AICP Exam Review

LEADERSHIP, ADMINISTRATION AND MANAGEMENT
Jeff Rader, FAICP
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)
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
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

- Definition of the problems and/or goals;
- Identification of alternative plans/policies;
- Evaluation of alternative plans/policies;
- Implementation of plans/policies;
- Monitoring of effects of plans/policies.

Strategic Planning Model

- Start
- Scan Environment
- Develop Mission Statement
- Conduct Analysis
- Develop Goals, Objectives and Strategies
- Develop Action Plan
- Monitor and Revise
- Response Structure
- Select Key Issues
Internal Organizational Management

Directorate/Admin
- Zoning
- Transportation
- Economic Development
- Environmental Resources
- Housing

Administration
- Directorate
- Long Range Planning
- Current Planning
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