cost of an alternative in relation to its effectiveness in achieving a stated goal. A cost-benefit analysis is a cost effectiveness analysis that permits comparisons across alternatives and multiple goals. Fiscal impact analysis looks at the costs and benefits to a government unit rather than the community as a whole. Modeling seeks to simplify a complex issue and considers relationships between problems and systems.

A simulation is similar to modeling but is done in a scientific manner or lab situation. A decision analysis involves construction of a decision tree that links related sequential decisions and possible outcomes. Scenario writing provides a descriptive narrative of possible paths that each alternative may take, ranging from the implausibly positive to the absolute negative. A survey is a poll of a relevant constituency to ascertain opinions and other relative data to formulate problems, alternatives, and solutions. “Quick thinking” is not the on-your toes thinking while undergoing questioning at a public meeting. This is the intuitive empirical knowledge most planners have already simply applied to the process. We often have more answers ready than we realize, but we also need to know what we don’t know before moving ahead on incorrect assumptions.
This slide presents a few scheduling techniques that can be used for project and program management. A Gantt chart lists tasks on the y-axis, and time periods on the x-axis. Horizontal bars represent the time period allotted to each individual task. A PERT (Program Evaluation and Review Technique) system graphically depicts the relationships among a project’s tasks as links in a web. PERT systems are capable of reallocating the available resources among these tasks to keep the project on-time and on-budget. Critical Path Method is used to determine the “optimal solution” that will complete the project using a minimal amount of each resource. CPM can be used within a PERT system.
For more project management tips click on the video link for “Zen and the Art of Project Management for Planners”.

APA Video (7:12)
Zen and the Art of Project Management for Planners
http://www.youtube.com/watch?v=cjnjqav84ko&feature=player_detailpage
Program Evaluation

- **Operation research** is a critical analysis of the entire system or process.
- **Linear programming** identifies the best combination of resources to obtain a desired outcome.
- **Systems analysis** looks at how systems fit together.
- A **cost effectiveness** analysis evaluates the cost of an alternative in relation to its effectiveness in achieving a stated goal.
- A **cost-benefit** analysis is a cost effectiveness analysis that permits comparisons across alternatives and multiple goals.
- **Fiscal impact analysis** looks at the costs and benefits to a government unit rather than the community as a whole.
- **Modeling** seeks to simplify a complex issue and considers relationships between problems and systems.
- **Simulation** is similar to modeling but is done in a scientific manner or lab situation.
- **Decision analysis** involves construction of a decision tree that links related sequential decisions and possible outcomes.
- **Scenario writing** provides descriptive narrative of possible paths that each alternative may take, ranging from the implausibly positive to the absolute negative.
- A **survey** is a poll of relevant constituency to ascertain opinions and other relative data to formulate problems, alternatives, and solutions.
- “**Quick thinking**” is not the on-your-toes thinking while undergoing questioning at a public meeting. This is the intuitive empirical knowledge most planners have already simply applied to the process. We often have more answers ready than we realize, but we also need to know what we don’t know before moving ahead on incorrect assumptions.