

# Planning & Decision-Making

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## Planning

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- Planning is the process of creating a direction for one or more parts of the organization.
- Purposes of planning include the following:
  - To achieve the organization's vision
  - To enhance efficiency and effectiveness
  - To deal with change
  - To be proactive

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## Six General Types of Plans

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- Strategic plans
- Master plans
- Business plans
- Marketing plans
- Recreation program plans
- Technology plans

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## Strategic Plans

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- Strategic plans are used for envisioning a future state for an organization.
- These plans cover a three- to five-year time frame, often longer.
- Strategic plans should answer three questions:
  - Are we doing the right things?
  - Are we doing things right?
  - What should we do next?

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## Factors Considered in Organizational Strategic Planning

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- Vision
- Mission
- Major goals & objectives
- Strategies to achieve major goals
- Capital necessary to implement strategies
  - Human
  - Financial
  - Physical
  - Technological

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## Strategic Planning Model

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- Develop & clarify the organization's values, vision & mission
- Complete a performance analysis
- Complete a SWOT analysis — Strengths Weaknesses Opportunities Threats
- Identify strategic issues & develop appropriate strategies
- Implement strategies
- Monitor, review & update strategies

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## Master Plans

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- Master plans focus on planning for land, facilities, and natural resources, whereas the strategic plan focuses on the entire organization.
- Why create a master plan?
  - Direction and structure in agency activities
  - Public input
  - External funding
  - Capital improvement plan
  - Historical, ecological, and environmental areas

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## Master Planning 1

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- Survey and analysis
- Development of strategies and policies
- Implementation
- Monitoring and evaluation

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## Master Planning 2

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- Goals & Objectives
- Supply Analysis (aka Community Inventory)
- Population Analysis
- Demand Analysis
- Standards Analysis
- Organization Action Plan
- Expenditure Analysis
- Priority Analysis

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## Master Planning 3

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- Community context with history of agency & history of community
- Community resources
- Description of community (demographics, economy, growth, etc.)
- Citizen input (current usage & public hearings)
- Community comparisons (agency & community standards)
- Community actions
  - Statement of specific agency actions
  - Time frame for agency actions
- Community funding
  - Estimates costs
  - Funding sources

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## Ways to Get Public Input

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- Advisory boards
- Community surveys
- Focus groups
- Web surveys
- Public meetings
- Nonuser surveys

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## Planning for physical resources involves

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- Property analysis & acquisition
- Feasibility analysis
- Physical resources design & planning
- Area & site planning

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## Universal design

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- Equitable use
- Flexibility in use
- Simple & intuitive use
- Perceptible information
- Tolerance for user error
- Low physical effort
- Size & space that facilitates approach, access & use

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## Business Plans

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- A business plan documents how a business venture is operated.
- Why should an organization create a business plan?
  - Serves as a blueprint for business success by drawing attention to how a business operates
  - Serves as a document to attract and inform potential investors and other stakeholders

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## Business Plan: Key Elements

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- Executive summary
- General company description
- Products and services
- Marketing plan
- Operational plan
- Management and organization description
- Financial statement
- Financial plan

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## Feasibility Study Components

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- Programmatic analysis
  - General community overview
  - Market analysis
  - Administrative/managerial feasibility
- Physical site analysis
  - Ecological characteristics
  - Natural/physical features
  - Human/cultural impacts
  - Legal environment
  - Infrastructure
- Financial analysis
- Estimated capital costs
  - Projected operating costs
  - Potential revenues
  - Financing options
  - Local/regional impact

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## Marketing Plans

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- Marketing plans tend to be more short term than the previous plans (two to five years).
- Similar in process to the other plans, these plans focus on the marketing function of an organization.
- Common elements include the following:
  - Executive summary
  - Customer analysis
  - Marketing issues and strategies
  - Implementation and control

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## Recreation Program Plans

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- A recreation program plan follows a similar format as described for other plans.
- Focus is on the provision of recreation programs and services.
- Public input is a key feature in all planning but takes on even greater significance in recreation program plans.

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## Technology Plans

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- The technology plan should be a component of the strategic plan. Steps include:
  - Assembling a planning team
  - Examining values, vision, and mission
  - Assessing current technology infrastructure
  - Identifying new technology solutions
  - Developing strategies, time lines, and costs
  - Understanding and involving end users
  - Assessing effectiveness
  - Making adjustments by repeating the process

## Problem Solving & Decision Making

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- Problem solving is determining solutions to a discrepancy between a desired state and a current reality.
- Decision making is choosing between two or more alternatives.

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## Types of Decisions

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- Decisions fall on a continuum from programmed decisions to non-programmed decisions.
  - Programmed decisions are routine decisions that managers make, often spelled out in policies, procedures, or rules.
  - Non-programmed decisions are more challenging because they are often unique situations requiring a unique resolution.

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## Standard Model: “Rational” Decision-Making Process

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- Identify & define the problem: What must be decided?
- Define goals & objectives for a solution
  - Consider both process & outcomes
  - What are the criteria for a successful solution?
- Generate possible solutions
- Evaluate possible solutions using previously defined goals & objectives
- Select & implement best available solution
- Monitor implementation
- Evaluate solution
- Evaluate decision-making process

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## Assumptions in standard decision-making model

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- Complete information
- Known consequences
- Clear decision criteria
- Consistent decision criteria
- No time & cost constraints
- Maximum payoff

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## Actual Decision-Making

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- Bounded rationality & “satisficing”
- Intuitive decision-making
- Visibility bias
- Incrementalism
- Decision heuristics
- Escalation of commitment

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## Creativity in Decision-Making

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- Enhanced by
  - Expertise
  - Thinking skills (e.g., tolerance for risk, ability to think laterally)
  - Intrinsic motivation

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## Organizational Constraints on Decision-Making

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- Extrinsic rewards
- Individual rewards
- Time constraints
- Routine operating procedures
- Performance evaluation
- Organizational history

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## Individual Decision-Making Styles

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Tolerance of Ambiguity	<i>High</i>	ANALYTIC	CONCEPTUAL
	<i>Low</i>	DIRECTIVE	BEHAVIORAL
		<i>Linear</i>	<i>Holistic</i>
Individual Thought Processes			