4.3 Areas of Practice (30%)
What to Expect...

30% of the exam

Approximately 51 of the 170 questions
Recommended Resources


- **American Planning Association**
  - Planning Magazine

- **American Planning Association Applied Research Reports and Guides:**
Recommended Resources

- **American Planning Association PAS reports:**
Recommended Resources

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
Comprehensive and Sectoral Planning

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

[Diagram of a building with floor and roof levels, showing the calculation of FAR (Floor Area Ratio).]
ARCHITECTURE 2030 CHALLENGE: GOAL FOR ZERO NET ENERGY

<table>
<thead>
<tr>
<th>Project Approval Period</th>
<th>T2</th>
<th>T3</th>
<th>T4</th>
<th>T5</th>
<th>T6</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to 2010</td>
<td>60%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>2010 or after</td>
<td>80%</td>
<td>70%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>100%</td>
</tr>
<tr>
<td>2015 or after</td>
<td>100%</td>
<td>80%</td>
<td>80%</td>
<td>70%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>2020 or after</td>
<td>100%</td>
<td>90%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>2025 or after</td>
<td>100%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>2030 or after</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>
Sustainability Planning

- Sustainable Processes

![Diagram showing the intersection of Environmental, Social, and Economic aspects of sustainability]

Copyright 2017, Trevor Dick, Devin Lavigne, John Houseal.
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
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.
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).
EIS typically has four sections:

1. An Introduction including a statement of the Purpose and Need of the Proposed Action.
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.
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
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 real
- 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
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.”

Institutional Planning and Siting

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

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
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.

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.
• 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

**Connected Home of the Future**

- **Utilities** (Smart meters, monitor water mains for leaks, water testing)
- **Integrated Multi-Model Transportation**
- **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

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
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.
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 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 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...)
• 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
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...)
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

Source: Question 58 of APA Illustrative Questions
Copyright 2017, Trevor Dick, Devin Lavigne, John Houseal
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

Source: Question 59 of APA Illustrative Questions
Copyright 2017. Trevor Dick, Devin Lavigne, John Houseal
• The Rules of Conduct of the AI CP 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

Source: Question 60 of APA Illustrative Questions
Thank-you for attending today’s seminar!
Good Luck on the Exam!