

**Keynote Address  
To The Conference On  
The Technology And Politics Of Planning**

**TEN CHARACTERISTICS  
OF  
EXEMPLARY PLANNING**

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PURPOSE OF THE KEYNOTE ADDRESS

- I. TO DEFINE "EXEMPLARY PLANNING" AND PROVIDE SOME EXAMPLES OF ITS PRACTICE
- II. TO IDENTIFY THE TEN CHARACTERISTICS WHICH EMERGED FROM OUR REVIEW OF EXEMPLARY PLANNING
- III. TO SUGGEST SOME WAYS IN WHICH OUR WORK MIGHT BE IMPORTANT TO YOU

## I. ANALYTIC APPROACH

## PLANNING VS. PLAN-MAKING

- o PLAN MAKING IS THE PROCESS OF PREPARING A DOCUMENT.
- o PLANNING IS THE PROCESS OF TRANSLATING VISION INTO REALITY.
  
- o PLAN-MAKING IS A TRIUMPH OF FORM OVER SUBSTANCE.
- o PLANNING IS A TRIUMPH OF SUBSTANCE OVER FORM.
  
- o PLANNING ATTEMPTS TO MAKE THE FUTURE DIFFERENT THAN IT OTHERWISE BE.
- o PLAN-MAKING MAKES NO DIFFERENCE AT ALL.

## TYPES OF PLANNING

- o COMPREHENSIVE
- o STRATEGIC
- o ALLOCATIVE
- o REMEDIAL
- o PLAN-FOR-A-PLAN
- o COMPLIANCE

THE ISSUE IS NOT SO MUCH WHICH TYPE OF PLANNING IS "BEST"  
AS WHICH TYPE OF ANALYTIC ACTIVITY IS MOST APPROPRIATE.

## BASIC SELECTION CRITERIA

### 1. EXEMPLARY PLANNING IS USEFUL.

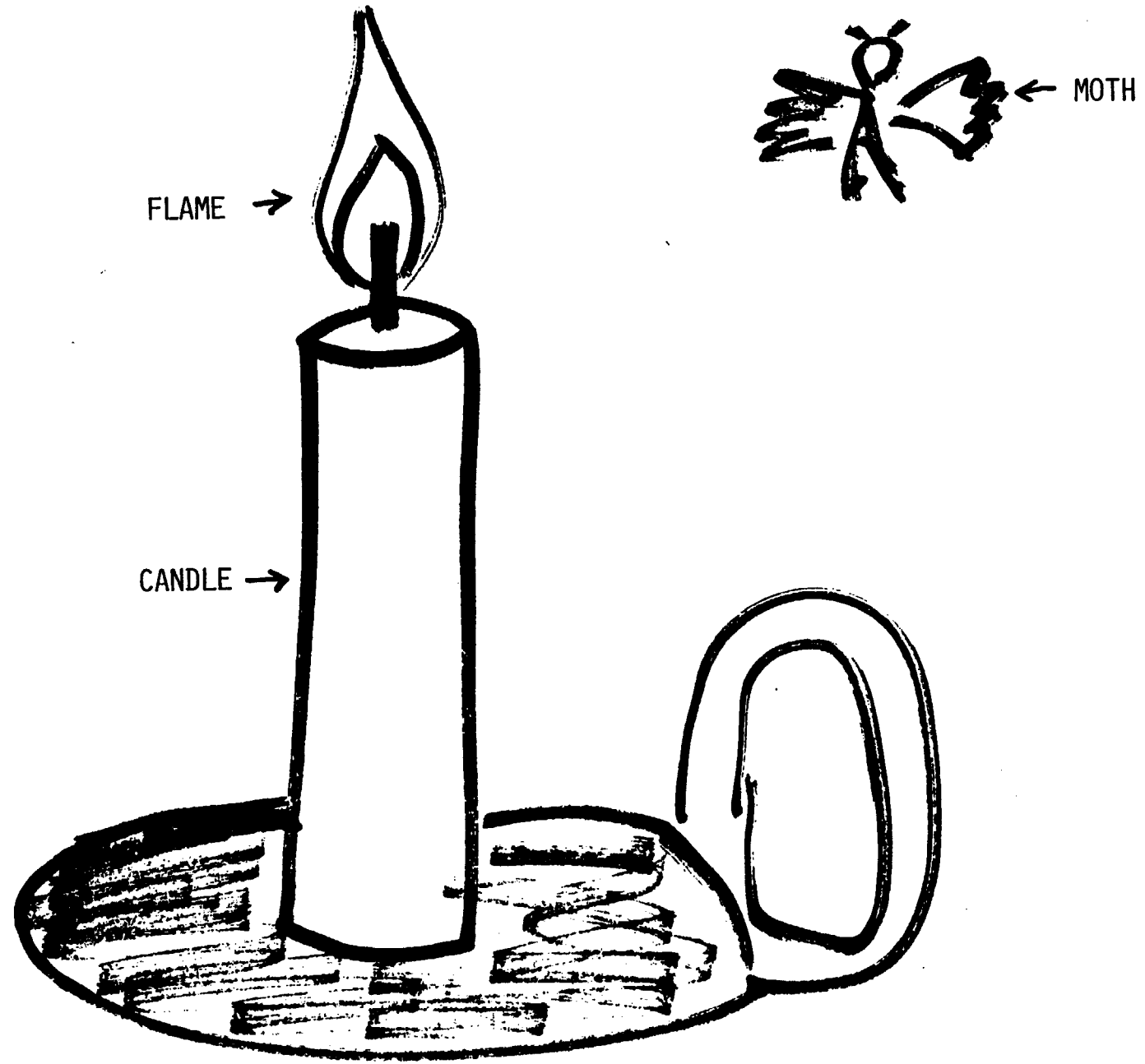
- TIMELY
- RELEVANT
- OF GOOD QUALITY

### 2. EXEMPLARY PLANNING IS USED.

- CENTRAL VS. PERIPHERAL
- SUBSTANTIVE VS. "WINDOW DRESSING"
- DYNAMIC VS. STATIC

### 3. MOST IMPORTANT, EXEMPLARY PLANNING PRODUCES RESULTS.

- RESULTS HELP PEOPLE IN DEMONSTRABLE WAYS
- RESULTS DEMONSTRATE THE COST-EFFECTIVENESS OF PLANNING
- RESULTS DOCUMENT THE IMPACT OF NON-SERVICE APPROACHES



## METHODOLOGY

- o STARTED WITH A REVIEW OF THE LITERATURE AND PROJECTS FUNDED IN THE PAST.
- o TELEPHONE INTERVIEWS RESULTED IN OVER 100 RECOMMENDATIONS OF POTENTIALLY EXEMPLARY PLANNING EFFORTS.
- o 30+ PLANNING EFFORTS WERE REVIEWED AND APPEARED TO MEET OUR STANDARDS
- o FROM THESE 30, TEN WERE SELECTED AS THE MOST EXEMPLARY.

\*\*\*STATE AND LOCAL DEVELOPMENTAL DISABILITIES AGENCIES WERE DISPROPORTIONATELY REPRESENTED IN THE POTENTIALLY EXEMPLARY AND EXEMPLARY PLANNING EFFORTS \*\*\*



TEN EXEMPLARY HUMAN SERVICES  
PLANNING EFFORTS

- o THE IOWA DEPARTMENT OF HUMAN SERVICES
- o THE NEW YORK STATE DEPARTMENT OF SOCIAL SERVICES
- o THE DENVER REGIONAL COUNCIL OF GOVERNMENTS (AGING)
- o DISTRICT III (YANKTON,SD) PLANNING AND DEVELOPMENT
- o SOUTH CAROLINA DEVELOPMENTAL DISABILITIES COUNCIL  
AND ADMINISTERING AGENCY
- o MINNESOTA GOVERNOR'S PLANNING COUNCIL ON DEVELOPMENTAL  
DISABILITIES
- o CONNECTICUT NEGOTIATED INVESTMENT STRATEGY
- o PUEBLO (COLORADO) HEALTH AND HUMAN SERVICES COMMITTEE
- o WISCONSIN COMMUNITY OPTIONS PROGRAM
- o MARYLAND GOVERNOR'S TASK FORCE ON TEEN PREGNANCY

## II. FINDINGS

THE OVERWHELMING OBSERVATION OF OUR WORK  
WAS THAT THERE IS NO ONE BEST WAY TO PLAN.

WHAT "WORKS" IN ONE SETTING MAY NOT WORK  
IN ANOTHER.

THERE IS NOTHING FADDISH OR TRENDY ABOUT  
EXEMPLARY PLANNING.

... NEVERTHELESS, I'D LIKE TO  
SUGGEST TEN CHARACTERISTICS  
WHICH EMERGED FROM OUR REVIEW  
OF EXEMPLARY PLANNING EFFORTS.

## CHARACTERISTIC #1

THE EXEMPLARY PLANNING WE LOOKED AT WAS MORE LIKELY TO BE STRATEGIC THAN COMPREHENSIVE.

- SELECTIVITY
- ISSUE-FOCUSED
- AD HOC
- OPPORTUNISTIC

DESIGNED TO BE PRAGMATIC, PLANNING AN INSTRUMENT FOR TURNING VISION INTO REALITY.

CHARACTERISTIC #2

THE PLANNING THAT "WORKED" DID SO IN THE ABSENCE  
OF FEDERAL MANDATES.

STATE AND LOCAL OWNERSHIP THE KEY.

THE DEVELOPMENTAL DISABILITIES AGENCIES WHICH WERE  
SELECTED AS MOST EXEMPLARY WERE EXEMPLARY FOR ACTIVITIES  
OTHER THAN COMPLETING THEIR 3-YEAR PLAN!

CHACTERISTIC #3

EXEMPLARY PLANNING ESTABLISHES REASONABLE, BUT  
AMBITIOUS BOUNDARIES.

COGNIZANT OF RESOURCES, AUTHORITY, AND SCOPE,  
BUT ABLE TO LOOK ACROSS PROGRAMS ON BEHALF OF  
PEOPLE IN NEED.

CHARACTERISTIC #4

EXEMPLARY HUMAN SERVICES PLANNING TACKLES  
CONTROVERSIAL ISSUES WHICH ARE AT THE CORE  
OF THE POLICY PROCESS.

...NOT ONLY DID THESE  
AGENCIES NOT SHY AWAY  
FROM CONTROVERSY, THEY  
EAGERLY SOUGHT IT OUT!

CHARACTERISTIC #5

EACH STATE LEVEL INITIATIVE INVOLVED LOCAL  
INVOLVEMENT IN A MEANINGFUL WAY.

CENTER-PERIPHERY PLANNING IS DIFFICULT,  
IF NOT IMPOSSIBLE.



CHARACTERISTIC #6

EXEMPLARY PLANNING PROJECTS INVOLVE "NON-TRADITIONAL"  
INSTITUTIONS, MOST NOTABLY THE PRIVATE SECTOR.

CHARACTERISTIC #7

THOUGH NOT MANDATED, CITIZEN PARTICIPATION WAS  
AN IMPORTANT PART OF THE PROCESS.

CHARACTERISTIC #8

EXEMPLARY PLANNING REDEFINED OUR NOTIONS OF ADVOCACY.

. . . EFFECTIVE ADVOCACY IS NOT SIMPLY  
AND BLINDLY AN ARGUMENT FOR "MORE"

. . . SMALL STEPS, LARGE VISION

. . . TENACIOUS AND GRACIOUS

## CHARACTERISTIC #9

EXEMPLARY PLANNING WAS NOT OVERLY SOPHISTICATED  
OR UNDULY EXPENSIVE.

- o SOUND VS. FLASHY
- o DATA PROCESSING WAS EMPLOYED AS A MEANS  
TO AN END, IF AT ALL
- o DATA WERE PRESENTED IN AN "EXECUTIVE FRIENDLY" WAY

CHARACTERISTIC #10

EXEMPLARY PLANNING INITIATIVES ALMOST ALWAYS WERE IDENTIFIED WITH THE PERSONA OF A SINGLE INDIVIDUAL

- o GOOD NEWS -- EACH OF US CAN MAKE A DIFFERENCE.
- o BAD NEWS -- SYSTEMS TEND TO DIE AFTER THE LEADER MOVES ON.

CHALLENGE: TO INSTITUTIONALIZE THE PLANNING PROCESS

### III. SO WHAT?

FIRST, HAVE A VISION

IF YOU DON'T KNOW WHERE YOU'RE GOING,  
ANY ROAD WILL LEAD YOU THERE.

DRAW UPON THE LESSONS OF MARY PARKER FOLLETTE:

-- INTEGRATION

A CLEAR VISION INVOLVES MAKING THE HARD CHOICES  
ASSOCIATED WITH PRIORITY-SETTING

SECOND, DEVELOP A STRATEGY APPROPRIATE TO THE ISSUE

AGREEMENT ON ENDS?

YES

NO

AGREEMENT ON THE  
EFFICACY OF MEANS?

YES

CALCULATION

COMPROMISE

NO

JUDGMENT

INSPIRATION



THIRD, REACH OUT TO EVERYONE WITH A STAKE IN THE ISSUE.

N- POW

N- ACH

N- AFF

NETWORKING IS A DELIBERATE, PURPOSEFUL ACTIVITY

FOURTH, ADHERE TO THE TEN COMMANDMENTS OF EXEMPLARY PLANNING:

1. THINK BOLDLY
2. PLAN WISELY
3. FOLLOW-UP
4. FOLLOW-UP
5. FOLLOW-UP
6. FOLLOW-UP
7. FOLLOW-UP
8. FOLLOW-UP
9. FOLLOW-UP
10. FOLLOW-UP

... GOOD LUCK & GOD BLESS