

2017 Spring AICP Exam Review

PLAN-MAKING & IMPLEMENTATION, PART 2

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American Planning Association
Georgia Chapter

Making Great Communities Happen

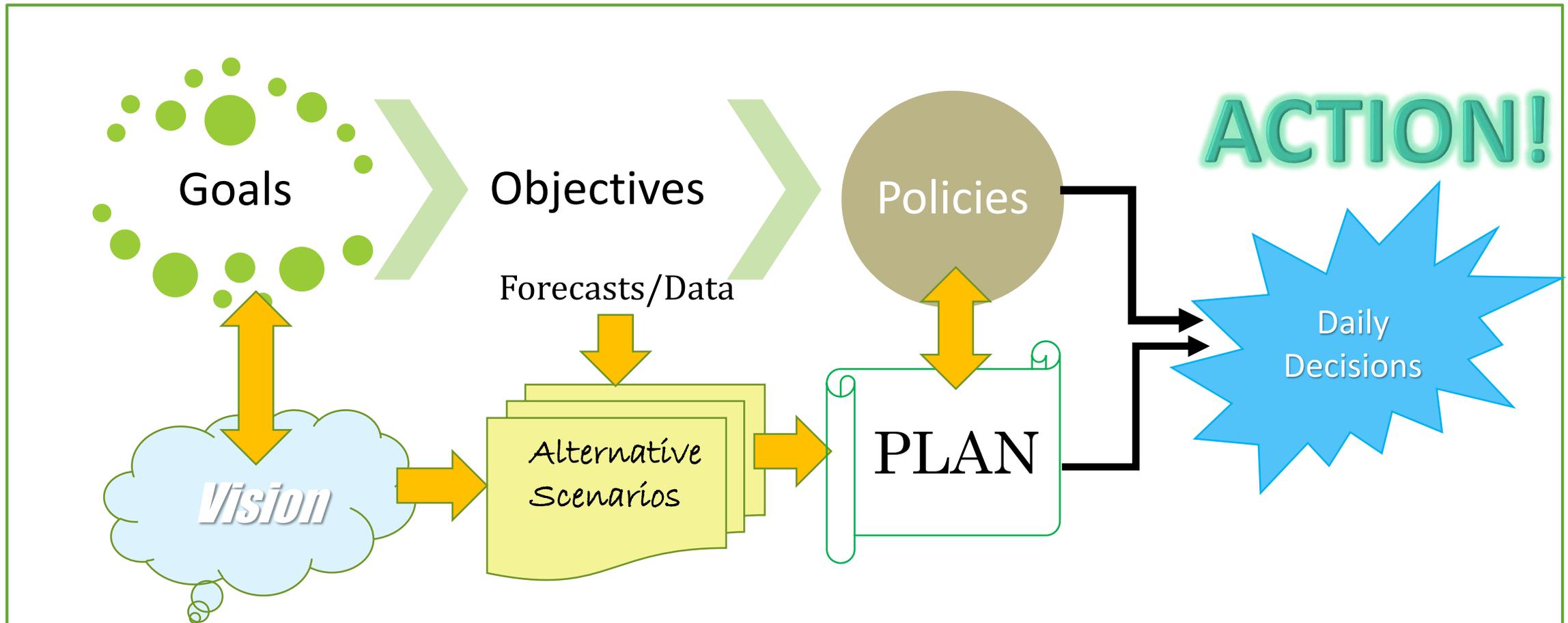
Plan-Making & Implementation, Part 2

Overview of Presentation

- Preparing to plan (e.g., visioning, goal setting, identifying key issues, forecasting)
- Plan implementation (e.g., budgeting and finance, demonstration projects, decision making)
- Project or program management (e.g., RFPs, RFQs, grants, preparing budgets, managing contracts, scheduling, allocating staff)

Comprehensive Planning Process

Framework for Decision-Making



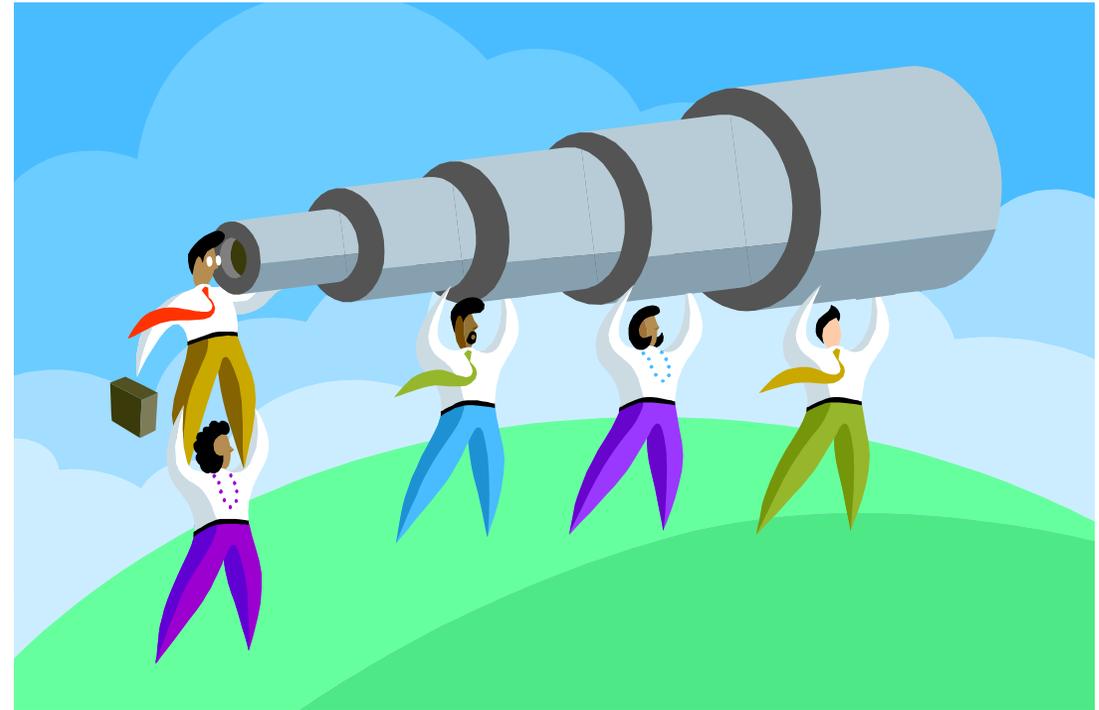
What is Visioning?

APA Says:

Vision is

- *the overall **image** in words that describes what the local government wants to **be**,*
- *how it wants to **look** at some point in the future, and*
- *that has been formulated with the involvement of **citizens**.*

- From American Planning Association, *Growing Smart Legislative Guide Book*,
- *Model Statutes for Planning and the Management of Change*, 2002, p 7-25



Example: Vision Statement for Destin, Florida

“The New Destin by Design and Consensus – is based on appreciation of its historic role as a fishing village, resort community and full time resident population. It is also driven the dynamic future opportunities available from the national attraction the area is receiving. However, to retain the best of its past and forge a new direction, adherence to the Vision is paramount. The New Destin is one grounded in Certainty – for the citizens and their elected leadership.

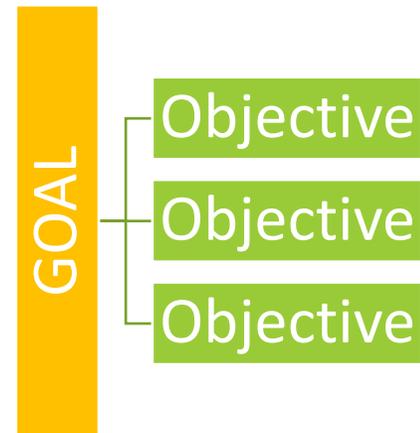
The New Destin shall be a community that recognizes its beach/harbor/resort heritage and strives to:

- *Maintain a permanent resident and resort mix as a part of its economic diversity.*
- *Retain its small town character and feel.*
- *Direct the focus of its Harborfest toward a working waterfront theme.*
- *Build community around strong neighborhoods, parks and schools.*
- *Encourage and permit a variety of housing types and densities, recognizing scale and compatibility requirements.*
- *Develop and efficient mobility system of roadways, trolleys, water taxis, bike and pedestrian ways.*
- *Reinforce the highest standards of visual quality, emphasizing control over signs, billboards and overhead utility lines.*
- *Create an environment that promotes and represents the area as a national attraction for tourism.”*

Definitions of Key Terms in Plan-Making

- **Issue** – a matter of general public concern.
 - **Goal** – a statement, usually general in form, that expresses the ideals and ends towards which planning efforts are directed.
 - **Objectives**- measurable and achievable milestones on the way toward achievement of a goal.
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- A Goal is divisible into a number of objectives.

Chapin and Kaiser, Urban Land Use Planning, 1979.



Examples of Issues, Goals and Objectives

ISSUE: *The Central Business District is losing its vitality due to competition from the suburbs*

Goal: Make the central business district the dominant feature of the region.

- **Objective 1:** *Make the CBD more accessible.*
- **Objective 2:** *Make the CBD the center for a variety of activities and services.*
- **Objective 3:** *Improve the physical appearance of the CBD.*
- **Objective 4:** *Make the CBD more competitive with respect to competing retail centers.*
- **Objective 5:** *Increase the intensity of use in the CBD.*

Examples of **Goals, Objectives, and Policies**

Goal: Make the central business district the dominant feature of the region.

Objective 2: Make the CBD the center for a variety of activities and services.

- **Policy:** *Give top priority to the CBD with selecting sites for public office buildings and service centers.*
- **Policy:** *Provide support for the development of high-density housing within convenient walking distance.*
- **Policy:** *Explore partnerships for the development of a performing arts/cultural center in the CBD.*

Definitions of Key Terms in Plan-Making

- **Policy** – A general direction that a government agency sets in order to meet its goals and objectives before undertaking an action program.
A Planner's Dictionary, APA, PAS Report, 2004.
- **Project** – Action implementing a specific objective of the plan in a specified location within a specific cost and time-frame.
- **Program** – Action implementing a component of the plan by providing an on-going service to a specific constituency or stakeholder group.
- **Scenarios** - Synopses of distinctive features in the hypothetical planning patterns associated with particular combinations of assumptions, objectives and priorities.
Chapin and Kaiser, Urban Land Use Planning, 1979.

Comprehensive Planning Process

Scenarios - Framework for the Future

- Assumptions about economic growth and development trends
- Forecasts of population, housing, and employment
- Forecast of land consumption
- Projection of needs and service demands



Community-Wide VISION

Comprehensive Plan = Overall Framework

Description of Current Conditions
Needs and Issues
Goals and Objectives and Policies
Community Map of Projects and Policy Areas
Implementation Policies

Small Area Plans

Neighborhoods
Corridors
Activity Centers

Functional Plans

Land Use
Natural Resources
Historic /Cultural Resources
Housing / Neighborhoods
Transportation
Public Utilities
Community Facilities/Services

Implementing Ordinances

Zoning Ordinances
Development Regulations
Urban Design
Building Codes

Administration

Plan Reviews
Permits
Building Codes

Capital Improvements Program

Fiscal Impact Analysis
Capital Budget

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Implementing Your Plan

Types of Implementation Strategies:

Are you Rich, Strong or Beautiful?

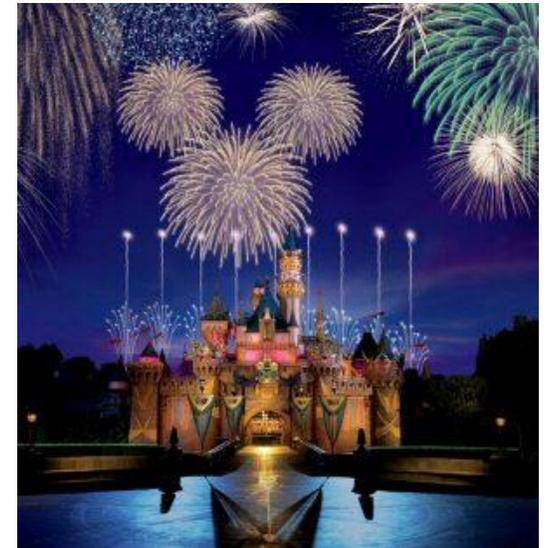
STRONG
Regulations



RICH - Capital Expenditures



BEAUTIFUL



Plan Implementation – Budgeting and Finance

- **Operating budgets** and the budget process.
- Plan implementation requires targeted budget expenditures
- **Local government revenues** – property tax, sales tax, local option sales tax, income tax, user fees and impact fees.
- Taxes impact land use and economic development (e.g., **fiscal zoning**).
- Progressive/regressive impacts of taxes (**tax equity**)
- Municipal **debt limits** – property tax.
- **Special assessment tax districts**: can channel revenues to high priority areas



Budgets and Financing Options

How Plan Implementation Relies on Financial Decisions

Aaron Wildavsky:

“The budget lies at the heart of the political process. Perhaps the study of budgeting is just another expression for the study of politics.”

Budgets make or break plans, policies and programs -

Example: Georgia Regional Transportation Authority, 1990



Budgets and Financing Options

Decision Criteria and Tax Incidence

- Cost efficiency - *What is the least cost means for delivering a given service?*
- Cost effectiveness - *What is the least cost means of accomplishing a goal?*
 - *Consider how increasing inputs does not always increase outputs*
- Life cycle costing – compare initial cost savings vs. long run expenses
- Level of Service – amount, availability, responsiveness of service
 - *Is there an advantage from privatization?*
- Economic efficiency –? *Do the people who pay the taxes receive the benefits?*
Do the people who benefit pay their own way? Are there any “free riders”?
- Distributional efficiency - Geographic vs. Sector (business, households, visitors)
 - *Compare property tax vs. sales tax*
- Equity – fairness – progressive vs. regressive (income effects of tax burdens)
 - *Again, compare property tax vs. sales tax*

Budgets and Financing Options

Making the Budget

- Line Item Budget
- Generally accepted accounting principles (GAAP)
- Planning Programming Budgeting Systems (PPBS) – performance-based budgeting - based on cost of achieving goals
- Zero based budgeting (ZBB) – start from the ground up each year.
- Cutback politics – across the board cuts vs. programmatic triage – equity and efficiency questions
- Concurrency management and Adequate Public Facilities Ordinances (enforces Level of Service Stds)
- Regional tax base sharing (Minneapolis-St. Paul, MN)

Budgets and Financing Options

Capital Improvements Program

- Rolling 5 year list of capital improvement projects
- Annual program of projects and revenues:
 - Project list from responsible department
 - Priority/ project ranking criteria
 - Cost of land, engineering, construction
 - Multi-year phasing, funds allocation
 - Sources of capital funds

Budgets and Financing Options

Capital improvement programs and capital budgets

- Pay as You Go
- Bonds (limited by Ratio of Capital Debt/ Taxable Value of Municipality)
 - General Obligation (GO Bonds)
 - Revenue bonds
 - Industrial Development/ Special Purpose bonds
- Tax increment financing (TAD in GA)
- Impact Fees
- Special Tax Districts
- Property tax abatement programs
- Community Development Block Grant (CDBG)



Budgets and Financing Options

Municipal Budgets and Financing Decisions have Fiscal Impacts

- Strong Fiscal Management helps Economic Development
- Strong Fiscal Management improves Bond Ratings
- Resident satisfaction / Quality of Life

Tiebout Hypothesis (1956, Charles Tiebout):

“individuals will costlessly sort themselves across local communities according to their public good preferences;” therefore households will relocate within a metro area to get the best fits of taxes and services (they “vote with their feet”).



Managing Projects and Programs

Who Should Implement your new Project/Program?

Alternatives

- In-house - Planning Dept. vs. other City/County Depts./ Interdepartmental (Task Force)
- Intergovernmental Partnerships (horizontal and vertical)
- Government/ Non-profit partnerships
- Government/ For profit partnerships
- Outsourcing (Consultants)

Decision Criteria

- Time/ Cost / Financing
- Technical Capability / Expertise
- Control/ Accountability (management and political control/ sensitivity)
- Process - Public Involvement

Working with Consultants

When to Use a Consultant

- **Unusual or Short-Term Task** – the task is not commonly performed by your government agency or affiliated partners and is short term in nature.
- **Lack of Expertise** – your government agency does not have the technical experts needed to perform the project effectively.
- **Lack of Manpower** (sic) – the project would require such a high level of commitment of your existing staff that it would be impossible to perform within the time and cost constraints without displacing on-going program responsibilities.
- **Need New, More Objective Perspective** – the agency is not familiar with the “State of the Art” or its viewpoint is limited or biased by its local context.
- **Need for Credibility** – the nature of the project requires professional credibility/ or it is risky: it would be politically inadvisable to attempt it with agency staff.

Working with Consultants

20 Steps to a Successful Consultant Project

1. Meet with your agency's Purchasing Department or Procurement Office to identify applicable agency procedures and practices.
2. Research the project, identify well-known consultants in the subject area, and have discussions with other government agencies that have used consultants for similar projects.
3. Explore partnerships with universities and other government agencies, if available.
4. Secure the budget and source of financing.
5. Establish a Clear Management and Decision-Making Structure for the Project, including representatives of the Implementation Team.
6. Issue Request for Qualifications (RFQ) on agency website and in professional publication sources such as APA.
7. Refine Scope of Work and establish Evaluation Criteria.
8. Draft proposed Contract and define contracting procedures, contract deliverables, and Project Schedule.
9. Draft and issue Request for Proposals (RFP) to 5-10 selected consultants that responded to the RFQ.
10. Review / evaluate Proposals – discard any non-responsive proposals and notify affected consultants.

Working with Consultants

20 Steps to a Successful Consultant Project - Continued

11. Solicit opinions from previous clients and prepare shortlist of 2-5 firms.
12. Interview short-listed consultants.
13. Rank short-listed consultants.
14. Negotiate final terms of Contract and Fee with highest ranked firm.
15. Make formal Contract award and notify consultants who were not selected.
16. Issue Notice to Proceed to selected consultant.
17. Monitor performance at frequent intervals (tied to deliverables and periodic invoices).
18. Ensure receipt of all contract deliverables.
19. Vet findings, conclusions, and recommendations with Management and Decision-Making Structure (step 5).
20. Make final payment to Consultant and offer to provide an appropriate reference for their work.

Working with Consultants

Content for Request for Proposals

- Table of Contents
- Concise directions for qualified responses –recipient address, realistic due date, content, format, page limit, and specific legal documents required by your Procurement Office
- Prohibitions on unauthorized contact with agency officials, personnel and evaluation team members
- Directions for submitting questions and receiving answers about the RFP
- Overview of your community, your agency, and background on project - why you need consultant assistance and what effort your agency will provide
- Desired specifications of end products, Scope of Work and deliverables
- Realistic Project Schedule, including schedule for consultant selection and contract award
- Desired format and level of detail for qualifications, personnel, approach, schedule and budget
- Desired format for price proposal, and whether it is under separate cover
- Selection process, including interviews, interviewees, evaluation criteria and weights
- Type of contract and form of payments

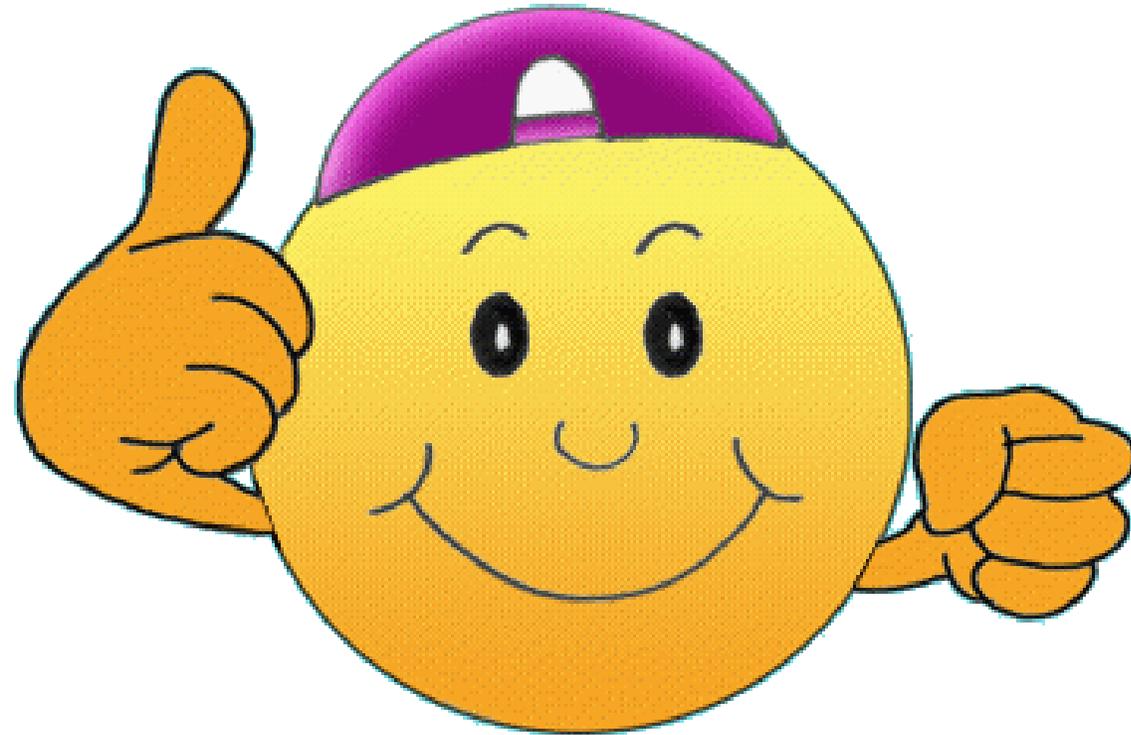
Working with Consultants

Potential Consultant Selection Criteria

- Reputation, Reliability and Qualifications of Firm in similar assignments
- Qualifications of key personnel that are assigned to your project
- Availability of key personnel with experience from similar projects
- Level of effort proposed – adequate personnel strength and commitment
- Thoroughness and quality of proposal
- Strength of technical approach to scope of work
- Understanding of unique factors of your project
- Interview effectiveness – oral and visual communication skills
- References of previous clients receiving similar services
- Value proposition (not just lowest bid price)

For more information see Kelly, [Working with Planning Consultants](#), APA Planning Advisory Service, 2013.

GO FOR IT !



GOOD LUCK !