

AICP Exam Review

**LEADERSHIP, ADMINISTRATION AND
MANAGEMENT**

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American Planning Association
Georgia Chapter

Making Great Communities Happen

Leadership – 6%

- Leadership in support of plan making, participation, recognition of needs, and commitment action
- Taking a comprehensive approach to complex problem solving and decision-making
- Ethical aspects of advocacy
- Accountability to the profession, ethical principles and the public interest
- The ethics of equity, diversity, & inclusivity in practice
- Coaching and mentoring
- Discerning and promoting the value of planning to others, including students, coworkers, decision makers, and the public
- Opportunities to promote and volunteer within the planning profession and community

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: DEI

- Advancing Diversity, Equity, and Inclusion
- Advancing equity: Be the voice for equity and fairness
- Advancing diversity: Be the voice for advancing diversity
- Advancing inclusion: Be the voice for inclusion

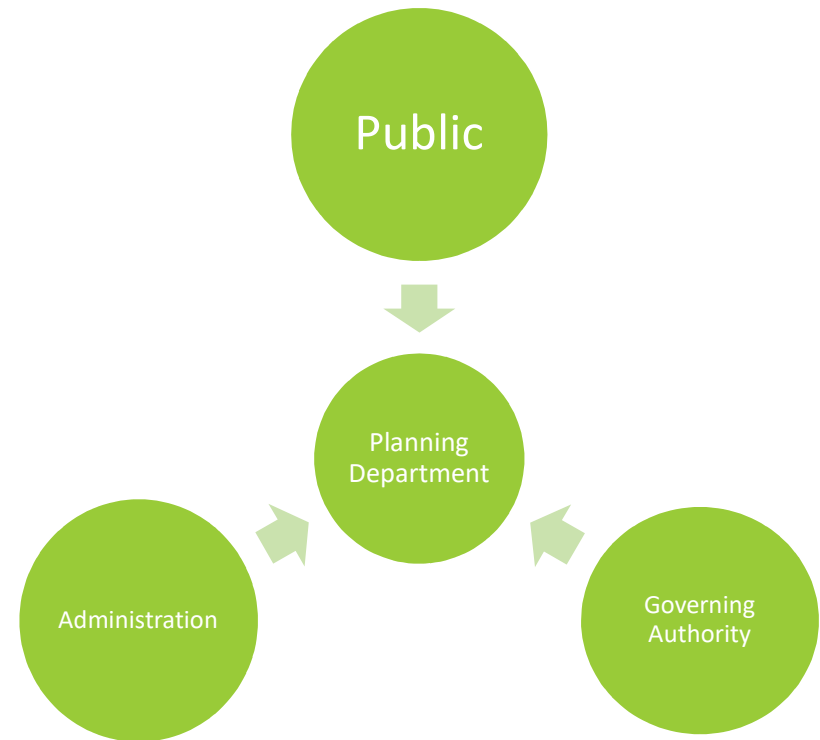
Leadership

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



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

Administration and Management – 6%

- Project or program management
- Internal organizational management
- Management of external relationships in a manner considering transparency, freedom of information, confidentiality, privacy, etc.
- Mentoring and motivating staff to develop their skills optimally, and to ensure timeliness, accuracy, and clarity of work produced
- Results oriented management and accountability

Internal Organizational Management

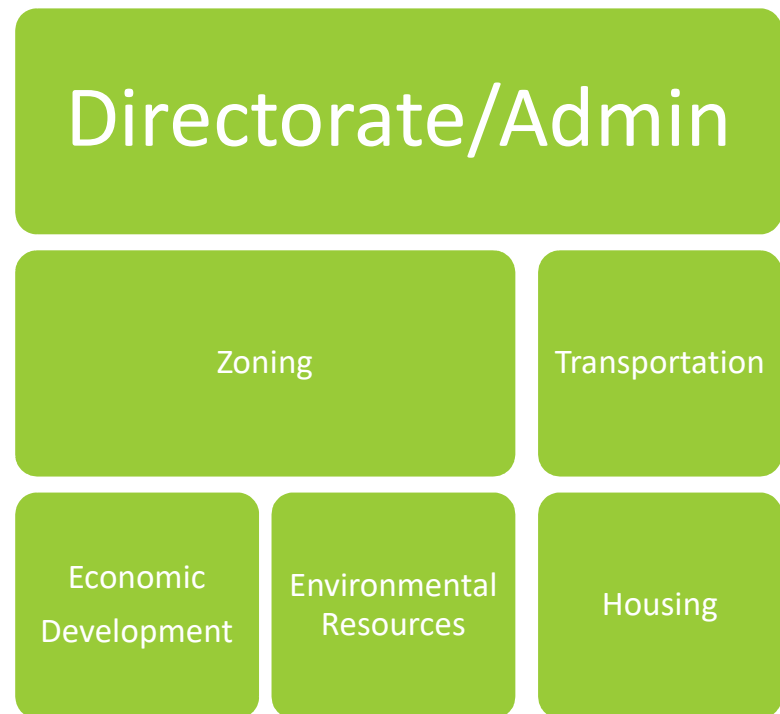
Budget and Staffing

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

Budgeting Process

- Financial Analysis and Policy Choices
- Expenditure Estimates
- Review of Expenditure Estimates
- Revenue Estimates
- Budgeting Forecasting
- Budget Document
- Budget Review and Adoption
- Budget Execution

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

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

Emerging Test Topic Areas

Domain	Knowledge
Administration and Management	Mentoring and motivating staff to develop their skills optimally, and to ensure timeliness, accuracy, and clarity of work produced
Administration and Management	Results oriented management and accountability (e.g., creating benchmarks, measures, continuity, testing for statistically significant variations, quality control and quality assurance)
Leadership	Ethical aspects of advocacy
Leadership	Best practices and their potential applications
Leadership	Accountability to the profession, ethical principles and the public interest
Leadership	Institutional structures, including accountability, transparency expectations, and roles and responsibilities
Leadership	A planner's comprehensive approach to complex problem solving and decision-making (e.g., interrelatedness and inter-dependence, ability to help a community prioritize)
Leadership	The ethics of equity, diversity, and inclusivity in practice (e.g., asking for feedback, setting clear expectations and good communication, and consideration of people and ideas representing diverse life experiences)
Leadership	Coaching and mentoring (e.g., serving as a mentor in the workplace or professional organization; be a positive role model)
Leadership	Discerning and promoting the public interest related to a proposed action
Leadership	Professional development expectations and standards and sharing opportunities
Leadership	Discerning and promoting the value of planning to others, including students, coworkers, decision makers, and the public
Leadership	Opportunities to promote and volunteer in professional planning organizations and planning related services in the community



Questions? Observations? Suggestions?