

Planning Functions

AICP TRAINING PROGRAM

April 07, 2007

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Boards & Commissions

Planning Agency Relationships

Planning Agency
In Local Government

General Administration

Planning Agency
Organization and Functions

Strategic Planning For Planning
Agency Management

Planning Commission

- Commission is Appointed by City Council; Residents of Local Jurisdiction; Typically Unpaid
- Early Planning Programs were Directed by Planning Commissions Independently
- Commissions Now Act as Advisory Board to Council; May also have Direct Authority over Certain Permits and Zoning Adjustments
- Commission Acts as Buffer between Council and General Public
- Some Cities also have Community Level Advisory Boards

Planning Agencies

In the Local Government

- Planning Department is typically a line department in Council / Manager form of city government
- Planning Director appointed by City Manager
- Cities may also create separate housing and redevelopment departments
- Larger cities may place planning and redevelopment functions Directly under the mayor
- Some agencies combine planning, building, other development Functions into single department

Internal Planning Agency Organization

Organization by:

Time Frame

Function

Geography
Area

Process

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Planning and Building Department

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Department Administration

Advance Planning
Growth Management
General Plan Update

Community Planning
Development Planning
Environmental Planning

Permits/Business Licenses
Plan Review
Building Inspection
Code Enforcement

Agency Relationships

Operating in the Planning Network

- Planning activities occur throughout local / regional Government:
 - o Planning within different units and levels of government (State, County, City, Community)
 - o Planning within operating departments of general government (Public Works, Parks and Recreation, Community Development)
 - o Planning by regional agencies not responsible to a single general government (Council of Government, Local Agency, Formation Commission)
 - o Special purpose planning agencies (Health Planning Agencies, Transit Planning Agencies)
- Communication among planning agencies (formal and informal) is critical to effective overall planning

Agency Relationships

Operating in the Planning Network

- **Planning agency also has important relationships with:**
 - Chief Administrator
 - Local Legislative Body
 - Local Boards and Commissions
 - Other Line Departments (Public Works, Community Development, City Attorney, Parks and Recreation, Open Space Management)
 - “Development Management” and Growth Management Systems that Cut Across Department Lines
 - Other Governmental Entities

Agency / Public Involvement

Hub of the wheel

Historical Involvement

Methods / Tools

Organizational Approaches

- Alinsky's Organizations
- Advocacy Planning
- Ladder of citizen participation

Visioning

General Administration

Planning Department

- **Work Program**

- Should be tied to organization's strategic objectives
- Should be reflected in a formal program with performance measures
- Should be balanced to available resources
- Can be separated into "ongoing responsibilities" (mandated) and "special projects" (optional)
- Should be monitored regularly

Planning and Building Department General Administration

Role of Planning Director

- **Leadership Roles**

- Communication of goals / vision
- Motivation
- Coordination of effort
- Reporting on agency accomplishments

- **Functional Roles**

- Analyst, Educator, Organizer, Broker, Advocate, Publicist

- **Roles with Decision makers**

- Technical Expert, Confidential Advisor, Investor

General Administration

Staff Composition

- **In-House Staff:**

- Professional
- Paraprofessional / technical support

- **Consultants**

Types:

- Specialists
- Extension of staff

- **Consultant Procurement**

Methods:

- Single-source
- List of Pre-qualified Candidates
- Request for Qualifications
- Request for Proposals

General Administration

Office Management

- Budgeting
- Financial Management / Revenue Recovery
- Automation and Technology
- Records Management / Library
- Personnel / Organizational Development / Training
- Project Management
- Customer Service / Process Improvements
- Administration of Commission Agendas

Strategic Planning

For Planning Agency Management

- Steps:
 - Initial agreement
 - Mandates
 - Mission and Values
 - Strengths, Weaknesses, Opportunities and Threats
 - Strategic Issues and Strategy Development
 - Implementation Plan and Future Vision

Strategic Planning

Specific Purpose

1. Analyze customers / needs
2. Analyze Issues
3. SWOT Analysis
4. Formulate mission, task or project
5. Define alternate strategies
6. Evaluate effectiveness
7. Choose most effective strategies
8. Develop effectiveness measures
9. Develop actions, tactical and Operational plans
10. Monitor performance
11. Repeat



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CONCLUSION