AICP Exam Review

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

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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
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 mission 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

- Public
- Governing Authority
- Administration
- Planning Department

- Public
  - Planning Department
  - Administration
  - Governing Authority
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

- Definition of the problem(s) and/or goals;
- Identification of alternative plans/policies;
- Evaluation of alternative plans/policies;
- Implementation of plans/policies;
- Monitoring of effects of plans/policies.

Rational Planning Model

Strategic Planning Model

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

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

- Directorate
  - Administration
  - 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
Questions? Observations? Suggestions?