STRATEGIC PLANNING for PLANNING AGENCIES
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Comprehensive planning
Strategic planning
Land use ordinances
Planning training
Does your planning agency need a strategic plan?
Strategic Planning

An organizational development activity used to:
• Respond to a changing environment
• Set priorities
• Improve performance
• Realign capacity – employees, funding, partners – toward common goals

Fundamental decisions that guide:
• What an organization is
• Who it serves
• What it does
• Why it does it

Essential for all organizations!
Different?

• **Focus on the end state**
• Actionable performance information
• Realignment of resources, systems, culture – change
• Includes learning, performance monitoring & feedback
<table>
<thead>
<tr>
<th>Reactive</th>
<th>Proactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not connected, not involved, ignored</td>
<td>“Go-to” agency</td>
</tr>
<tr>
<td>Manager</td>
<td>Planner, facilitator</td>
</tr>
<tr>
<td>Spinning our wheels</td>
<td>Making a visible impact</td>
</tr>
<tr>
<td>Implementation is someone else’s job</td>
<td>Accountable for results</td>
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</tbody>
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**Strategic Plan**
Is your planning agency dynamic?
• Active, energetic, in motion, changing, progressing

APA definition:
• “Planning is a dynamic profession...”

Is your planning agency tactical?
• The seven hurdles of hell

Or strategic?
• The greater good

We are so overwhelmed!

We never see results!
Two Parts

Information
• Mission
• Goals
• Strategies
• Action plans

Process
• Building organizational agreement & excitement
• Realigning capacity and resources
• Creating partnerships, networks
Keys

• Clear goals, understood by all
• Aspirational, exciting, “personal” goals
• Honest, forthright assessment, from within and from outside (The truth may hurt. It will also be motivating!)
• Broad involvement, buy-in within the organization, buy-in from clients, outside parties

• Will, commitment
• Strategies that capitalize on organization’s values, strengths & culture
• Change management (Change is hard!)
• Real leadership (Not “my way or the highway!” Not “one size fits all.”)
Who can?

You can!
• Do some reading
• Get some training

Or a consultant can help facilitate
• But don’t “give away” the task
• Stay in charge
• Stay the owner
Strategic plan?
Comprehensive plan?
Strategic Comprehensive plan?
An effective strategic planner
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