



American Planning Association  
**Georgia Chapter**

*Making Great Communities Happen*

## Plan Implementation

# AICP EXAM REVIEW

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Georgia Tech Student Center

# AICP-Specified Content

- Budgets and Financing Options
- Development Plan and Project Review
- Program Evaluation
- Communication Techniques
- Intergovernmental Relations
- Project and Program Management
  
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# Budgets and Financing Options: 1

- Operating budgets and budget process.
- How budgets make plans work.
- Types of local government revenues – property tax, sales tax, local option sales tax, income tax, user fees and impact fees.
- Tax effects on land use (e.g., fiscal zoning).
- Progressive/regressive impacts of taxes.
- Municipal debt limitations – property tax.
- Special assessment districts

# Budgets and Financing Options: 2

- Bonds: general obligation, revenue, industrial development.
- Tax increment financing (TAD in GA)
- Capital improvement programs and capital budgets.
- Intergovernmental fiscal transfers (e.g., community development block grant).
- Regional fiscal disparities and tax base sharing (Twin Cities).
- Property tax abatement programs (ATL).

# Budgets and Financing Options: 3

- Level of service standards.
- Concurrency – meeting requirements.
- Planning Programming Budgeting Systems (PPBS) – performance-based budgeting.
- Zero based budgeting (ZBB) – from the ground up each year.
- Generally accepted accounting principles (GAAP) – Financial Accounting Standards Board (FASB).
- Cutback management.

# Budgets and Financing Options: 4

- Internal and external audits.
- Performance budgeting.
- Staff and line functions.
- Name associated with budgets: Aaron Wildavsky. He said:

"The budget lies at the heart of the political process. Perhaps the study of budgeting is just another expression for the study of politics."

# Budget Decision Criteria

- Efficiency – life cycle costing.
- Effectiveness – are goals achieved?
- Responsiveness – politically.
- Equity – fairness.

# Additional Points to Know on Budgeting & Financing Options: 1

- California Proposition 13 (1978, Howard Jarvis) – property tax limitations.
- States: income taxes and sales taxes are largest revenue sources.
- Local government revenues: property taxes, user fees, development impact fees, local option sales taxes, special tax districts.
- Tiebout Hypothesis (1956, Charles Tiebout): “individuals will costlessly sort themselves across local communities according to their public good preferences;” therefore households will relocate within a metro area to get the best fits of taxes and services (maximization)(i.e., “vote with their feet”).



# Additional Points to Know on Budgeting & Financing Options: 2

- Incidence: who bears the burden of a tax or fee? Planners look at the impacts of funding alternatives on different groups – could be affected differently.
- Property tax: still #1, but reduced reliance (diversification). School districts heavily dependent.
- Real vs. personal property (equipment, machinery, mobile homes).
- Assessment ratio: assessed value to market value. Georgia @ 40% (some @100%). Doesn't matter > millage rate varies.
- Revitalization districts (enterprise zones, property tax abatement). Preferential assessment – use value taxation vs. market value taxation (farmland preservation).

# Additional Points to Know on Budgeting & Financing Options: 3

- Local option taxes: Income tax is progressive. Sales tax is regressive.
- User charges: utilities, parking. Can be fairer and promote greater efficiency.
- Impact fees and developer exactions. Exactions: something of value (e.g., land dedication). Shift burden to new residents. Can cause leapfrog development (sprawl).
- Intergovernmental grants – types (project, formula, categorical versus block).
- Capital debt: General obligation versus revenue bonds. Interest rate is lower for GO bonds because backed by “full faith and credit.”

# How Tax Increment Financing (TAD) Works in Georgia

- Local government designates Redevelopment Agency (RA), prepares redevelopment plan designating a Redevelopment Area, and IDs improvements/projects needed to revitalize the Area.
- A Tax Allocation District (TAD) is defined in a redevelopment Area.
- The local governing body votes to establish the TAD.
- The Tax Increment Base for real property within the TAD is determined and, in essence, “frozen.”
- The RA authorizes or constructs improvements to revitalize the area. It finances improvements by issuing Tax Allocation Bonds. The RA pledges Positive Tax Increments to pay back the Bonds.
- If the plan works as intended, new projects will locate in the TAD and will produce Positive Tax Increments. The Positive Tax Increments are placed in a special fund used to retire the debt.
- When Positive Tax Increments aggregate so that all debt is retired, the TAD is terminated and all property taxes thereafter are returned to the taxing district as they would have without establishing the TAD.

# Development Plan & Project Review: 1

- **Technical site plan review skills:** engineering, architectural, geographic.
- **Maps:** existing land use, future land use, official map (reserves transportation corridors), official zoning map, overlay maps.
- **Development processes:** rezoning, variances, boards of adjustment, special/conditional uses, appeals, design review, site plan review, permitting, historic preservation review. Discretionary vs. ministerial actions.
- **Development terms:** PUDs, development agreements, exactions, fees in-lieu, dedications, impact fees, subdivision plats (preliminary, final).

# Development Plan & Project Review: 2

- **Zoning compliance:** Permitted uses, density and intensity limitations (FAR), lot area, lot width, setbacks, lot coverage requirements. Parking regulations (e.g., one per 200 square feet for retail business).
- **Subdivision platting:** Types of lots. Types of ownership. Easements, buffers, conditions, covenants, and restrictions, performance guarantees. Wastewater disposal, drainage.
- **Special review issues:** Environmental reviews (impact statements and FONSI), noise exposure levels and measurements, trip generation, National Register of Historic Places, fiscal impact analysis, land capability classification systems, TDR, levels of service (LOS), concurrency (adequate public facilities requirements), street classifications and access control.

# More Key Terms: Development Review & Growth Management

- Transit-Oriented Development
- Design review and design guidelines
- Mixed-Use Development
- Development agreement
- Traditional Neighborhood Development
- Public nuisance ordinance
- Infill Development
- Performance zoning performance standards
- Mixed-Income Housing
- Specific plans
- Context-Sensitive Street Design
- Extraterritorial zoning
- Crime Prevention & Public Safety through Community Design
- Land use guidance system
- Fiscal Impact Analysis
- Environmental impact assessment
- Overlay Districts
- Official map or corridor map
- Conservation Subdivisions
- Land classification
- Jobs-Housing Balance
- New (satellite) communities
- Quality Growth Audit
- Greenbelts, land assembly/banking programs
- Historic Preservation
- Transferable development rights (TDR)
- Moratorium
- Purchase of development rights
- Transportation Management Associations
- Preferential tax and current use assessments
- Transportation Demand Management
- Areas of critical state concern
- Exactions and development impact fees
- Urban growth management agreements
- Urban containment (growth boundaries)
- Urban service agreements
- Adequate public facilities requirements
- Annexation plans
- Rate of growth programs and permit caps
- Large lot and agricultural zoning

# Program Evaluation

- **Specific Program Evaluation Techniques:** Delphi technique, critical path method, decision tree, management by objective, cost-benefit analysis/ratios, net present value.
- **Delphi exercise:** Originated as a tool for forecasting future events. Combines two methods: committee system and use of experts (small group of knowledgeable participants). Panel of experts responds to survey instrument, committee tries to finalize responses. Used to identify possibility not thought of previously. Ideas, discussion, ranking, rating.
- **Decision tree:** Decision-making tool based on utility theory and probability theory. It assigns numbers in accordance with the likelihood that certain events will occur in the future.
- **MBO:** Management by objective: (1954, Peter Drucker) Method of program analysis that sets performance targets (objectives) (usually a group activity) & monitors performance with efficiency and effectiveness measures.
- **PERT:** Program evaluation review technique. Large-scale project management technique. Chart depicts interrelationships. Designed to aid planning and control costs.

# Selected Types of Program Evaluations

- **Impact assessment:** Most used & most difficult technique to implement in program evaluation. Impact assessments use research designs to determine whether a program actually causes improvements in/by program recipients. An impact assessment is especially appropriate if there are rival or competing explanations of why program recipients improved.
- **Utility assessment:** Focuses on effectiveness or efficiency of programs. Impact assessment is sometimes subsumed under this heading. Utility assessments typically consist of a benefit-cost analysis or cost-effectiveness study.
- **Process evaluation:** Focuses on program implementation by describing: how the program's design and environment promote or hinder intended program outcomes; who the program's clients are; how the program delivers products & services; and extent to which actual product/service delivery meets program objectives.
- **Program monitoring:** Reporting periodic measures of the extent of program implementation over time. Comparison of outcomes (with prior years or similar programs) and their changes over time (benchmarking). Prerequisite to program monitoring is meaningful measures of outcome-oriented results (i.e., good benchmarks).



# Communication Techniques, Including Effective Public Presentations

- Public relations. Public presentations, including PowerPoint, charts (pie, bar, etc.), graphics and public speaking.
- Clarity in writing planning reports (avoiding jargon, etc.). Agendas, minutes, sunshine laws and public records.

# Intergovernmental Relations

- **Forms of local governments**, including council-manager plan. Relationship and importance of planning commissions and other agencies. General purpose vs. special purpose local governments (e.g., special districts). Community development corporations and the non-profit sector. Intergovernmental grants, including block and categorical. Regional forms of governance, including councils of government. Interest groups. Home Rule and Dillon's Rule. Dual federalism vs. cooperative federalism. Extraterritorial zoning. Regional planning.
- **A-95 Review**: Federal legislation in 1966 required federal development grant money to be reviewed by an areawide organization (e.g., "metropolitan clearing houses" such as councils of government, ARC).

# Project & Program Management: 1

- **Organization:** Structure of local planning agencies (long-range, current planning, functional).
- **Strategic planning:** Processes and techniques, including SWOT (strengths, weaknesses, opportunities, and threats), scenario development, external scanning, issues identification, contingency planning. Departmental mission statements. Effectiveness.
- **Types of planning:** Project planning, comprehensive planning, policy planning, neighborhood planning, functional plans, community development, advocacy planning. Relationships to nuisance abatement, code enforcement, building inspections.

# Project & Program Management : 2

- **Personnel management:** Line (direct) versus staff (general services) functions. Civil Service, Equal Employment Opportunity, Fair Labor Standards Act, continuing education, salaries and fringe benefits, performance evaluations, disciplinary action, causes for termination. Interviews, examinations, motivation, job classifications and descriptions, recruitment. Span of control and hierarchy. Productivity. Political activity. Sexual harassment. Scientific management. Participatory management styles (MBWA). Self-help programs. Managing volunteers. Unionized workers and collective bargaining.

# Project & Program Management : 3

- **Data, Information, Knowledge, Intelligence:** Community relations and press releases. Telephone etiquette. Complaint handling. Customer service. Planning as communication (e.g., public participation). Sources and types of data (e.g., census, land use, economic conditions). Geography of census (e.g., MSA). Use of advanced information technologies in planning practice (e.g., GIS to track permits, prepare land use) Transportation and land use models, MIS, Internet, visualization tools. Limitations of projections and forecasts. Land records management. Land supply monitoring. Legal requirements for information (FOIA, open meetings).

# Project & Program Management : 4

- **Consultant and Contract Management:** Contracting. Request for proposals, request for qualifications, consultant selection, contract negotiation and administration. Analysis of staffing requirements and time management. Grant management and reporting.
- **TQM:** Total quality management. The art of continuous improvement with customer satisfaction as the goal. Concerned with results, quality, and teamwork.

# **Other Similar Knowledge Areas: Public Interest & Social Justice**

- **Aware of Multicultural and Gender Issues**
- **Public Participation**
- **Negotiation and Consensus Building**

# Awareness Of Multicultural And Gender Issues

- Americans with Disabilities Act. Aid to Families with Dependent Children (now Temporary Assistance to Needy Families). Equity issues and equity planning. Promoting social equity. Tie to ethical questions of planning practice. Equal protection and “suspect classifications.” Growing Hispanic population and changing demographics of minorities. Locally unwanted land uses (LULU) and environmental justice (or racism). “Mt. Laurel” decisions and affordable housing. “Glass ceiling” and under-compensation of female professionals. Affirmative action. Special needs populations such as the homeless.



# Public Participation, Negotiation and Consensus Building

- Citizen participation processes, including public hearings and due process. Dealing with politics. Leveraging media involvement. The role of planners as policymakers versus technical experts. Advocacy planning. Techniques:
  - Charrette
  - Citizen surveys
  - Advisory committees/neighborhood councils
  - Public referendum
  - Goals achievement matrix (assess alternatives)
  - “Alinsky” organizations

# Plan Implementation

QUESTIONS?