

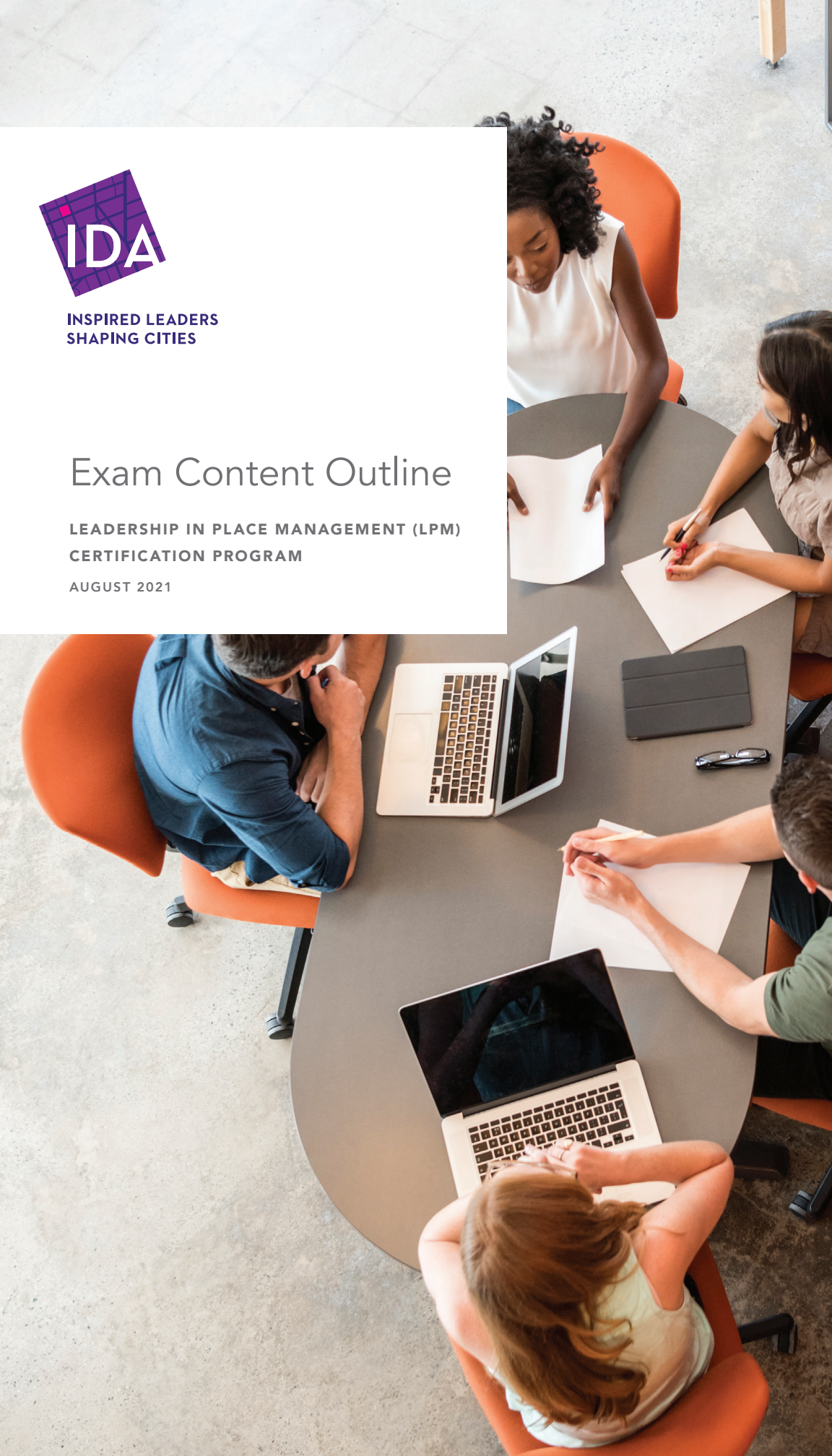


INSPIRED LEADERS
SHAPING CITIES

Exam Content Outline

LEADERSHIP IN PLACE MANAGEMENT (LPM)
CERTIFICATION PROGRAM

AUGUST 2021



CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

1.1	Leadership Skills
1.1.1	Ability to communicate and collaborate effectively across stylistic differences.
1.1.2	Ability to develop strategies that allow you to “flex” your style when needed in order to work more productively with others (Knowledge of or Identification of strategies).
1.2	Board Leadership
1.2.1	Ability to develop roles and responsibilities for the board of directors including job descriptions and expectations.
1.2.2	Ability to delineate the roles of board members, operational team and staff members including the communication between each group.
1.2.3	Demonstrate understanding of how to create policies that serve the organization and maintain governance requirements.
1.3	Planning
1.3.1	Knowledge of the value in planning documents and processes.
1.4	External Relationship Building
1.4.1	Ability to utilize best practices in communicating effectively with all stakeholders and has knowledge of communication tools to put in place with the organization.
1.4.2	Ability to utilize community building techniques and activities that increase the buy-in of residents and stakeholders.
1.4.3	Knowledge of how to engage with elected officials and city leadership in an effective manner.
1.4.4	Ability to build partnerships with other organizations to leverage the power of your own team, resulting in more impactful and larger scaled initiatives.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

2.1	Organizational Structure
2.1.1	Knowledge of District assessment and funding models and the constraints that exist around the use of assessment dollars.
2.1.2	Knowledge of District formation and renewal enabling legislation.
2.1.3	Knowledge of Organizational Models.
2.1.4	Ability to utilize best practices in operational systems such as: CRM, reporting systems, maintenance/tracking systems and metrics/ performance reporting.
2.1.5	Ability to produce, review, manage, and oversee contracts.
2.1.6	Ability to apply best practices in organization structure.
2.2	Board Management
2.2.1	Ability to utilize best practices to onboard a new member and keep members engaged and committed to the board.
2.2.2	Knowledge of efficient board meeting implementation.
2.2.3	Ability to form the right committees for the organization.
2.2.4	Understand how to navigate controversial board discussions that might result in more heated conversations.
2.2.5	Ability to handle conflicts with a board member and among board members.
2.3	Managing a Team
2.3.1	Ability to apply best practices and creative concepts in hiring, managing, coaching, contracting, promoting and releasing employees.
2.3.2	Knowledge of Human Resources functions, when to bring in external experts and where to get help.
2.3.3	Ability to conduct productive staff and department meetings.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

2.4	Finance
2.4.1	Demonstrate an understanding of the purpose and process of an audit.
2.4.2	Knowledge of earned income & funding mechanisms from grants and sponsorships to TIF funds, loan programs and other incentives.
2.4.3	Ability to develop and oversee budgets, review financial statements and prepare/present financial reports.
2.4.4	Ability to manage a finance or budget committee and understand the roles of each.
2.5	Governance
2.5.1	Knowledge of non-profit management requirements, meeting notices, bylaws, board votes, and Robert’s Rules of Order.
2.5.2	Knowledge of insurance requirements.
2.5.3	Knowledge of the federal reporting requirements.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

3.1	Business Recruitment / Retention
3.1.1	Demonstrate understanding of what a vibrant business mix looks like and how to attain it.
3.1.2	Demonstrate understanding of market research trends, how to identify industry niches and how to support them.
3.1.3	Ability to create business health analyses for existing businesses and provide resources to keep them thriving.
3.1.4	Ability to work with brokers in the community and become a resource to them.
3.1.5	Ability to create and present the metrics to support your desired outcomes.
3.2	Real Estate, Development & Redevelopment
3.2.1	Demonstrate understanding of development strategies, the development process, the entitlement process, funding mechanisms, planning requirements and the makeup of a development team.
3.2.2	Knowledge of lease agreements.
3.2.3	Knowledge of the role of mobility in the development process.
3.2.4	Knowledge of the process of neighborhood change and the impact of investment.
3.2.5	Ability to report the development growth to stakeholders.
3.3	Specialty Markets & Trends
3.3.1	Knowledge of the value of market research and metrics and how to communicate the value of various industries and how to report data back to boards and stakeholders.
3.3.2	Ability to manage a nighttime economy and daytime economy simultaneously.
3.3.3	Ability to support tourism and visitors to downtown and partners with CVB.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

4.1	Urban Planning Basics
4.1.1	Knowledge of zoning, land use plans, permitting and amendments in the context of downtown.
4.1.2	Knowledge of regulatory frameworks surrounding zoning, planning and land use and the difference in public vs. the private realm.
4.1.3	Knowledge of what a downtown/community plan includes, how it is developed, various tools and documents available, and how best to get involved with the process.
4.2	Active Transportation and Mobility
4.2.1	Knowledge of the latest trends on bicycle infrastructure, storage, lane configurations, etc.
4.2.2	Knowledge of challenges with streetcar, light rail, high speed rail, trains, basic bus systems and bus rapid transit.
4.2.3	Knowledge of correct ways to manage parking and how to communicate the parking operations to your stakeholders.
4.2.4	Demonstrate understanding of pedestrians and what they need to feel comfortable, safe and drawn in to a place.
4.2.5	Knowledge of transportation demand management.
4.2.6	Ability to ensure accessibility and ADA compliance and communicating that adequately.
4.2.7	Ability to build, fund, gain support, preserve, program and protect open spaces with community buy-in.
	Sustainability
	Demonstrate an understanding of how a varied industry mix and talent pool supports long-term economic growth and can absorb economic shocks.
	Demonstrate an understanding of how community resources can support a diverse group of residents, employees, and visitors.
	Demonstrate an understanding of how to prepare for and mitigate the effects of environmental stressors such as flooding, extreme heat, and storms.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

5.1	Government Relations
5.1.1	Knowledge of the basics of government structures and how to work closely with municipal leaders and elected officials.
5.1.2	Knowledge of legal issues (ordinances /laws / amendments) coming down the pipeline that may affect your urban place.
5.1.3	Ability to successfully develop relationships at city, state, county, provincial and federal levels.
5.2	Stakeholder / Community Engagement
5.2.1	Ability to successfully engage the community, including meeting management, distribution of information, event engagement, and exercises such as dot-ology.
5.2.2	Ability to build relationships with community partners that are true collaborations, (such as Convention and Visitor Bureaus, Economic Development Councils, Chambers of Commerce, etc.).
5.2.3	Ability to maintain an empathetic approach to some stakeholder’s concerns; listen, understand, and engage more thoroughly with distressed stakeholders.
5.2.4	Ability to facilitate a community meeting and keep your cool despite the most aggressive of situations.
5.3	Research
5.3.1	Knowledge of the value of research for communicating vision and how metrics keep policy perspectives data-based.
5.3.2	Ability to design, distribute and collect surveys with various budget restrictions.
5.3.3	Ability to prepare research reports to create a proactive approach to defending a district opinion.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

54	Equity and Inclusion
5.4.1	Demonstrate understanding of why inclusivity is a goal that can benefit the triple-bottom line for your investors.
5.4.2	Demonstrate understanding of when to take the lead and when to be a partner.
5.4.3	Ability to connect a downtown master plan or visioning process to the goals of various place-based stakeholders.
5.4.4	Ability to develop best practices and lessons learned from other place management organizations.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

6.1	Clean, Safe and Hospitality
6.1.1	Knowledge of a clean and safe program.
6.1.2	Knowledge of various types of programs and the pros and cons of each: information ambassadors, hospitality, security, clean, green.
6.1.3	Knowledge of current technology trends for managing, responding, tracking and reporting.
6.1.4	Knowledge of infrastructure needed, such as waste management.
6.1.5	Ability to create, implement and evaluate Clean and Safe deployment.
6.1.6	Ability to envision the next level for your program.
6.2	Maintenance & Beautification
6.2.1	Knowledge of landscaping management and maintenance.
6.2.2	Knowledge of best practices in holiday décor programming.
6.3	Fundamentals of Placemaking
6.3.1	Demonstrate understanding of how activations are planned, managed, scheduled, maintained, staffed, reviewed, evaluated, monitored and retooled.
6.3.2	Demonstrate understanding of the value of public art, performance art, and sidewalk activations.
6.3.4	Knowledge of best practices in merchant engagement with respect to public activations near their venues.
6.3.4	Demonstrate understanding of engagement of the local police in placemaking.
6.3.5	Knowledge of facilities management, including water management, parks facilities, drainage issues, sewer treatment, etc.
6.3.6	Ability to conduct community engagement before placemaking.
6.3.7	Ability to seek funding support for placemaking initiatives.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE
ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

6.5	Social Services
6.4.1	Knowledge of what infrastructure is needed to address social service needs.
6.4.2	Knowledge of place management organizations and BID programs that are addressing homelessness and panhandling.
6.4.3	Ability to work with social service agencies in the community and leverages their programs to have the greatest impact.
6.4.4	Ability to utilize the best tools to advocate for the business community and maintain compassion for the human needs.

CANDIDATES TAKING THE LPM CERTIFICATION EXAM WILL BE ASKED ABOUT THEIR ABILITY TO AND KNOWLEDGE OF:

7.1	Marketing
7.1.1	Knowledge of branding vs marketing.
7.1.2	Knowledge of data and metrics that should be tracked and reported to calculate value of all marketing/PR campaigns.
7.1.3	Ability to create marketing strategies, meet organizational goals, understand target market segments and execute a branding campaign.
7.1.4	Ability to provide audience assessments and determines messaging strategy.
7.2	Communications
7.2.1	Knowledge of technologies, social media, and other forms of communications.
7.2.2	Ability to utilize successful techniques for engaging the media and managing PR campaigns.
7.2.3	Ability to search for new ways to engage with stakeholders.
7.2.4	Ability to identify best practices regarding annual reporting and standard publications.
7.3	Events
7.3.1	Ability to identify successful sponsorship and partnership strategies.
7.3.2	Ability to develop sellable assets.
7.3.3	Ability to measure the success of events, knowing appropriate metrics to track and how to report to stakeholders.
7.3.4	Ability to leverage successful events to do more.
7.3.5	Ability to create and manage volunteer programs that bring value to events and the community.



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