



# APA Leadership PLENTY<sup>SM</sup>

## Program Report

Fall 2004  
to Spring 2005



"APA/LeadershipPlenty has provided me with skills that enable me to be an effective communicator with my colleagues, my managers, private developers, and community leaders. The model of leadership and analytical tools I have been exposed to bring a fresh perspective to my work in community development and planning, providing a much-needed complement to the models of community planning typically found in the public and private sectors."

*Anita Hairston, Neighborhood Planning Coordinator,  
District of Columbia Office of Planning, Washington D.C.*

APA/LeadershipPlenty grew and evolved significantly since August 2004, thanks to the support of volunteers and organizations such as Keyspan Energy, Independence Community Foundation, and the Community Development Institute at Rutgers University's Edward J. Bloustein School of Planning and Public Policy. This report describes our program activities during Fall 2004 and Spring 2005. We are serving a growing number of community development and planning professionals in the New York/New Jersey area, improving on a good program, expanding a professional community, enhancing the governance of the program, increasing awareness of APA/LeadershipPlenty, and maximizing limited resources, and planning for improvement and growth.

**Serving a growing number of community development and planning professionals**

In 2003-2004, APA/LeadershipPlenty offered one class, which served 11 students. In 2005, the program expanded to two locations, and now serves 31 professionals in the community development and urban planning fields. The two classes are in Manhattan, at New School University; and New Brunswick, NJ, at Rutgers University. The 2005 class is diverse. Members represent the public, private and nonprofit sectors, and range in level from project managers to directors of small organizations. The Fellows live or work in a wide area of the New York metropolitan region. One Fellow travels from Washington, D.C. to participate. A partial list of Fellows is offered in Appendix 1.

The following chart shows the diversity of the 2005 Fellows:

<b>APA/LeadershipPlenty 2005 Class Characteristics</b>		
<i><b>Ethnicity</b></i>	Number	Percent <sup>1</sup>
White non-Hispanic	14	45%
Black non-Hispanic	9	29%
Hispanic	5	16%
Asian-American	3	10%
Native American	0	0%
<b><i>Gender</i></b>		
Women	22	71%
Men	9	29%
<b><i>Age</i><sup>2</sup></b>		
18-24	1	3%
25-34	12	39%
35-44	6	19%
45-54	9	29%
55+	2	6%

<sup>1</sup> Percentages may exceed 100% due to rounding

<sup>2</sup> One Fellow did not respond to this question.

<b>APA/LeadershipPlenty 2005 Class Characteristics</b>		
<i>Sector (industry) of work</i>	Number	Percent
Government ( <i>type</i> )	13	42%
<i>State</i>	2	
<i>Local</i>	8	
<i>Regional or quasi-governmental</i>	3	
Private sector and independent	4	13%
Non-profit ( <i>industry</i> )	14	45%
<i>Funding</i>	2	
<i>Faith-based</i>	2	
<i>Community organizing</i>	1	
<i>Education and technical assistance</i>	2	
<i>Community and economic development</i>	7	
<i>Other nonprofit</i>	2	
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Practicing urban planner (or trained in planning)	13	42%
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Total Enrollment, 2005	31	100%

### **Improving on a good program**

The 2004 program was successful in building the capacity of Fellows to lead groups, address conflict, and improve positive communication. That program used a mix of the original curriculum materials provided by the Pew Center for Civic Change and original materials created for the program. After receiving comments from 2004 graduates, and reviewing the results of the end-of-program evaluation, a number of refinements were made.

The 2005 program includes:

- “Facing the Challenges of Diversity,” a tenth module which is focused on leading diverse teams and organizations. The module was added to help Fellows become more effective in cross-cultural communications.
- More emphasis on management and social science theory, including game theory, reflective practice, systems thinking and social network analysis. Fellows in last year’s program requested more information on theory to help them better understand management concepts.
- An online forum for members of the APA/LeadershipPlenty Network. The forum contains all the materials used in the program, as well as spaces for members to introduce themselves, share ideas and make job and event announcements. The forum makes it easier for Network members to keep in contact after the class ends.
- A new training program for APA/LeadershipPlenty coaches. Last year, coaches received informal training and support. The coaching proved more challenging than expected, and last year’s efforts did not provide sufficient support for coaches. This year, coaches participated in a one-day training session delivered by a corporate executive coach, and will be participating in monthly coaching management meetings to enhance their knowledge.

Although we will not be able to assess the success of the training until the pre- and post-test evaluation is conducted in September, there are already several indicators that Fellows are finding the training effective:

- In 2004, 11 of 12 professionals who started the program graduated. In other words, 11 students attended at least 7 of 9 sessions. In 2005, 29 of 31 Fellows are expected to graduate. The two who do not plan to graduate this year said they plan to continue the program next year.
- Several of the Fellows have asked the instructor, Leonardo Vazquez, to work on management, communication or planning projects with their organizations or organizations that they serve.
- Several of the Fellows volunteered that they passed out materials they received in class to colleagues.

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“I am very glad and grateful that APA/LP has happened to me. The structure of the program, the diversity (and hence the different perspectives) in fellows and a very keen and highly professional instructor! What else? Well, perhaps this should be made a prerequisite for all the mid-career professionals somehow. I am positive this will make them better professionals and hopefully better people too.”

*Mukesh Panika*

*Independent Architect/Community Planner*

*New York, NY*

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### **Growing a professional community**

The APA/LeadershipPlenty network has grown substantially in 2005, thanks in part to a growing number of coaches. More than 20 senior professionals and executives from the private, nonprofit and government sectors have agreed to coach the 2005 Fellows. A complete list of coaches is provided in Appendix 2. 2005 coaches include:

- Victor DeLuca, President, Jessie Smith Noyes Foundation
- Etta Rudolf Denk, Vice President for Community Development, JP Morgan Chase
- Miguel Garcia, Acting Deputy Director for Community and Resource Development, The Ford Foundation
- Floyd Lapp, FAICP, former Director of Transportation Planning, New York City Department of City Planning
- Raymond Ocasio, Executive Director, La Casa de Don Pedro
- Karen Phillips, New York City Planning Commissioner and former CEO, Abyssinian Development Corporation
- Stephen Tosh, Executive Director, Phipps Community Development Corporation

In 2005, we introduced the APA/LeadershipPlenty Network Forum, an online knowledge base and community center for Fellows, alumni, coaches and board members. The Forum has nearly 60 members. All of the materials provided to Fellows and coaches in their training sessions are on the Forum, as well as links to online resources. Members can also participate in discussions, or share announcements or requests for assistance.

### **Enhancing governance**

The APA/LeadershipPlenty Board was created in late 2004. Originally an advisory committee made up of program alumni, coaches, staff and members of partnering organizations, the Board is developing and taking on more responsibilities. Among other things, Board members set the price range and pricing policies for the New York class as well as reviewed and approved applicants. They also discussed the possibility of the program becoming an independent organization and initiated a survey to determine priorities for future relationships, and are planning a strategic planning session in June. We expect the name of the program to change after the strategic planning session, to reflect the growth and independence of the program.

The APA/LeadershipPlenty Board has started a three-month visioning and strategic planning process. By Fall 2005, we expect to have a new name and long-term direction for the program. The program, which started as a project involving the American Planning Association and the Pew Partnership for Civic Change, has grown and changed considerably since its inception in 2003. In the past two years, we have created an entirely new curriculum on the framework of the original LeadershipPlenty program. The new curriculum is better suited to the particular interests of mid-career professionals. With the support of the Pew Partnership, we have decided not to continue as a LeadershipPlenty program. We continue a very good relationship with the Pew Partnership, and are discussing ways to mutually support each other. (Pew Partnership does not provide funding, and never had. The group's contribution was a curriculum designed for grassroots leadership training.)

### **Increasing awareness of APA/LeadershipPlenty**

Awareness and respect for the program is growing in the metropolitan area. We plan to increase our visibility and prestige over the coming year.

In 2003, APA/LeadershipPlenty received 12 applications for 15 available seats. In 2004, we received 39 inquiries and 34 applications for 30 seats. (the other five applicants were encouraged not to apply because they did not meet minimum criteria or requested entry in the program well after the application deadline).

In March 2005, the program received more exposure at the American Planning Association National Conference. There, Leonardo Vazquez conducted a 1 ½ hour presentation on "The APA/LeadershipPlenty Experience." The presentation combined a description of the program with an exercise from a module. About 70 people attended, including at least one member of the APA's national Board of Directors. Several audience members asked afterwards how they could get an APA/LeadershipPlenty program in their area.

APA/LeadershipPlenty also has a fixed place in the website of the APA New York Metro Chapter, as well as the website of the Community Development Institute.

Both the New York Metro and New Jersey chapters of the American Planning Association have agreed to become partners in the program. We have also started a conversation with the national office of the American Planning Association about offering the program on a national scale.

We have been asked by the Enterprise Foundation's New York office to conduct at least one training session on mobilizing community assets.

In fall 2005, we will begin a significant marketing and public relations effort to increase the visibility of the program. This effort will include outreach to major media in the community development and planning fields, including *City Limits*, *Planning*, *Shelterforce*, *The Chronicle of Higher Education* and *The Chronicle of Philanthropy*.

### **Maximizing limited resources**

Since its inception, APA/LeadershipPlenty has been working with scarce resources. In its first year, the program ran on a budget of \$4,000. In 2005, the program operates on a budget of less than \$18,000. Most of the budget is covered through grants from Keyspan Energy and the Independence Foundation and a contract from the Community Development Institute. Earned income through tuition covers about \$5,800 – 32% of program costs.

Fellows in the New York class paid between \$200 and \$750. Fellows in the New Jersey class paid between \$125 and \$250.

The tuition range for the New York class was set by the APA/LeadershipPlenty Board. The Board wanted a range that would signal to applicants that the program is of high quality and requires commitment. But the Board did not want to set rates that would intimidate potential Fellows from applying. The sliding scale was based on organization size. Members of organizations with budgets of less than \$1 million would pay \$250; members of large organizations would pay \$750. Applicants would also be eligible for scholarships, if they demonstrated special hardships and received letters of support from their employers. Board members felt that applicants who were supported by their employers would be more able to influence their organizations, and thus wanted to give preference to those applicants. The APA/LeadershipPlenty Board set each Fellow's tuition and scholarship after input from staff. Most of the applicants paid between \$300 and \$500.

In New Jersey, the price ranges and scholarship policy was set by the Community Development Institute. CDI Director Stephen Finn and Leonardo Vazquez met to determine each applicant's tuition and scholarship (if any). Most of the applicants paid \$250.

Our ability to provide a high quality education and experience to APA/LeadershipPlenty Network members depends largely on the volunteer support of board members and coaches. Since 2003, volunteers have donated hundreds of hours or provided their services at substantially reduced fees.

### **Planning for improvement and growth**

The strategic planning process of Summer/Fall 2005 will lead to the greatest changes in the program since its inception. While it is unclear what Board members will decide between now and winter, they will consider a number of issues:

- A new name for the program. The APA/LeadershipPlenty program is modeled after the original LeadershipPlenty program conducted by the Pew Center for Civic Change. In the past 18 months, a number of changes have been made to the curriculum, and few of the original materials are still used in APA/LeadershipPlenty. Because of this, the APA/LeadershipPlenty program and Pew Partnership have agreed to separate, but remain affiliated.
- Expanding nationally. The Board will consider a proposal to solicit APA chapters around the United States to offer APA/LeadershipPlenty. We would encourage the chapters to partner with local organizations and institutions of higher education in shaping and delivering their programming.
- Adding elements to or reshaping the program to better serve the needs of professionals in community development and planning.

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“So far the course has met and exceeded my expectations. I have truly enjoyed learning from the experiences of my peers and I particularly like the peer coaching sessions. Additionally your thought provoking insights have made me view leadership in a new way.”

*Jaime Sharrock, Planner  
Jersey City Housing Authority  
Jersey City, NJ*

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**Appendix 1: APA/LeadershipPlenty 2005 Fellows (partial list)**

Name	Affiliation
<b>Kimberly Cowart</b> Principal Planner	Somerset County Community Development Office
<b>Robert C. Graham</b> Vice President, Financial Products & Services	New Jersey Community Capital
<b>Sandra G. Giannetti</b> Coordinator of Social Justice	Our Lady of Lourdes Church
<b>David Heller</b> Principal Transportation Planner	North Jersey Transportation Planning Authority, Inc.
<b>Susan Kramer</b> Co-chair	Union Square Community Coalition
<b>Leonard Robbins</b> Director of Housing Development	Housing and Community Development Network of New Jersey
<b>Nia Rock</b> Vice President and CRA Officer	Independence Community Bank
<b>Zunilda Rodriquez</b> Principal Planner	City of East Orange
<b>Denise Rose</b> Township Manager	Township of Willingboro
<b>Annette Schultz</b> Principal Planner	The RBA Group
<b>Diane Silbernagel</b> Liaison, Director Congregational Health Ministry	Catholic Charities, Diocese of Paterson, NJ
<b>Alana Smith-Trani</b> Project Manager	Enterprise Foundation



**Appendix 2: APA/LeadershipPlenty2005 Coaches**

<b>Name</b>	<b>Affiliation</b>
<b>Roland Anglin</b> Executive Director (former Senior Vice President, SEEDCO)	<b>New Jersey Public Policy Research Institute, Edward J. Bloustein School of Planning and Public Policy, Rutgers University</b>
<b>Martin Bierbaum</b> Executive Director	<b>Municipal Land Use Center, The College of New Jersey</b>
<b>Rex Curry</b> Principal (former Associate Director, Pratt Institute Center for Community and Environmental Development)	<b>Reid Curry Consultants</b>
<b>Victor DeLuca</b> President	<b>Jessie Smith Noyes Foundation</b>
<b>Etta Denk</b> Vice President, Community Development	<b>JP Morgan Chase</b>
<b>Vito Gallo</b> Executive Director	<b>Summit Housing Authority</b>
<b>Miguel Garcia</b> Acting Deputy Director, Community and Resource Development	<b>Ford Foundation</b>
<b>Gwendolyn Long Harris</b> Director	<b>The New Jersey Development Project, Edward J. Bloustein School of Planning and Public Policy of Rutgers, the State University of New Jersey</b>
<b>Elizabeth Johnson</b> Chief Operating Officer	<b>Isles Inc.</b>

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Name	Affiliation
<p><b>Peter Kasabach</b> Chief of Policy and Community Development</p>	<p><b>New Jersey Housing and Mortgage Finance Agency</b></p>
<p><b>Robert Kull</b> Principal; Planning Coordinator</p>	<p><b>Planygy, LLC; Burlington County</b></p>
<p><b>Floyd Lapp, FAICP</b> Planner (Former Director, Transportation Planning Division, New York City Department of City Planning)</p>	<p><b>City of Orange, New Jersey Columbia University</b></p>
<p><b>Kathleen Naymola</b> Director, Community Planning and Development</p>	<p><b>U.S. Department of Housing and Urban Development, New Jersey State Office</b></p>
<p><b>Raymond Ocasio</b> Executive Director</p>	<p><b>La Casa de Don Pedro</b></p>
<p><b>John Phillips, AICP</b> Independent Realtor (former Director, New York City Department of City Planning, Bronx Borough)</p>	
<p><b>Karen Phillips</b> Commissioner (former CEO, Alysinnian Development Corporation)</p>	<p><b>New York City Department of City Planning</b></p>
<p><b>Louis Riccio</b> Executive Director</p>	<p><b>Madison Housing Authority</b></p>
<p><b>Margaret Seip</b> Independent Consultant (former Project Director, Trust for Public Land)</p>	
<p><b>Stephen Tosh</b> Executive Director</p>	<p><b>Phipps CDC</b></p>

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Name	Affiliation
<b>Leonardo Vazquez</b> Director; Instructor	<b>APA/LeadershipPlenty;</b> <b>Edward J. Bloustein School of Planning and Public Policy</b>
<b>Pablo Vengoechea</b> Principal; Vice Chair; Instructor; (Former Planning Director, Staten Island Office of New York City Department of City Planning)	<b>Zone Architecture</b> <b>New York City Landmarks Commission</b> <b>Hunter College</b>
<b>Shirley Ward</b> Manager, Strategic Urban Development	<b>Public Service Electric &amp; Gas</b>



### Appendix 3: Board of Directors, 2004-2005

The APA/LeadershipPlenty Board provides direction, guidance and support to the program staff. This includes setting policies for programming and criteria for selecting Fellows, supporting efforts to reach out to various audiences, and representing a diversity of viewpoints. Board members include program graduates and professionals in community development and planning.

Funders and others who provide resources to the program are invited to take a seat on the board.

Board Chair **James Rausse**, Housing and Environmental Planner, Office of Bronx Borough President Adolfo Carrion; 2004 APA/LeadershipPlenty Fellow

**Rikki Abzug**, Associate Professor and Chair, Nonprofit Management program, Robert J. Milano Graduate School of Management and Urban Policy, The New School

**Stephen Finn**, Associate Research Professor and Director, Community Development Institute, Edward J. Bloustein School of Planning and Public Policy, Rutgers University

**Stacey Flanagan**, independent consultant;  
2004 APA/LeadershipPlenty Fellow

**Martin Greller**, Professor and Chair, Human Resources Management program, Robert J. Milano Graduate School of Management and Urban Policy, The New School

**Joseph Jenkins**, Foster Care Coordinator, Highbridge Community Life Center, Bridge Builders Initiative; 2004 APA/LeadershipPlenty Fellow

**Julie Lawrence**, Director, Bronx Land Trust;  
2004 APA/LeadershipPlenty Fellow

**John Phillips**, independent consultant and former Director, Bronx Office of New York City Department of City Planning

**Nicolas Ronderos**, Associate Planner, Regional Plan Association;  
Co-Chair, Planners for Ethnic and Cultural Diversity Committee, American Planning Association New York Metro Chapter

**Robert Zdenek**, Principal, Robert Zdenek Associates



**Appendix 4: APA/LeadershipPlenty Program Budget  
2004-2005**

August 2004 to August 2005

<b>Expenses</b>		<b>Total</b>
<i>Personnel</i>	Director and Trainer (Leonardo Vazquez)	\$ 4,000
	Associate Director (Jennifer Price)	\$ 2,712
	Project Coordinator (Elizabeth Wood)	\$ 2,880
	Coaching consultant (Enrique Garcia-Bejar)	\$ 1,000
	<b>Total personnel costs</b>	<b>\$ 10,592</b>
<i>OTPS</i>	Printing and duplicating	\$ 700
	Amenities for volunteers	\$ 1,000
	Rental facilities	\$ 1,000
	Virtual office	\$ 360
	Subtotal OTPS Costs	\$ 3,060
	Contingency (4% of OTPS)	\$ 122
	<b>Total OTPS Costs</b>	<b>\$ 3,182</b>
	<b>OTPS + Personnel</b>	<b>\$ 15,454</b>
	Indirect costs	\$ 1,718
<b>Total expenditures</b>	<b>\$ 17,172</b>	
<b>Revenues</b> (excluding in-kind)		
Grants	\$ 7,500	
Contracts	\$ 4,000	
Earned income	\$ 5,795	
	\$ -	
<b>Total (excluding in-kind)</b>	<b>\$ 17,295</b>	