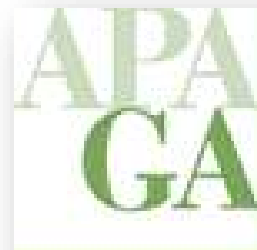


# 2022 Fall AICP Exam Review

**LEADERSHIP, ADMINISTRATION AND  
MANAGEMENT**

**Jeff Rader, FAICP**



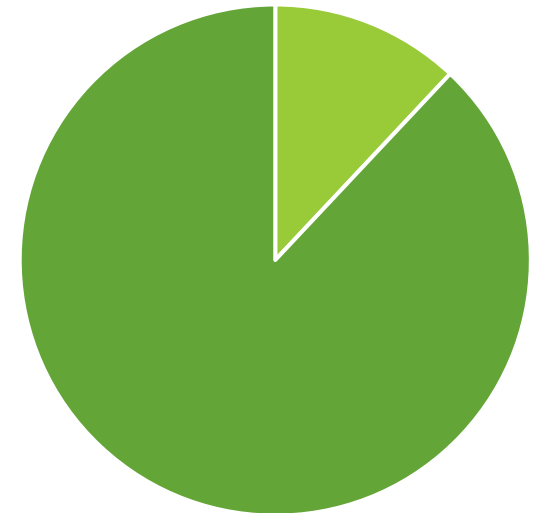
American Planning Association  
**Georgia Chapter**

*Making Great Communities Happen*

# LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- **Leadership** (e.g., influencing decision making in the public interest, strategic decision making)
- **Managing external relationships** (e.g., customer service; client interaction; representing and promoting organizations; relationships with partner/sister organizations, decision makers, and boards and commissions; transparency; freedom of information; confidentiality; privacy)
- **Internal organizational management** (e.g., team building and staff training, planning-office culture, strategic planning, organizational budgeting and financial management)
- **Technology** and related applications (e.g., using technology and related information tools to advance planning, smart cities technology planning)

Test Weight 12%



# Leadership

## Definitions of Leadership

*Management is doing things right; leadership is doing the right things.*

Peter F. Drucker

*Leadership is the art of getting someone else to do what you want because they want to do it.*

Dwight Eisenhower

# Leadership

In Public Administration:

- The exercise of authority, whether formal or informal, in directing and coordinating the work of others.

# Leadership

## Public Sector Imperatives:

- Controls that limit risk-taking
- Accountability to the public
- Constrained by ministerial parameters
- Checks and balances on authority
- Founded on principles of fairness

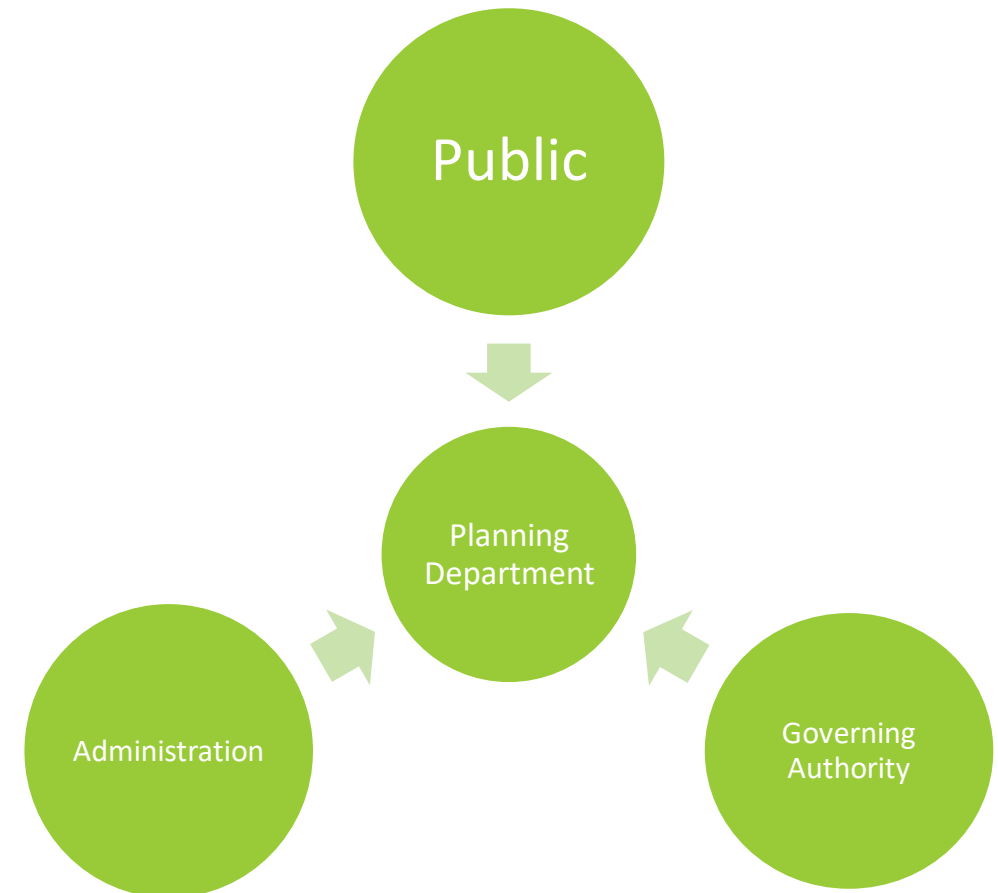
# Leadership

A mission statement clarifies why an organization exists

The Department's mission is to (1) **coordinate** the County's strategic planning and land development activities with its various stakeholders, (2) **facilitate** long term planning and development policies, and (3) **preserve** the County's natural and built environment.

The function of the Department is to **promote and enhance the well-being of residents, visitors, property owners, and businesses** of the County. The department accomplishes its mission through programs and services that encourage high quality development as well as maintenance and revitalization of existing neighborhoods.

# Leadership - Influencing Decision Making



## Leadership - Strategic Decision Making

- Construct the lens, define the focus
- Be open source and scrupulously objective
- Show your work
- Let other actors play their roles
- Be the scorekeeper



# Managing External Relationships

## Customer Service

- Who is the customer?
- Customer service is not a gift, it's an obligation
- Deliver or deny with integrity and authority
- Avenues of appeal

# Managing External Relationships

## Relationships with planning partners

- No planner is an island
- In a perfect world...
- Benefits of successful collaboration
- Playing hardball

# Managing External Relationships

## Boards and Commissions

- Better boards make better decisions
- The mushroom treatment
- The board feedback loop

# Managing External Relationships

## Transparency, Open Records, Confidentiality

- If you're in the public sector, the public has a right to know
- Transparent process, transparent decisions, transparent recourse
- Some things really are private
- Strong Ethics makes for easy decisions

# Internal Organizational Management

## The Big Picture

- Stack the deck, or play the cards you're dealt?
- An empire, or a nerve center?

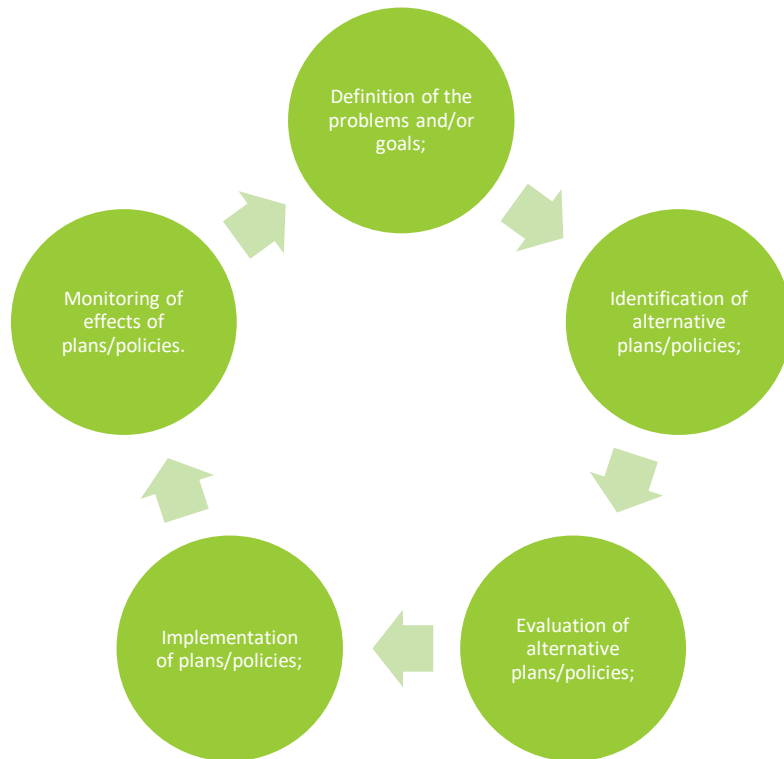
# Internal Organizational Management

## Budget and Staffing

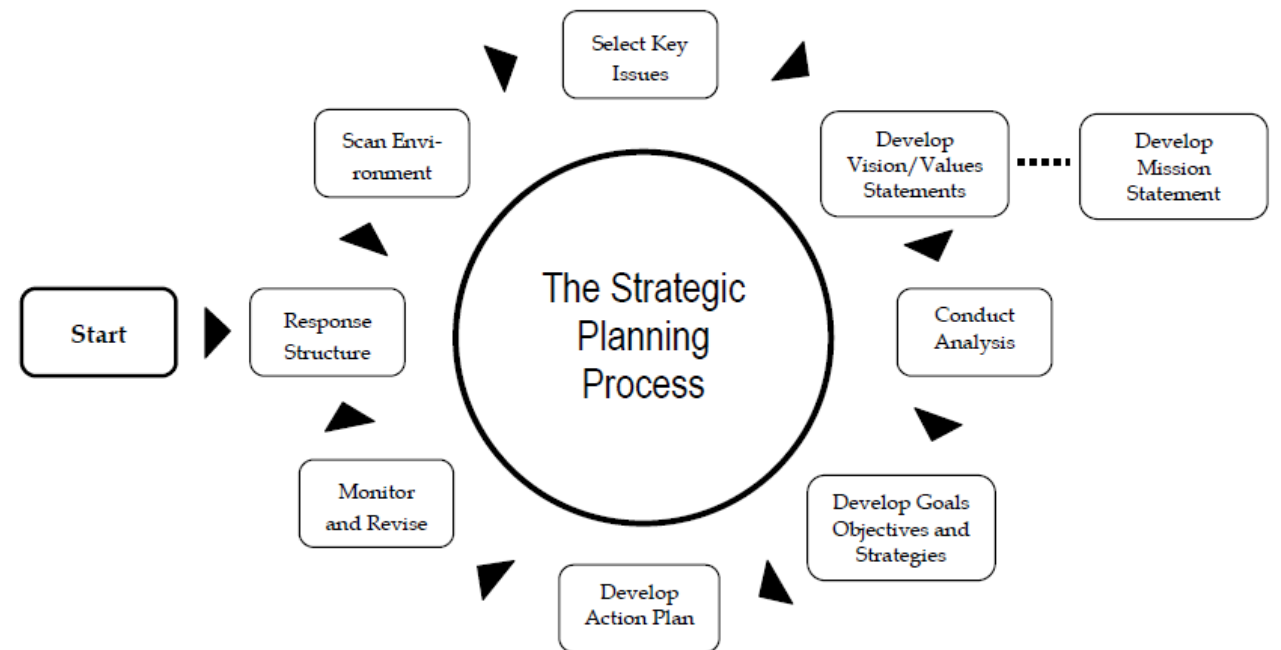
- Prioritize capacity over head count
- Systematically build human capital, because people move on
- Outsourced Capacity
- Continuation budgets vs. zero based budgeting
- A strong architecture is invaluable when the budget ax swings

# Internal Organizational Management – Form follows function

## Rational Planning Model



## Strategic Planning Model



# Internal Organizational Management





# Technology

## Use available Platforms

- Social media
- GIS
- Utility Asset Management Data Sets
- Tax Assessor's Data
- US Census

# Technology

## Demonstrate Your Capacity

- Technology is expensive and changes rapidly
- Decision makers must be convinced of its value
- Fully master and integrate your technology investment into your operation
- Demonstrate the power and efficiency of the tool



Questions?