



4.3 Areas of Practice (30%)



What to Expect...



30% of the exam

Approximately 51 of the 170 questions

Recommended Resources

- American Planning Association (ed.). Planning and Urban Design Standards. Hoboken, N.J.: John Wiley & Sons. 2006.
- American Planning Association
 - Planning Magazine
- American Planning Association Applied Research Reports and Guides:
 - Brownfields: "Creating Community-Based Brownfield Redevelopment Strategies." 2010.
 - Planning for Food Access: "A National Scan and Evaluation of Local Comprehensive and Sustainability Plans." 2012.
 - Arts, Culture, and Creativity: "How Arts and Cultural Strategies Create, Reinforce, and Enhance Sense of Place." 2011.
 - "The Benefits of Street-Scale Features for Walking and Biking." 2015.
 - Planning for Public Health: "Healthy Plan Making: Integrating Health into the Comprehensive Planning Process—An analysis of seven case studies and recommendations for change." 2013.



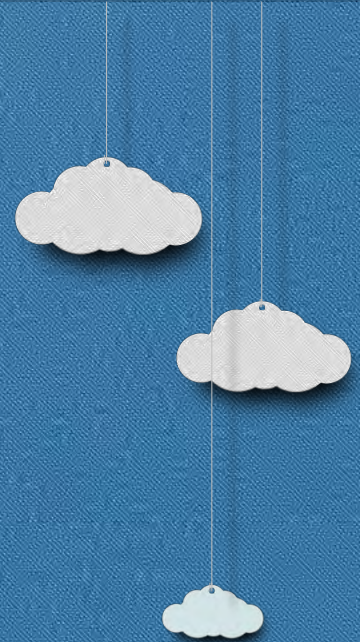
Recommended Resources

- American Planning Association PAS reports:
 - PAS REPORT 548. Zoning as a Barrier to Multifamily Housing Development. Gerrit Knaap, Stuart Meck, Terry Moore, and Robert Parker. 2007. 70pp.
 - PAS REPORT 549/550. Fair and Healthy Land Use: Environmental Justice and Planning. Arnold, Craig Anthony. 2007.
 - PAS REPORT 560. Hazard Mitigation: Integrating Best Practices into Planning. James C. Schwab (ed.). 2010.
 - PAS REPORT 566. Planning for Wind Energy. Suzanne Rynne, AICP, Larry Flowers, Eric Lantz, and Erica Heller, AICP (eds.). 2011.
 - PAS REPORT 571. Green Infrastructure: A Landscape Approach. David C. Rouse, AICP and Ignacio F. Bunster-Ossa. 2013.
 - PAS REPORT 575. Planning for Solar Energy. David Morley, AICP (ed.). 2014.
 - PAS REPORT 576. Planning for Post-Disaster Recovery: Next Generation. James C. Schwab, AICP. 2014.
 - PAS REPORT 578. Sustaining Places: Best Practices for Comprehensive Plans. David R. Godschalk, FAICP, and David C. Rouse, AICP. 2015. 72pp.



Recommended Resources

- Arendt, Randall G. Rural by Design (2nd ed.). Chicago: APA Planners Press. 2015.
- Daniels, Tom. Environmental Planning Handbook for Sustainable Communities and Regions (2nd ed.). Chicago: APA Planners Press. 2014.
- Ewing, Reid, et. al. Growing Cooler. Chicago: Urban Land Institute. 2007.
- Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver. Local Planning: Contemporary Principles and Practice. Washington: ICMA. 2009.
The latest edition of what is commonly known at the "green book," earlier editions also contain useful information.
- Masterson, Jamie Hicks, et. al. Planning for Community Resilience: A Handbook for Reducing Vulnerability to Disasters. Washington, DC: Island Press. 2014.
- McHarg, Ian L. Design with Nature. New York: John Wiley and Sons. 1995.
- Shoup, Donald C. The High Cost of Free Parking, Updated Edition. Chicago: APA Planners Press. 2011.





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Comprehensive and Sectoral Planning

- National
- Multi-State
- State
- Regional
- County
- Urban
- Suburban
- Rural
- Corridors
- Downtowns
- Neighborhoods

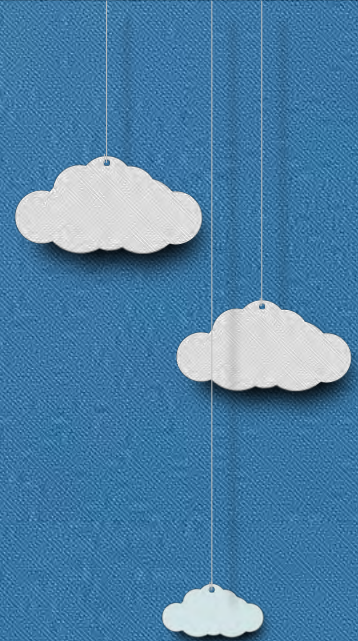


Remember that levels are NOT exclusive



Comprehensive and Sectoral Planning

- Growth Management
- Long Range Planning
- Comprehensive or General Planning
- Regional Planning



Example of Regional Planning Agency

CMAP



CMAP GO TO 2040

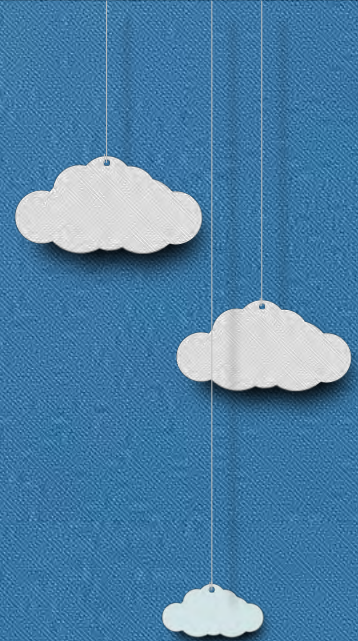
CMAP

ON TO 2050

ALTERNATIVE
FUTURES

Comprehensive and Sectoral Planning

- Fiscal Impact Analysis
- Capital Improvement Planning (CIP)
- Policy Planning



Comprehensive and Sectoral Planning

Tribal Planning

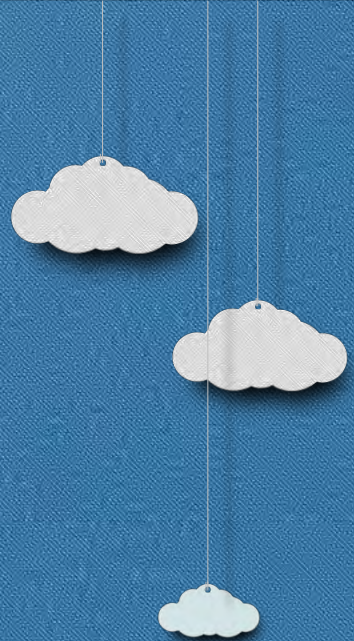
- Key Tribal Information

Tribes are sovereign nations – creating their own laws, rules and regulations.

According to the 2010 U.S. Census there are over 500 recognized Tribes.

Also on the Census 5.2 million people identified as American Indian or Alaskan Native.

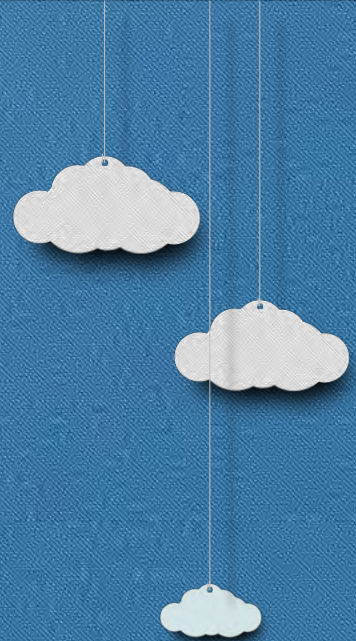
There are over 90 million acres of Tribal lands.



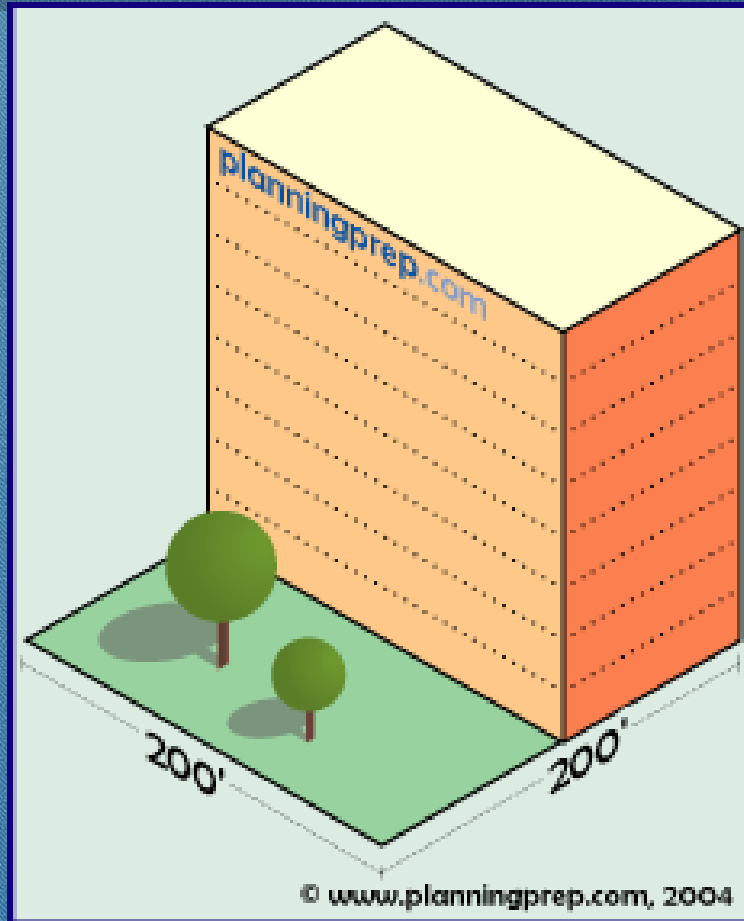
Community, Subarea, Corridor, and Neighborhood Planning

This section highlights different levels of plans. Be familiar with different elements or issues that should be taken into account in planning at each of these levels.

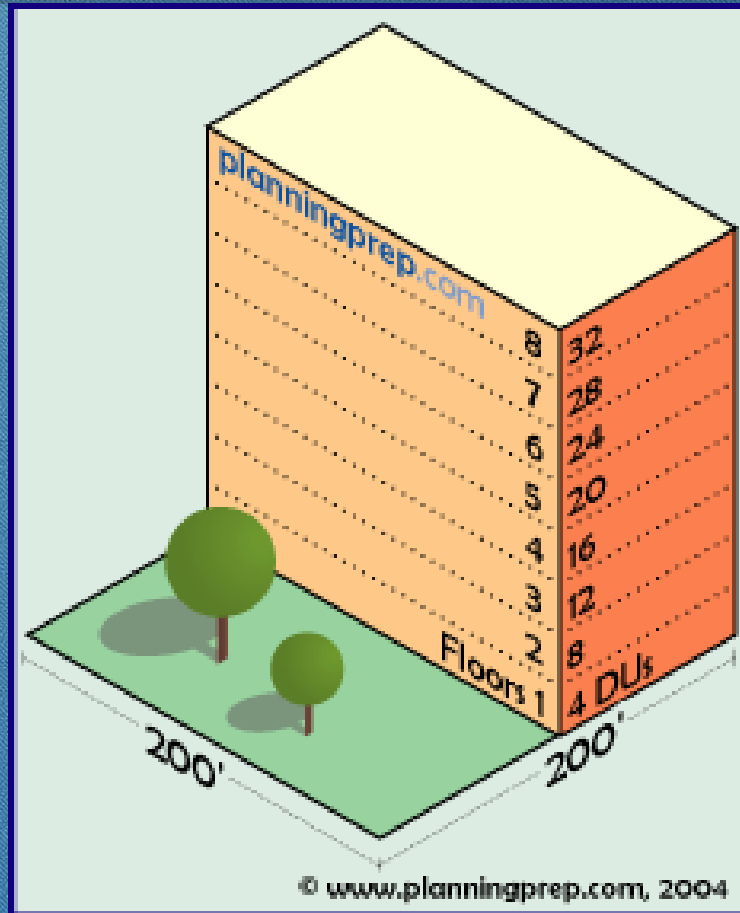
- Community Planning
- Subarea Planning
- Corridor Planning
- Neighborhood Planning



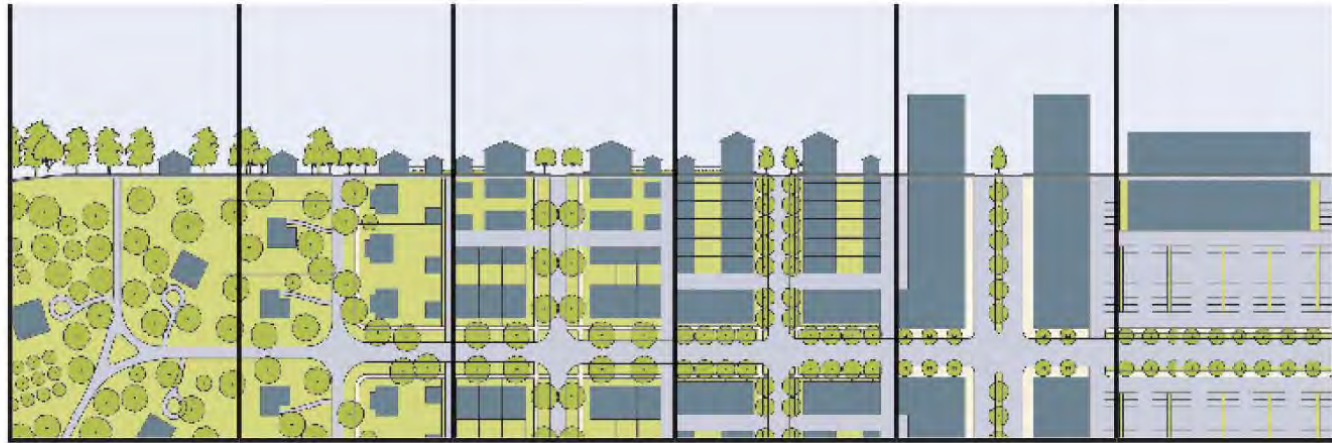
How to Calculate FAR



How to Calculate FAR



SmartCode



ARCHITECTURE 2030 CHALLENGE: GOAL FOR ZERO NET ENERGY

	T2	T3	T4	T5	T6	SD
Projects approved prior to 2010	60%	50%	50%	50%	50%	100%
Projects approved in or after Year 2010	80%	70%	60%	60%	60%	100%
Projects approved in or after Year 2015	100%	80%	80%	70%	70%	100%
Projects approved in or after Year 2020		100%	90%	80%	80%	100%
Projects approved in or after Year 2025			100%	90%	90%	100%
Projects approved in or after Year 2030				100%	100%	100%

Sustainability Planning

- Sustainable Processes



LEED



LEED for Neighborhood Development

- A rating system that integrates the principles of smart growth, urbanism and green building into a national system for neighborhood design.
- LEED certification provides independent, third-party verification that a development's location and design meet accepted high levels of environmentally responsible, sustainable development.
- A collaboration among USGBC, the Congress for the New Urbanism and the Natural Resources Defense Council.



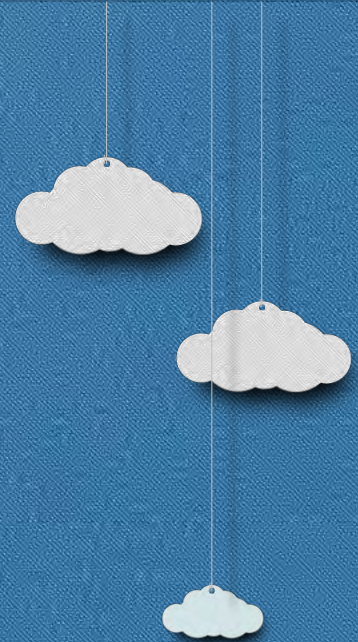
Transportation Planning

- **Mobility** – the ability and level of ease of moving goods and services.
- **Accessibility** – the quality of travel. At the local levels, access management techniques can be used to provide access to various land uses.
- **Connectivity** – the quality of linkages between destinations.

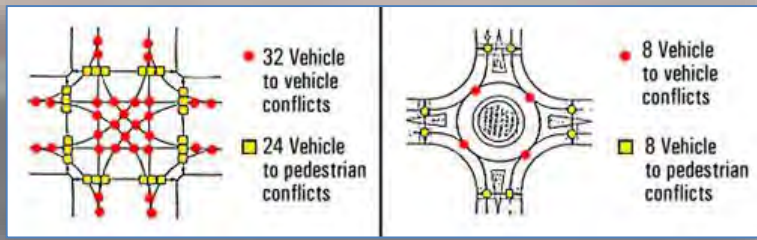
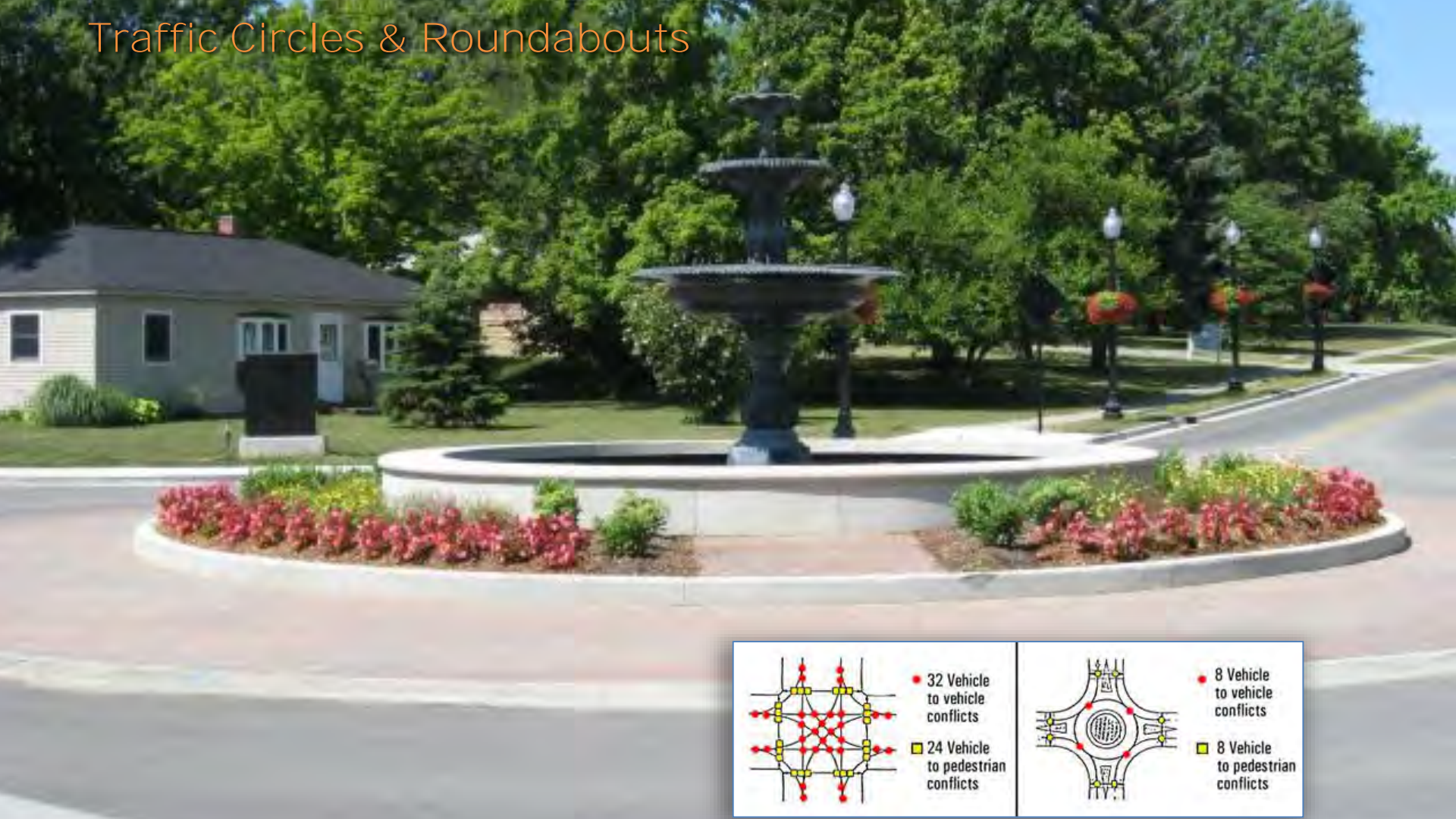
Shared Mobility (PAS 583) By Adam Cohen, Susan Shaheen

This PAS Report talks about how in the “shared economy,” shared and for-hire vehicle services such as ridesharing, carsharing and bikesharing are on a roll. But what are the rules of the road for these new services?

Source: <https://www.planning.org/publications/report/9107556/>



Traffic Circles & Roundabouts



Traffic Circles & Roundabouts

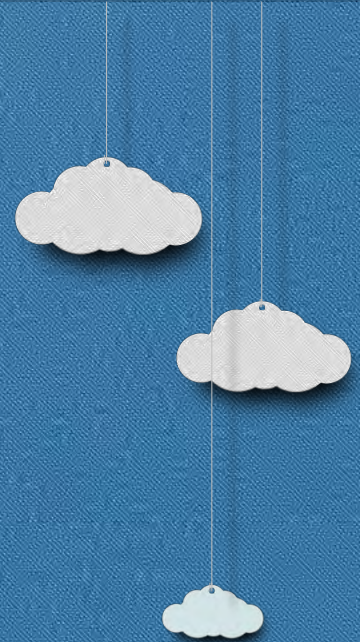


Traffic Circles & Roundabouts



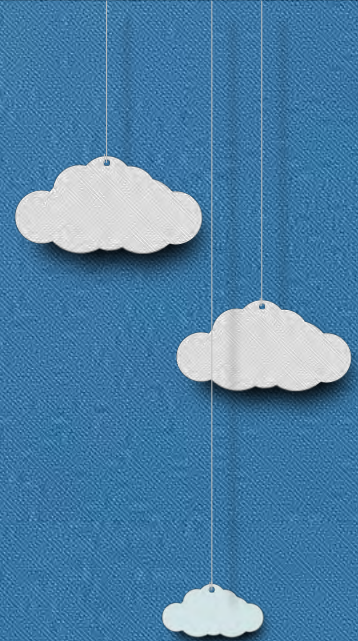
Transportation Planning

- Land Use and Transportation Demand
- Transportation Modes
- Complete Streets
- Pedestrian and Bicyclists
- Transit
- Parking



Level of Service Categories

- **LOS A** – highest quality of service.
- **LOS B** – stable flow.
- **LOS C** – stable flow but drivers are becoming restricted in their freedom to select speed, change lanes, or pass.
- **LOS D** – approaching unstable flow.
- **LOS E** – unstable flow with wide fluctuations in speed.
- **LOS F** – forced-flow operations.

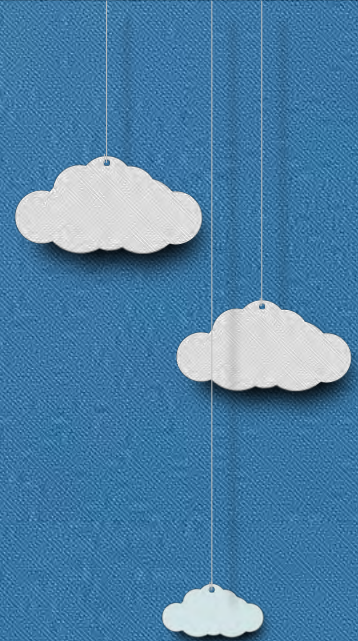






Infrastructure Planning

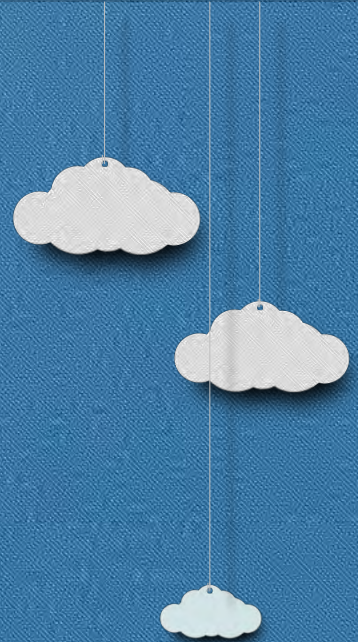
- Utilities
- Community Facilities
- Energy
- Green and Blue Infrastructure
- Communications
- Concurrency



Hazards, Mitigation, and Resiliency Planning

Hazard Mitigation

- **Disaster Mitigation Act of 2000 (DMA 2000)** provides the legal basis for FEMA mitigation planning requirements for State, local and Indian Tribal governments as a condition of mitigation grant assistance.

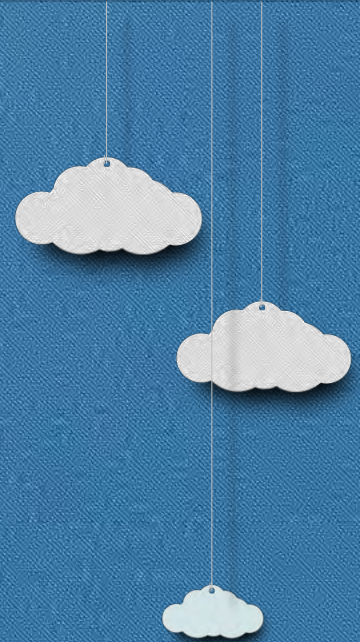


Hazards, Mitigation, and Resiliency Planning

Hazard Mitigation

DMA 2000 also established a new requirement for local mitigation plans

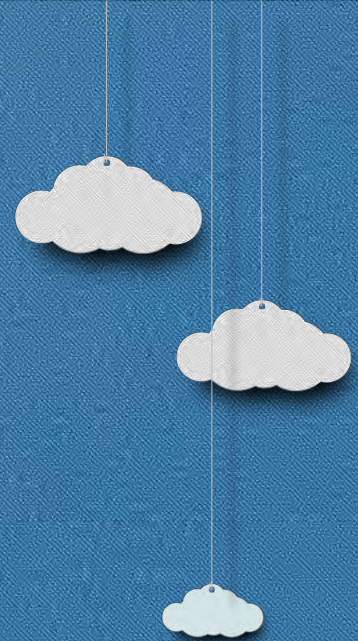
- Goal of plan is to reduce probability of damages from natural hazards
- **Plan should allow community to “bounce back” quickly**
- Typical components of a Local Mitigation Plan
 - Explanation of how it was created
 - Existing conditions and problems
 - Alternatives
 - Identify best actions
 - Implementation
 - How Plan will be monitored, evaluated and updated



Environmental and Natural Resources Planning

Environmental Impact Analysis (EIS)

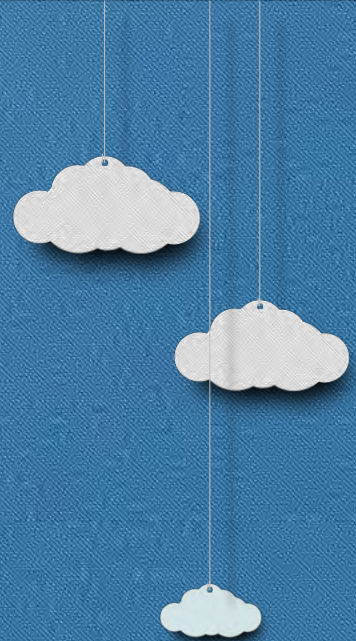
- When do you do an EIS?
- What is involved in completing an EIS?



Environmental and Natural Resources Planning

Environmental Impact Analysis (EIS)

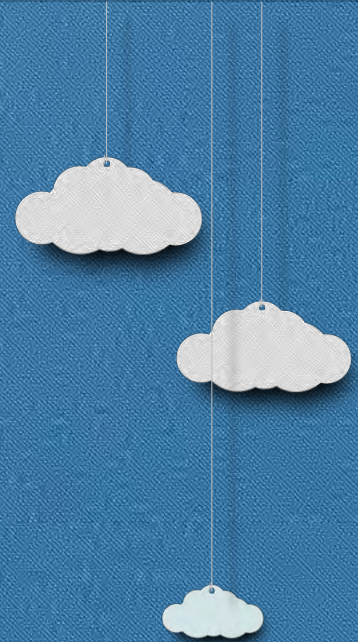
- According to the National Environmental Policy Act (NEPA) whenever the U.S. Federal Government takes a "major Federal action significantly affecting the quality of the human environment" it must first consider the environmental impact in a document called an Environmental Impact Statement (EIS).



Environmental and Natural Resources Planning

EIS typically has four sections:

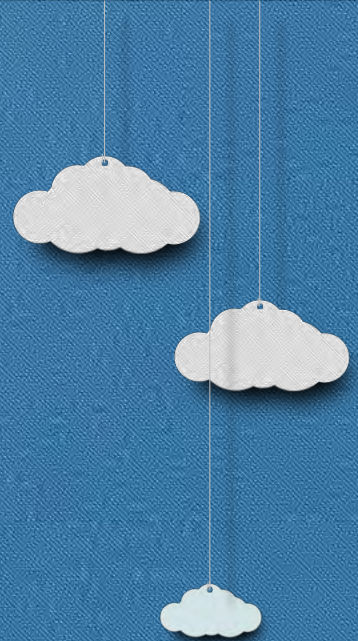
1. An Introduction including a statement of the Purpose and Need of the Proposed Action.
2. A description of the Affected Environment.
3. A Range of Alternatives to the proposed action. Alternatives are considered the "heart" of the EIS.
4. An analysis of the environmental impacts of each of the possible alternatives



Environmental and Natural Resources Planning

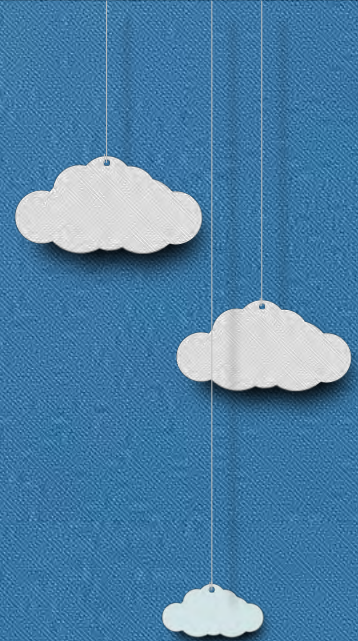
Shoreline Management Act (SMA)

- **Washington's Shoreline Management Act was passed by the State Legislature in 1971 and adopted by voters in 1972.**
- Its goal is "to prevent the inherent harm in an uncoordinated and piecemeal **development of the state's shorelines.**"
- Each city and county with "shorelines of the state" must prepare and adopt a Shoreline Master Program.



Economic Development Planning

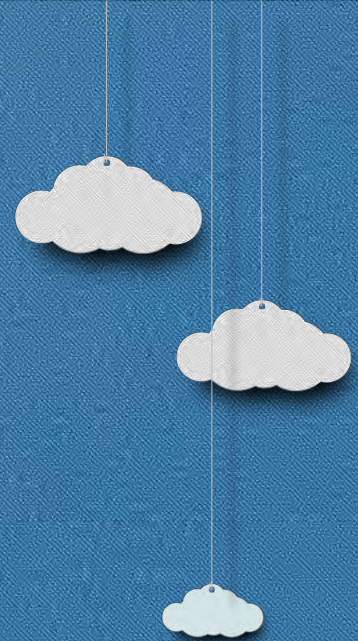
- Economic Analysis and Forecasting
- Tourism
- Workforce Development
- Business Development
- Resiliency
- Sharing Economy



Economic Development Planning

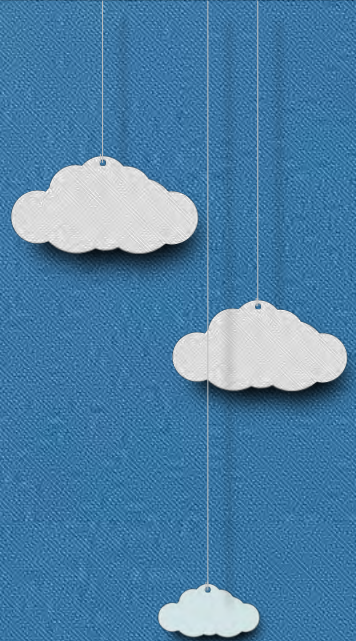
Examples of Incentives

- State or local taxable bond financing
- Tax increment financing
- Refundable or non-refundable state income tax credits for job creation or retention, or capital investment, by private enterprises.
- Enterprise or development zones
- State and local low interest or forgivable loans
- State and local grants for the rehabilitation of brownfield sites
- Utility incentives
- Local property tax exemptions

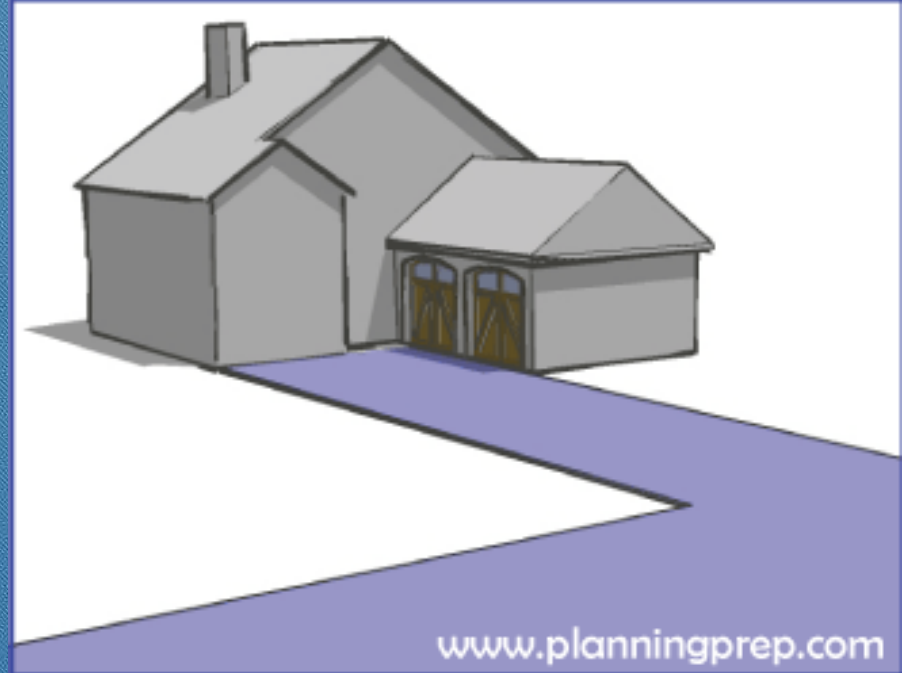
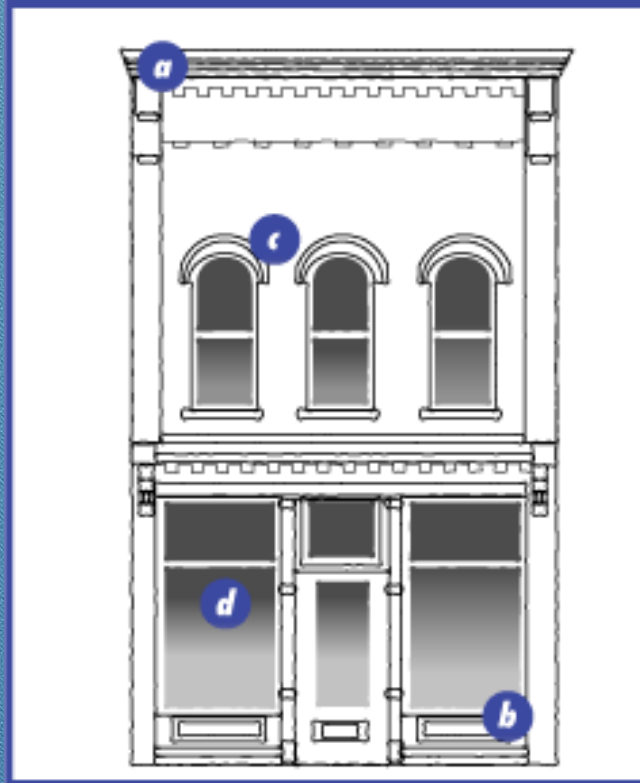


Urban Design

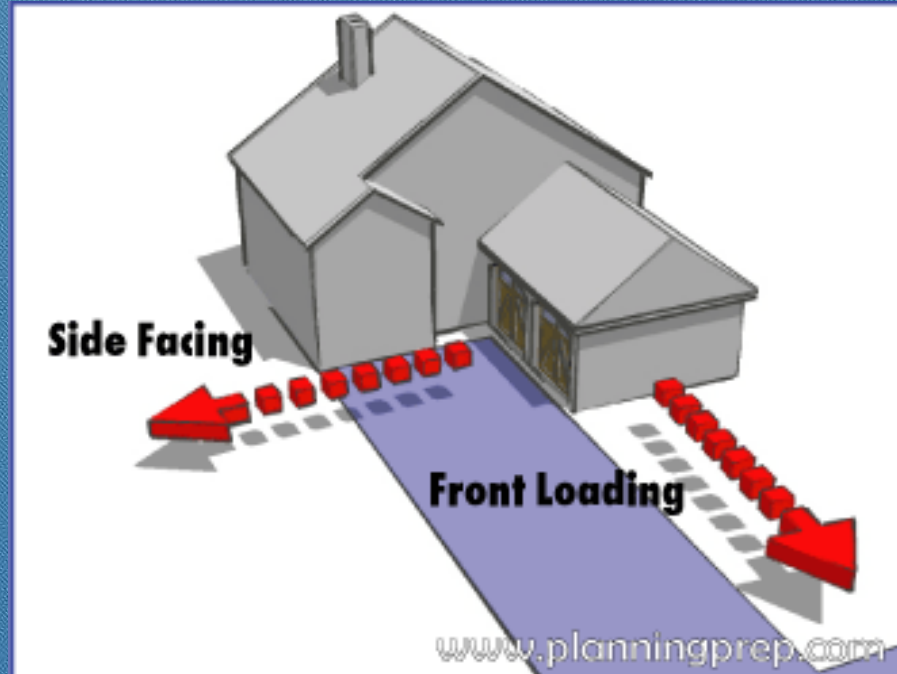
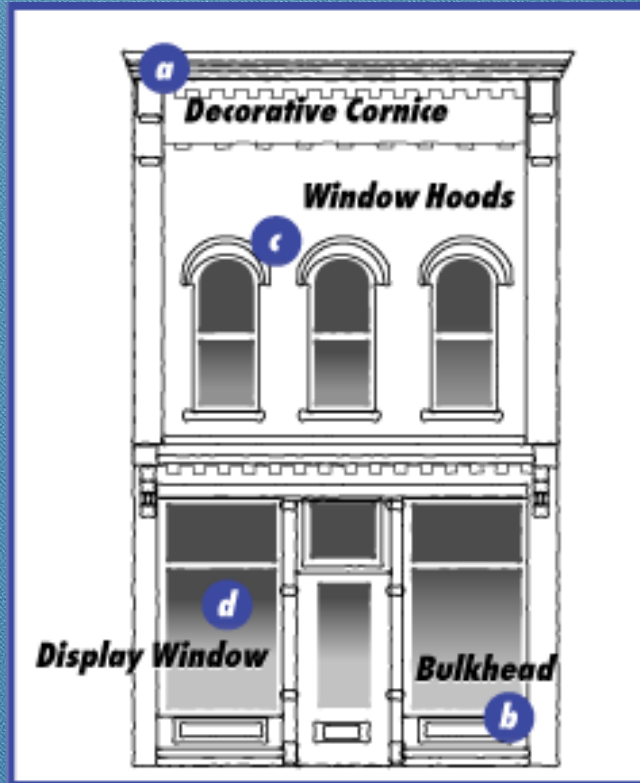
- Importance on placemaking
- Integral part of mixed-use development
- Supports walkability, wayfinding, infill development, and mixed uses
- Streetscaping/improving the public realm
- Design guidelines



Design Guidelines

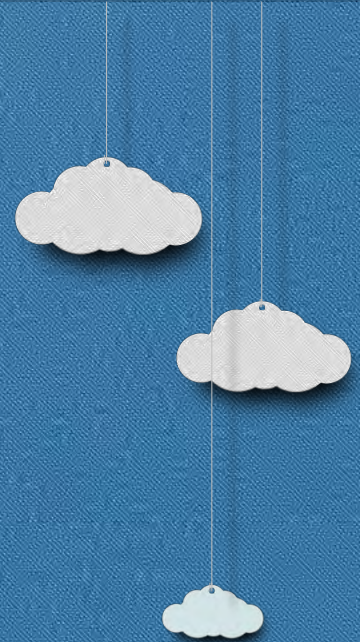


Design Guidelines



Housing Areas of Focus

- Homelessness
- Affordability
- Fair Housing
- Micro-Housing
- Universal Design
- Co-Housing
- Accessory Dwelling Units



Micro-Housing

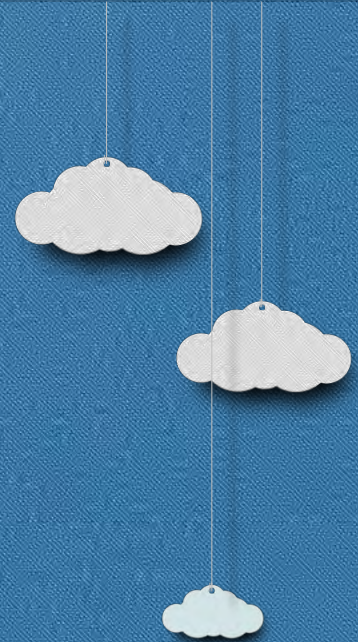


Co-Housing



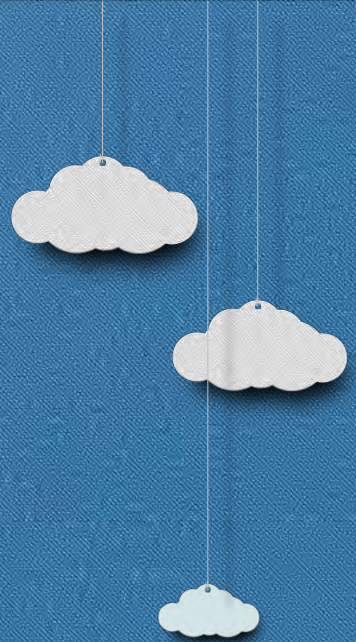
Parks, Recreation, and Open Space

- Park Standards
- Incentives for Developers
- Greenways and Trails
- Tourism
- Important for health
- Strengthen community and sense of place



Historic and Cultural Resources Planning

- Historic Preservation
- Adaptive Reuse
- Arts District



Dallas Arts District



Historic and Cultural Resources Planning

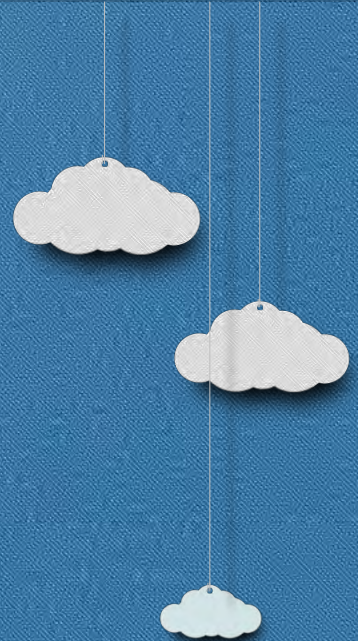
APA Policy Guide on Historic and Cultural Resources

The scope of historic preservation practice has broadened to protect a greater array of cultural resources including historic districts, buildings, structures, sites, public works, transportation corridors, archaeological sites, heritage areas and corridors, cultural landscapes, objects and related built forms.

Planners conduct these activities as part of a comprehensive planning framework that combines the benefits of preservation with other community planning objectives.

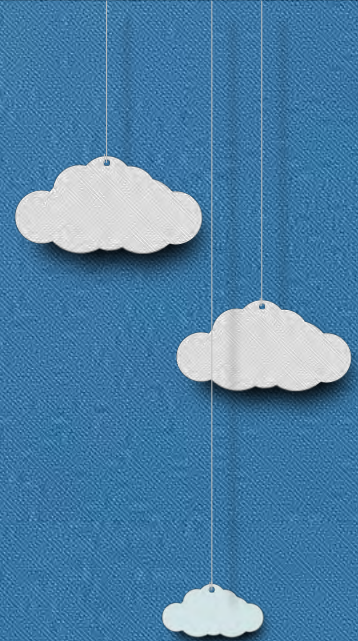
A principle noted in the Policy Guide states that the APA strives to see planners have “an increased commitment to the principle of adaptive reuse, ensuring that architectural and historic resources are economically viable contributors to their communities.”

Source: APA, <https://www.planning.org/policy/guides/adopted/historic.htm>



Institutional Planning and Siting

- Schools, universities/colleges
- Hospitals
- Jails and prisons
- Military bases
- Religious facilities (RLUIPA)



Food Planning

APA Policy Guide on Community and Regional Food Planning

The following are factors that explain the heightened awareness among planners that the food system is significant:

1. Take up a significant amount of land
2. Play a role to help reduce the rising incidence of hunger and obesity
3. Important part of community and regional economies
4. Takes a considerable amount of fossil fuel energy to produce, process, transport, and dispose of
5. Farmland being lost at a strong pace
6. Overuse of chemical fertilizers and pesticides, adversely affects drinking water
7. Access to healthy foods in low-income areas
8. Many benefits emerge from stronger community and regional food systems

Source: APA, <https://www.planning.org/policy/guides/adopted/food.htm>

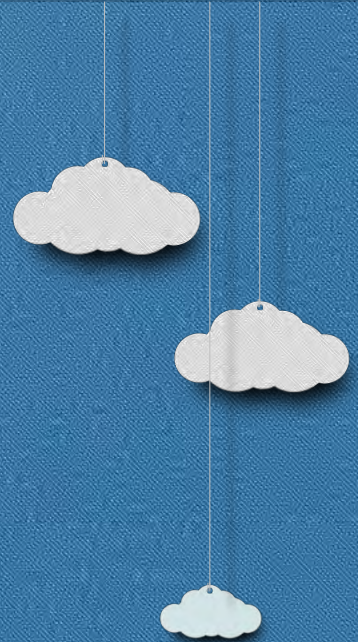
Health Planning

CDC's HIA

Health impact assessment (HIA) is a tool that can help communities make choices that improve public health through community design.

CDC's Healthy Community Design Initiative helps states and communities integrate health considerations into transportation and community planning decisions.

Source: CDC <https://www.cdc.gov/healthyplaces/hia.htm>



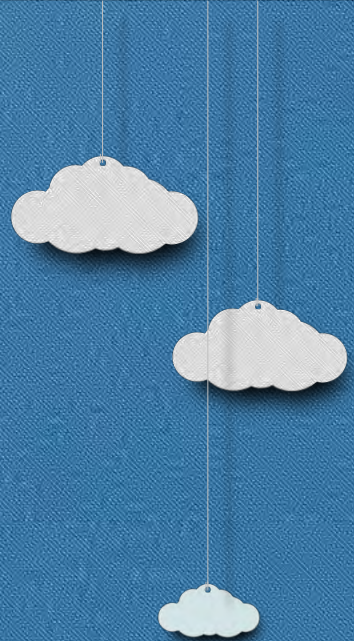
Rural and Small Town Planning

Challenges:

- Including rapid growth at metropolitan edges
- Declining rural populations
- Loss of farms and working lands

Looking to:

- Strengthen their economies
- Provide better quality of life
- Build on local assets



Rural and Small Town Planning



EPA Recommends Smart Growth Strategies

- Smart growth can help rural areas achieve their goals for growth while maintaining their rural character.
- Planning where development should go can help encourage growth in town along the main street.
- A thriving and walkable main street will help families live close to their daily destinations which discourages the need to frequently drive.
- Policies that support walking and biking help reduce air pollution while saving gas money.
- Smart Growth policies that protect the rural landscape help preserve open space, protect air and water quality, provide places for recreation, and create tourist attractions that bring investments.
- *Source: EPA <https://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities>*



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

- Brooks, Michael. Planning Theory for Practitioners. Chicago: APA Planners Press. 2002.
- Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver. Local Planning: Contemporary Principles and Practice. Washington: ICMA. 2009.
- PAS REPORT 582. Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.
- PAS REPORT 564. E-Government. Revised Edition. Jennifer Evans-Cowley and Joseph Kitchen. 2011. 105pp.
- PAS REPORT 573. Working with Planning Consultants. Eric Damian Kelly, FAICP. 2013. 72pp.
- PAS REPORT 585. Big Data and Planning. By Kevin Desouza, Kendra Smith
- PAS REPORT 569. Planning and Broadband: Infrastructure, Policy, and Sustainability. Kathleen McMahon, AICP, Ronald Thomas, FAICP, and Charles Kaylor. 2012. 72pp.
- Dandekar, Hemalata. Planner's Use of Information (2nd ed.). Chicago: APA Planners Press. 2003.
- Planners' Communications Guide 2.0.

In addition to those found on the Reading List:

- Zucker, Paul C. "The ABZs of Planning Management". West Coast Publishers, 1997.
- 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/>

Influencing Decision Making in the public interest



- 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

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.

Managing External Relationships



- 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.

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.

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.

Source: Oracle, "Eight Steps to Great Customer Experiences for Government Agencies" March 2012, an Oracle White Paper.

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.

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.

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.

Office Culture

Impacts the success or failure of a company or department.

Be Aware

Of the office culture.



Planning-Office Culture



How to Create an Office Culture That Rocks!

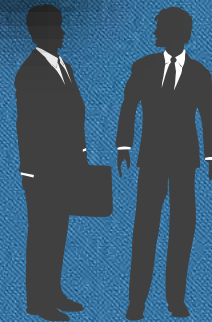
By Amanda DiSilvestro

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/>

Wow!

Good day sir, but this place
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
<http://www.forbes.com/sites/aileron/2011/10/25/five-steps-to-a-strategic-plan/#4c5ffd3a61af>

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



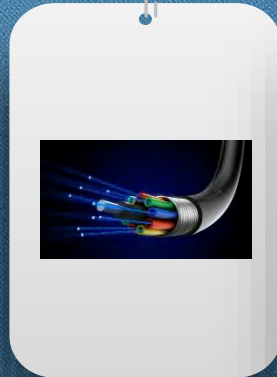
Big Data

Image Source: <http://brandequity.economictimes.indiatimes.com/news/digital/big-data-special-info-graphic-facts-and-figures-that-will-amaze-you/48261745>



Open Data

Image Source: <http://visually/open-data-movement>



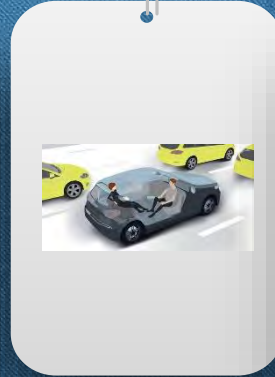
Broadband, Fiber, Wi-Fi, small cell antennas

Image Source: <http://www.myfiberopticsnow.com/a-review-on-fiber-optic-cable-price/>



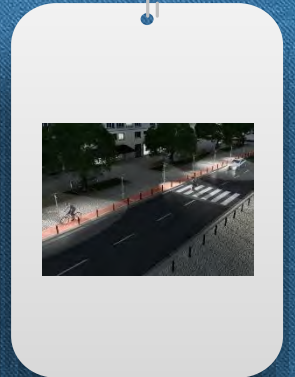
Technology and Public outreach

Image Source: <https://angel.co/smap>



Autonomous vehicles

Image Source: <http://www.bodyshopbusiness.com/study-autonomous-vehicles-save-billions-dollars-world-economies/>



Streetlight management

Image Source: http://cdn.electronics-eetimes.com/electronics-eetimes.com/sites/default/files/styles/inner_article/public/important/continental_pp_smart_led_01.jpg?itok=5DUXSmMH

Using technology and related information tools to advance planning



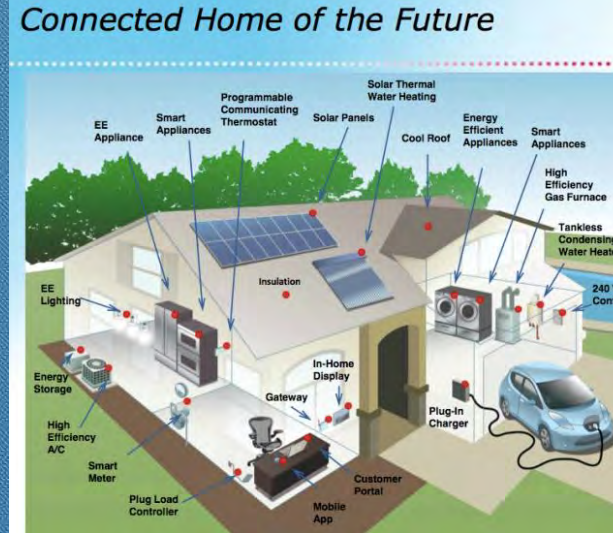
**Parking Lot
Management**

Image Source: Spot Hero



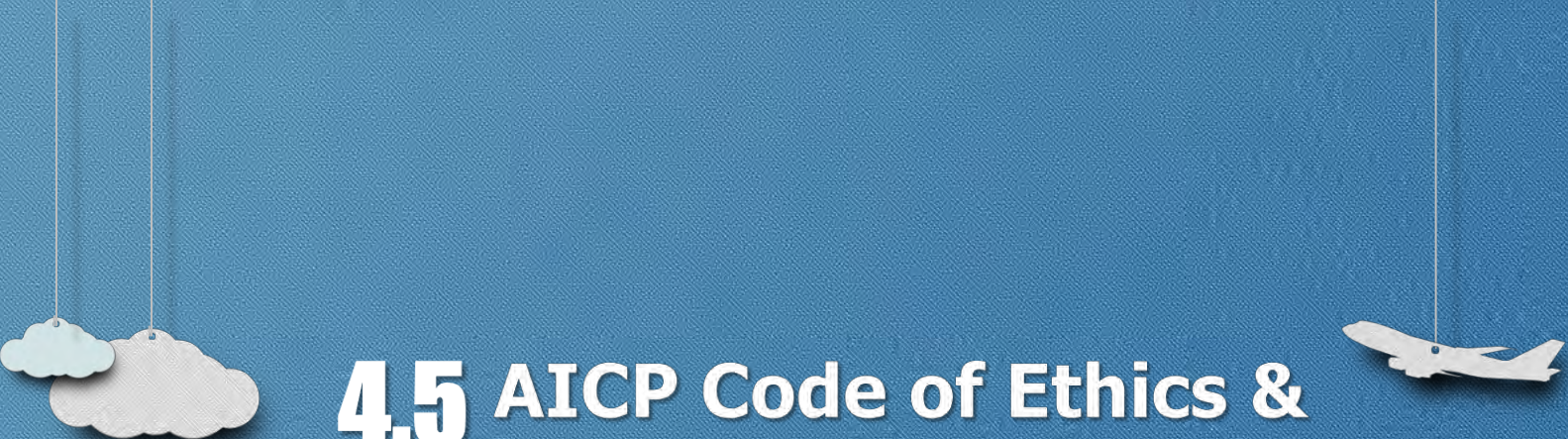
**Integrated
Multi-Model
Transportation**

Image Source: <http://uxmag.com/sites/default/files/styles/632x307/adaptive-image/public/article-images/di-vvy-bikes-banner.png?itdk=DaEW4Dd7>



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

Image Source: <https://braziglobal.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



Ethics Issues

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



Ethics Issues

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

AICP Code of Ethics

The Ethical Planning Practitioner. Weitz, Jerry.
Chicago: APA Planners Press. 2016.

APA's Policy and Practice Manual

APA's Case of the Year

Ethics Toolkits

Study guides from Chapters

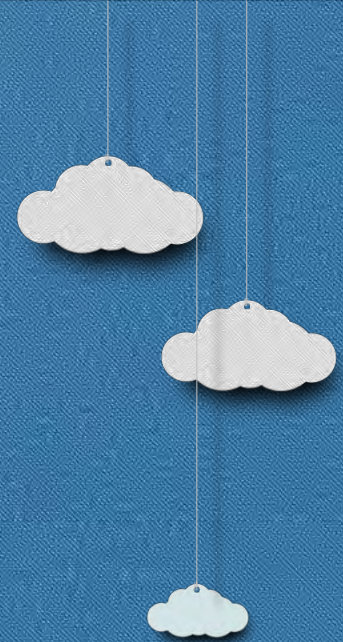
A: Principles to Which We Aspire

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.



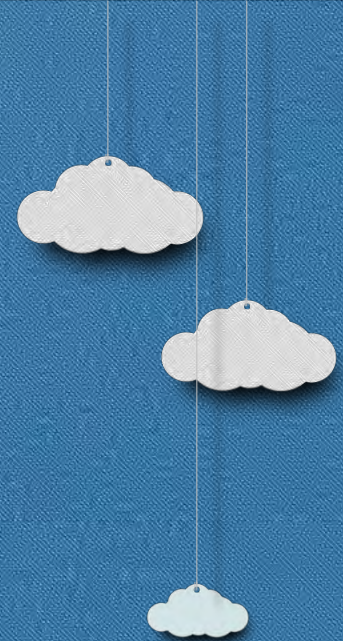
Section A: Principles to Which We Aspire

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.



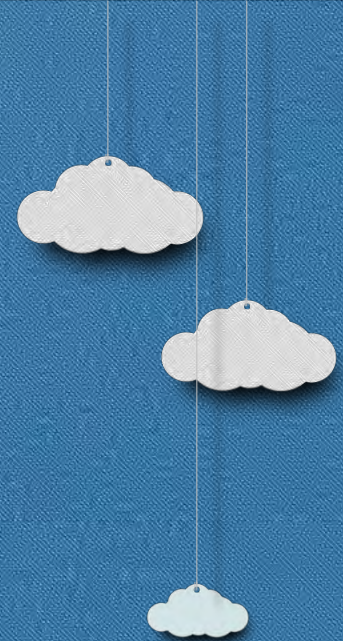
Section A: Principles to Which We Aspire, continued

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.

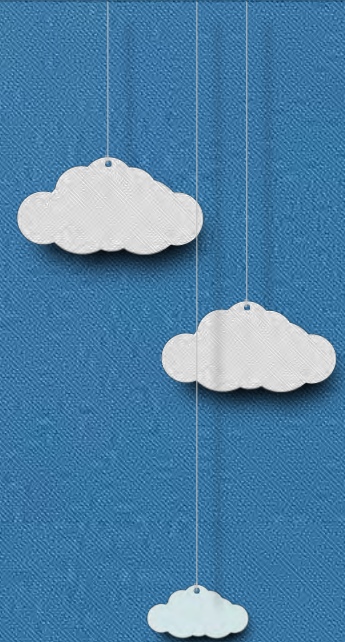


Section B: Our Rules of Conduct

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:

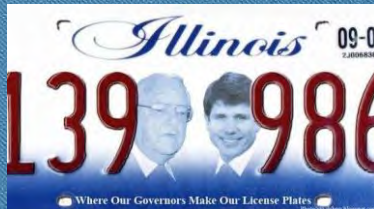
1. Filing a Complaint.
2. Preliminary Review.
3. Fact Gathering
4. Exploration of Settlement
5. Decision
6. Appeal
7. Effect of Dropping of Charges by Complainant or Resignation by Respondent
8. Reporting



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...)

Practice

- 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.

Practice

- 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

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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

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Practice

- 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 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...)

Source: APA

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Practice

- 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

Practice

- 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 an other planner.
 - A. I, III
 - B. I, IV
 - C. I, III, IV
 - D. I, II, III, IV

Source: Question 60 of APA Illustrative Questions

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Thank-**you** for attending today's seminar!
Good Luck on the Exam!

