4.4 Leadership, Administration and Management (5%)
Topic 4.4:
LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- Leadership
- Managing External Relationships
- Internal Organizational Management
- Technology and Related Applications
Leadership, Administration and Management
Recommended Reading List

APA’s Recommended Resources
- PAS REPORT 585. Big Data and Planning. By Kevin Desouza, Kendra Smith
- Planners’ Communications Guide 2.0.

In addition to those found on the Reading List:
- An Introduction to Smart Cities presentation (pdf), delivered by Matt Bucchin, AICP, LEED Green Associate, at the 2016 APA Texas Chapter Conference. Source: https://www.planning.org/media/document/9118465/
• Planners provide data and recommendations to assist decision makers (elected and appointed officials)

**APA PAS Report #582:**

Planning, especially in local government in the United States, is a political exercise—not partisan, but political nonetheless.

Planners are charged with managing change, which requires great sensitivity to the communities they serve, the political context, and the need to accomplish things at the end of the day.

Most planners strive to stay out of partisan and elected politics, with varying degrees of success. However, to be effective, they need to acknowledge that local governments are political environments.

Serving the public interest means being aware of all the steps needed to get plans implemented, some of which are political

A great customer experience is primarily about delivering the right knowledge to the right place at the right time.

**APA PAS Report #582:**

A clear mission and an optimized department organizational structure should also enhance a department’s ability to excel at providing customer service.

Providing excellent customer service is one of the most important functions of a taxpayer-funded public agency.

Customer service, however, is perhaps the area where planning offices are most ripe for improvement.

Managing External Relationships

Client Interaction

- Planners should always remember whom the client is, and to how to make sure we work with them effectively.
- The client may change throughout a project including builders, developers, residents, elected and appointed officials.
- Maintain professionalism and maintain clear and open communication.

According to a report by Oracle, these best practices can be improve customer service for municipalities while driving down costs:

1. Establish a knowledge foundation.
2. Empower your customers.
3. Empower your frontline employees.
4. Offer multichannel choice.
5. Listen to your customers.
6. Design seamless experiences.
7. Engage customers proactively.
8. Measure and improve continuously.

Managing External Relationships

Representing and promoting organizations

- Planners should represent themselves as an extension of their organization and show professionalism.

- Planners should also remember that they help shape the public’s opinion of what planning

Relationships with Partner/Sister Organizations, Decisions Makers, and Boards and Commissions

- Creating and maintaining strong relationships with others is an important skill for planners to acquire.

- Very quickly you’ll learn that you cannot do it alone, and planning requires working closely with others to build trust and create plans.

Transparency

- Communities are striving to be more transparent with the public.

- Many municipalities post information on their websites to help support transparency. For example, municipalities can post information about staff salaries, minutes from meetings, and budget documents.

Freedom of Information

- The Freedom of Information Act (FOIA) is a law that gives you the right to access information from the government. It is often described as the law that keeps citizens in the know about their government.
Team Building and Staff Training

- It’s important for planners, especially planning managers to support team building and staff training opportunities.

APA PAS Report #582:
The best organizations and agencies have strong and visionary leadership; excellent communication, coordination, and collaboration; and very strong employees.

Arguably, the most important task for a planning manager is to build and maintain the best team possible.

Key to any operation is hiring the right people; valuing, training, empowering, feeding, and protecting those people; and getting rid of unmanageable people.

Political constraints, civil service restrictions, union contracts, the challenges of working in a fishbowl, and other legal structures sometimes limit a manager’s ability to develop the right team, but building that team should always be the holy grail.

Planning - Office Culture

- I’m sure many of us have worked in a variety of planning offices with very different office cultures. What are some examples of bad office cultures? What are some examples of good office cultures?

- To attract and keep good employees it’s important for planning managers to be aware of the office environment.

- Office culture can impact the success or failure of a company or department because it is directly connected to employee motivation.
Planning-Office Culture

How to Create an Office Culture That Rocks!

By Amanda DiSilvestro

1. Hold Frequent Company Meetings
2. Keep Employees Engaged
3. Plan Company Events
4. Make Sure to Thank Your Employees for Their Hard Work
5. Support and Create Rules in the Workplace

Source: http://www.getbusymedia.com/how-to-create-an-office-culture-that-rocks/
Strategic Planning

What is Strategic Planning?

- Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment.

Source: Balanced Scorecard Institute
http://www.balancedscorecard.org/Resources/Strategic-Planning-Basics

Forbes’ Top Five Steps to a Strategic Plan

1. Determine where you are.
2. Identify what’s important.
3. Define what you must achieve.
4. Determine who is accountable.
5. Review.

Source: Forbes, Aileron, Contributor October 25, 2011
### Organizational Budgeting and Financial Management

#### Understand Budget Preparation
- Understand Revenue
- Identify Sources of income
  - Reserve Funds and Bonds
  - General Obligation Funds
  - Authorities and Special Districts
  - Special Assessments
  - State and Federal Grants
  - Tax Increment Finance TIF
- Estimate Spending needs
- Forecasting

#### Types of Budgeting
- Planning, Programming and Budgeting Systems
- Management by Objectives
- Zero Base Budget
- PERT – Program Evaluation and Review Technique
- Gantt Chart
Technology And Related Applications

Smart Cities Technology Planning

- A smart city is an urban development vision to integrate multiple information and communication technology (ICT) and Internet of Things (IoT) solutions in a secure fashion to manage a city’s assets.

- The goal of building a smart city is to improve quality of life by using urban informatics and technology to improve the efficiency of services and meet residents’ needs.

- While technology is advancing quickly, planners can often be challenged to find effective ways of using the tools to address the public interest and respond to resident needs.

APA’s article “Smart Cities and Sustainability” Use of Smart Cities Data

Planners use a variety of data to derive benchmarks that measure outcomes and indicate how plans are working. However, planning is not simply a field of measurement. Data provides the information that planners use to apply critical thinking and community input to identify opportunities.

Smart Cities offer so many tools and provide so much data that the challenge for planners is to know what is useful, what isn’t, and what could actually be harmful.

Source: https://www.planning.org/resources/ontheradar/smartcities
Using technology and related information tools to advance planning

Big Data

Open Data

Broadband, Fiber, Wi-Fi, small cell antennas
Image Source: http://www.myfiberopticsnow.com/a-review-on-fiber-optic-cable-price/

Technology and Public outreach
Image Source: https://angel.co/smap

Autonomous vehicles

Streetlight management
Using technology and related information tools to advance planning

Parking Lot Management

Image Source: https://brazilglobal.files.wordpress.com/2013/03/screen-shot-2013-03-12-at-3-59-16-pm.png?w=640

Integrated Multi-Model Transportation

Image Source: Spot Hero

Utilities (Smart meters, monitor water mains for leaks, water testing)

Image Source: https://brazilglobal.files.wordpress.com/2013/03/screen-shot-2013-03-12-at-3-59-16-pm.png?w=640
4.5 AICP Code of Ethics & Professional Conduct (10%)
Ethics Understanding

- Understand ethics inside and out
- You will need to be able to recite them and use them in scenario questions
- Choose the BEST answer
- Could see some Multi-Cultural and Gender Issue questions
- Refer to APA website for resources and examples to help prepare for the ethics questions you may expect to see
Ethics Understanding

Best source the APA’s website: www.planning.org

AICP Code of Ethics


APA’s Policy and Practice Manual

APA’s Case of the Year

Ethics Toolkits

Study guides from Chapters
Section A contains a statement of aspirational principles that constitute the ideals to which we are committed. We shall strive to act in accordance with our stated principles. However, an allegation that we failed to achieve our aspirational principles cannot be the subject of a misconduct charge or be a cause for disciplinary action.

Example of Code in this Section

1. Our Overall Responsibility to the Public

• 1.a) We shall always be conscious of the rights of others.
• 1.b) We shall have special concern for the long-range consequences of present actions.
• 1.c) We shall pay special attention to the interrelatedness of decisions.
Section A: Principles to Which We Aspire

2. Our Responsibility to Our Clients and Employers

We owe diligent, creative, and competent performance of the work we do in pursuit of our client or employer’s interest. Such performance, however, shall always be consistent with our faithful service to the public interest.

Example of Code in this Section

- 2a) We shall exercise independent professional judgment on behalf of our clients and employers.
- 2b) We shall accept the decisions of our client or employer concerning the objectives and nature of the professional services we perform unless the course of action is illegal or plainly inconsistent with our primary obligation to the public interest.
- 2c) We shall avoid a conflict of interest or even the appearance of a conflict of interest in accepting assignments from clients or employers.
3. Our Responsibility to Our Profession and Colleagues

We shall contribute to the development of, and respect for, our profession by improving knowledge and techniques, making work relevant to solutions of community problems, and increasing public understanding of planning activities.

Example of Code in this Section

• 3.a) We shall protect and enhance the integrity of our profession.
• 3.b) We shall educate the public about planning issues and their relevance to our everyday lives.
Section B: Our Rules of Conduct

Section B contains rules of conduct to which we are held accountable. If we violate any of these rules, we can be the object of a charge of misconduct and shall have the responsibility of responding to and cooperating with the investigation and enforcement procedures. If we are found to be blameworthy by the AICP Ethics Committee, we shall be subject to the imposition of sanctions that may include loss of our certification.

Example of Code in this Section

• B.11. We shall not solicit prospective clients or employment through use of false or misleading claims, harassment, or duress.
• B.12. We shall not misstate our education, experience, training, or any other facts which are relevant to our professional qualifications.
• B.13. We shall not sell, or offer to sell, services by stating or implying an ability to influence decisions by improper means.
Section C: Advisory Opinions

Section C contains the procedural provisions of the Code.

1. Introduction
2. Informal Advice
3. Formal Advisory Opinions Requested by a Member
4. Formal Advisory Opinions Issued without Request of a Member
5. Annual Report of the Ethics Officer
Section D: Adjudication of Complaints of Misconduct

Section D contains:

1. Filing a Complaint.
2. Preliminary Review.
3. Fact Gathering.
4. Exploration of Settlement.
5. Decision.
6. Appeal.
7. Effect of Dropping of Charges by Complainant or Resignation by Respondent.
8. Reporting.
Section E: Discipline of Members

Section E contains:

1. General
2. Forms of Discipline
3. Conviction of a Serious Crime
4. Conviction of Other Crimes
5. Unethical Conduct
6. Revocation, Suspension, or Restriction of Licensure
7. Duty to Notify Ethics Officer
8. Other Conduct Inconsistent with the Responsibilities of the Certified Planner
9. Petition for Reinstatement
10. Publication of Disciplinary Actions
Mark was asked by the local Chamber of Commerce to present his views on economic development versus environmental protection, a topic of great debate in the community. As planning director, Mark has developed a reputation of being an environmentalist, often at odds with the Chamber. Moreover, Mark’s job is in serious danger as the planning board lost three of Mark’s strongest supporters in yesterday’s election, a week after he agreed to speak before the Chamber. Before the election, Mark had intended to focus on environmental protection from a naturalist’s viewpoint. Now, with his job in jeopardy, Mark has decided to shift his focus to the economic benefits of environmental protection. (Continued...)

Source: APA

Which of the following best characterizes his decision?

A. It violates an aspirational principle of the AICP Code of Ethics
B. It is in violation of the Rules of Conduct of the AICP Code of Ethics
C. It is not in violation of the AICP Code of Ethics
D. Both A. and B.

Source: Question 56 of APA Illustrative Questions
Copyright 2017, Trevor Dick, Devin Lavigne, John Houseal.
Where would you file a charge of misconduct against an AICP member?

A. The local chapter of the American Planning Association
B. The Ethics Officer designated by the AICP Commission
C. The President of the American Planning Association
D. The President of the American Institute of Certified Planners

Source: Question 57 of APA Illustrative Questions
As the senior planner in the town's planning department, James argued successfully against any further nonresidential development within the town's recharge areas to its public wellfields. Five years later, as a consultant, James is aggressively pursuing a rezoning of 1,000 acres of land within the town's public water supply recharge areas. (Continued...)

Source: APA

Copyright 2017, Trevor Dick, Devin Lavigne, John Houseal.
Which of the following choices apply?

A. Definitely violates the AICP Code of Ethics and Professional Conduct
B. Possibly violates the AICP Code of Ethics and Professional Conduct
C. Does not violate the AICP Code of Ethics and Professional Conduct
D. Insufficient information to respond

Source: Question 58 of APA Illustrative Questions
The city's planning director resigned his position to pursue a career with a small consulting firm. Fed up with one of the planning board's members, a recalcitrant obstructionist, he ran against her in the next public election for the planning board. He beat her decisively. (Continued...)
Which of the following choices apply?

A. Definitely violates the AICP Code of Ethics and Professional Conduct
B. Possibly violates the AICP Code of Ethics and Professional Conduct
C. Does not violate the AICP Code of Ethics and Professional Conduct
D. Insufficient information to respond
The Rules of Conduct of the AICP Code include the following:

I. We shall not, as public officials or employees, accept from anyone other than our public employer any compensation, commission, rebate, or other advantage that may be perceived as related to our public office or employment.

II. We shall not seek employment for which we are not competent to perform, including elective public office.

III. We shall deal fairly with all participants in the planning process. Those of us who are public officials or employees shall also deal evenhandedly with all planning process participants.

IV. We shall not file a frivolous charge of ethical misconduct against another planner.

A. I, III  
B. I, IV  
C. I, III, IV  
D. I, II, III, IV
Thank-you for attending today’s seminar!
Good Luck on the Exam!