

## Benefits of AICP Certification

- Career Advancement
- Salary
- Marketing for private consultants

### For the profession:

- Demonstrates to others that the profession values competence and recognize planners who have achieved a level of competence beyond the most basic level and stay current in their field.

## Eligibility to sit for the AICP Exam

Applicants must meet the following eligibility requirements before applying to take the examination:

1. Be a current member of the American Planning Association (APA).
2. Be engaged in professional planning, either currently or in the past, *as defined by AICP*.

<http://planning.org/certification/experience.htm>

3. **Have completed, at the time of application submission**, one of the combinations of education and corresponding years of professional planning experience listed in the chart below:

Level of Education	Total Number of Years of Professional Planning Experience Required
Graduate degree in Planning from a program accredited by the PAB	2
Bachelor's degree in Planning from a program accredited by the PAB	3
Graduate degree in Planning from a program <i>not</i> accredited by the PAB	3
Any other post-graduate, graduate, or undergraduate degree	4
No college degree	8

## Applying to sit for the AICP Exam

For each relevant section (below in Arial font) address:

- The extent your employment experience incorporates the knowledge and tasks outlined for that section (be specific, but you need not incorporate all items listed).
- How you incorporate a professional urban and regional planning process in the areas you have selected.

Show how your professional experience involved any or all of the following.

Your response to each of the three sections must be **at least 250 words but may not exceed 500 words**. If a particular section below is not relevant, you will need to briefly state why.

For each position, provide a unique description of the job in terms of the characteristics of the work (below) with specific examples.

1. Apply a planning process appropriate to the situation
  - A. Plan Making and Implementation
  - B. Functional Areas of Practice
  - C. Research, Analysis, and Teaching
2. Employ an appropriately comprehensive point of view
  - “looking at the consequences of making a proposed decision as they affect various aspects of a community’s quality of life: physical, environmental, social, economic, and government.”
3. Involve a professional level of responsibility and resourcefulness
  - “initiative, judgment, substantial involvement, and personal accountability for defining and preparing significant substantive elements of planning activities.”
4. Influence public decision making in the public interest

Required Documentation:

- letter from each employer
- confirmation that you received your degree

### Exam Candidate Bulletin

<http://planning.org/certification/pdf/bulletin.pdf>

## **Important Dates (sample dates from May 2011 and upcoming for Fall 2011)**

### **MAY 2011 EXAM**

Deadline to submit online application: mid-January

**Testing window:** May 9-23, 2011

### **NOVEMBER 2011 EXAM**

**Testing window:** mid-November

Applications will be accepted beginning in mid-June 2010

## **Your Exam Score**

Unofficial score reported to you immediately after completing the computerized exam.

**Pass Rate: Nationally, around 63 percent** (May and November 2010)

Official Score Reports are usually mailed to all exam takers approximately six weeks after the exam window closes.

Scores are reported on a scale of 25-75, with 55 as the passing score.

## **If You Passed the Exam**

To be a member of AICP you need to:

1. Pass the exam
2. Pay your AICP dues in addition to your APA dues:

You should not begin using the AICP designation until your AICP dues are paid and you are a full member of AICP.

You will receive an AICP member welcome packet, including your AICP certificate, pin, and other important information, including the Certification Maintenance requirements.

## **If You Failed the Exam**

If your original application was approved within the last three testing cycles, you may retake. Discounted exam fee of \$425 applies.

## Certification Maintenance

Assurance to clients that planners stay current in their field.

Two-year cycles for acquiring credits.

Current cycle: January 1, 2010 to December 31, 2011,  
with automatic four-month grace period to April 30, 2012

### Credit Requirements

32 credits in two-year reporting period, including:

- 1.5 credits of planning law
- 1.5 credits of planning ethics
- no more than 8 credits of self-reported attendance or speaking at a CM registered event

Note: One hour of CM approved programming = 1 CM credit

### Three ways to obtain credit:

- **attending an activity** that is registered for CM credit by the educational provider
  - Includes registered webinars and audio-web conferences
- **speaking / instructing at an activity** that is registered for CM credit by the educational provider.
- **self-reporting attendance or speaking / instructing at an activity** that is not registered for CM credit by the provider but meets CM criteria and is approved by APA staff.
- By **authoring an article** (planning-related, blind peer reviewed,
  - 8 credits per article
  - No more than 16 credits per reporting period.

### Costs

AICP Exam Fee	\$485
AICP Dues	
Dues for Median Planners' Salary (\$70,000 in 2008)	\$140
Dues Range	\$90 - \$175
Certification Maintenance (guesstimate)	
Registration only, not travel	\$0 - \$500

**Exam Fee Scholarship:** WAPA is allocated one scholarship; contact me at [frankn@uwm.edu](mailto:frankn@uwm.edu)  
Scholarship recipients pay reduced fees to AICP as follows:

- First time AICP applicants: \$120
- Previously approved AICP applicants: \$60 (exam fee only)

**GI Bill covers AICP exam fee.**

## **AICP Exam Prep**

170 multiple choice questions

- 150 for which you are scored
- 20 are pre-test items and do not count toward your score

Questions are randomly drawn from a large pool for each test taker.

Sample Exam from Prometrics

[http://www.planning.org/\\_offsite/certification/tutorial/](http://www.planning.org/_offsite/certification/tutorial/)

### **Subject Matter on the Exam [proportion of question in that section]**

<http://planning.org/certification/examprep/subjectmatter.htm>

#### **I. History, Theory and Law [15%]**

- A. History of planning
- B. Planning law
- C. Theory of planning
- D. Patterns of human settlement

#### **II. Plan Making and Implementation [30%]—largest category**

- A. Visioning and goal setting
- B. Quantitative and qualitative research methods
- C. Collecting, organizing, analyzing, and reporting data and information
- D. Demographics and economics
- E. Natural and built environment
- F. Land use and development regulations
- G. Application of legal principles
- H. Environmental analysis
- I. Growth management techniques
- J. Budgets and financing options
- K. GIS/spatial analysis and information systems
- L. Policy analysis and decision making
- M. Development plan and project review
- N. Program evaluation
- O. Communications techniques
- P. Intergovernmental relationships
- Q. Stakeholder relationships
- R. Project and program management

#### **III. Functional Areas of Practice [25%]—second largest category**

- A. Community development
- B. Comprehensive or long range planning
- C. Development regulation or administration
- D. Economic development and revitalization
- E. Economic analysis and forecasting
- F. Educational, institutional, or military facilities planning
- G. Energy policy

H. Food system planning  
I. Growth management  
J. Hazard mitigation and disaster planning  
K. Historic preservation  
L. Housing  
M. Infrastructure  
N. Labor force or employment  
O. Land use

P. Natural resources and the environment  
Q. Parks, open space and recreation  
R. Planning law  
S. Policy planning  
T. Public services  
U. Social and health services  
V. Transportation  
W. Urban design

#### **IV. Spatial Areas of Practice [15%]**

A. Planning at national level  
B. Planning for multi-state or bi-state regions  
C. Planning for state  
D. Planning for sub-state region  
E. Planning at county level  
F. Planning for urban areas  
G. Planning for suburban areas

H. Planning for small town  
I. Corridors  
J. Neighborhoods  
K. Waterfronts  
L. Historic districts or areas  
M. Downtowns

#### **V. Public Participation and Social Justice [10%]**

A. Public involvement planning  
B. Public participation techniques  
C. Identifying, engaging, and serving underserved groups  
D. Social justice issues, literature, and practice  
E. Working with diverse communities  
F. Coalition building

#### **VI. AICP Code of Ethics and Professional Conduct [5%]**

##### **Study Resources**

##### APA Resources

- AICP Exam Prep Package 2.0 (\$195)
- AICP Selected Readings List  
(<http://planning.org/certification/examprep/selectedreading.htm>)
  - Hoch, Dalton, and So, *The Practice of Local Government Planning* (the “green book”)
  - Hack, Birch, and Silver, *Local Planning: Contemporary Principles and Practice* (the NEW “green book” is yellow)

- Babbie, *The Practice of Social Research*
  - Klosterman, *Community Analysis and Planning Techniques*
  - Patton and Sawicki, *Basic Methods of Policy Analysis and Planning* (2nd ed.).
  - Downs, *Still Stuck in Traffic: Coping with Peak-Hour Traffic Congestion*
  - Randolph, *Environmental Land Use Planning and Management*
  - Berke and Godschalk, *Urban Land Use Planning* (5th ed.)
  - Innes, Judith E., and David E. Booher. 2004. "Reframing Public Participation: Strategies for the 21st Century." *Planning Theory & Practice* 5, no. 4: 419-436.
  - American Planning Association. Ethics for the Certified Planner. [www.planning.org/ethics](http://www.planning.org/ethics).
- *Planning* magazine (last 5 years)—note, questions take almost two years to get on exam
  - *Journal of the American Planning Association* (last 5 years)
  - PAS reports
  - *Planning & Environmental Law*
  - Policy Guides

### **Chapter President's Council Study Manual for the AICP Exam** (free to WAPA members)

Contact: Nancy Frank, [frankn@uwm.edu](mailto:frankn@uwm.edu)

#### **CPC Manual Includes:**

50 sample questions

AICP Code of Ethics and sample ethics questions

Part I – Introduction: about the exam, how to study, history of planning, and planning theory

Part II – The Legal Framework: Law, Environmental Planning, Public Participation

Part III – The Physical Elements: Development Regulations and Transportation Planning

Part IV – Quantitative Methods

#### **WAPA website:**

- Outline of topics on plan organizations, plan-making, and planning theory
- Link to Scott Campbell's (University of Michigan) planning methods website
- AICP Study Stacks online resource
  - <http://www.studystack.com/>: Search "AICP"
- Planning Law, <http://www.studystack.com/flashcard-13053>
- Link to Florida APA website with long list of resources
  - Handouts from APA conference review sessions
  - Best study links
  - Link to Flashcard exchange for the AICP exam
  - Links to free online planning courses
  - Other courses or materials (not free and no endorsement by me or APA - WI)

- Datachem:  
<http://www.certistep.com/shop/10Browse.asp?Category=Land%20Use%20Planning>
- Mometrix Media Study cards, <http://www.flashcardsecrets.com/aicp/>
  - View list of topics for free; cards \$49.99
- OSU (\$95): <http://knowlton.osu.edu/ped/aicp.htm>
- Planetizen: <http://www.planetizen.com/courses/aicp/>

Online study course taught by Jennifer Evans-Cowley

Option 1: Online Course - \$99

Option 2: Online Course, Plus Printed Core Reader - \$335

Option 3: Online Course, Plus Printed Core Reader and  
Supplemental Reader - \$555

- **And many dead APA resources links!**

## History of Planning

### PLANNING HISTORY TIMELINE (abridged from CPC Manual)

Look for patterns by decade or even large swathes of time.

**1785** Ordinance of 1785. Provided for the rectangular land survey of the Old Northwest. The rectangular survey has been called "the largest single act of national planning in our history and ... the most significant in terms of continuing impact on the body politic" (Daniel Elazar).

**1864** New York Council of Hygiene of the Citizens Association mounts a campaign to raise housing and sanitary standards.

**1867** First major tenement house law (N.Y.) restricting physical conditions.

**1867** San Francisco prohibits specific obnoxious uses in certain districts--beginning of land-use zoning in U.S.

**1880-84** Building of Pullman, Illinois, model industrial town by George Pullman.

**1890** *How the Other Half Lives* (Jacob Riis) is published; a powerful stimulus to housing and neighborhood reform.

**1892** First U.S. federal government recognition of the problems of slums and cities (a survey).

**1893** World's Columbian Exposition in Chicago commemorating the 400th anniversary of the discovery of the New World. A source of the City Beautiful Movement and of the urban planning profession.

**1898** Ebenezer Howard publishes *Tomorrow A Peaceful Path to Real Reform*, start of **Garden City** movement. Reissued in 1902 as *Garden Cities of Tomorrow*.

**1899** First state court support of ordinance/act restricting heights of buildings.

**1903** Letchworth constructed. First English Garden City and a stimulus to New Town movement in America (Greenbelt Towns, Columbia, etc.).

**1903** First local "civic center" plan developed for Cleveland, by Daniel H. Burnham.

**1906** First application of "City Beautiful" principles to a major American city – Burnham's *Plan for San Francisco*.

**1907** First comprehensive city survey, Pittsburgh.

**1907** First official, local, and permanent planning board (*at Hartford, Connecticut*).

**1909** First National Conference on City Planning in Washington, D.C.

**1909** First American use of zoning to restrict future development. Los Angeles creates multitude of zones.

**1909** First *State Enabling Act* passes (*Wisconsin*).

**1909** Plan of Chicago—first metropolitan regional plan in U.S. (Daniel Burnham).

**1910** First American test of neighborhood idea - Forest Hill Gardens, Long Island, N.Y.

**1913** First major American textbook on planning - Flavel Shurtleff's *Carrying Out the City Plan*.

**1913** First private planning consulting firm, created in N.Y.C. by George B. Ford and Earnest P. Goodrich (*Technical Advisory Corporation*).

**1913** First state to institute mandatory referral of subdivision plats (*beginning of subdivision control*) - New Jersey.

**1913** First state to make planning mandatory for local governments (Massachusetts).

**1914** First full-time municipally employed planner, Harland Bartholomew, at Newark, New Jersey.

**1915** Patrick Geddes writes *Cities in Evolution* creating the foundation for regional planning theory.

**1916** Nation's first comprehensive zoning resolution adopted by New York City Board of Estimates under the leadership of George McAneny and Edward Bassett, known as the "Father of Zoning."

**1917** Frederick Law Olmsted, Jr. becomes first president of newly founded American City Planning Institute, forerunner of the American Institute of Planners and the American Institute of Certified Planners.

**1919** Three early unifunctional regional authorities-the Metropolitan Sewerage Commission, the Metropolitan Water Board and the Metropolitan Park Commission-combined to form the Boston Metropolitan District Commission.

**1921** New Orleans designates the Vieux Carre Commission, the first historic preservation commission in the U.S.

**1922** First suburban auto-oriented shopping center, "County Club Plaza" in Kansas City, Missouri.

**1924** U.S. Department of Commerce under Secretary Herbert Hoover issues a Standard State Zoning Enabling Act.

**1925** Cincinnati, Ohio, becomes first major American city officially to endorse a comprehensive plan. (Alfred Bettman).

**1925** Ernest Burgess's "Concentric Zone" model of urban structure and land use is published.

**1925** First comprehensive plan to be adopted by the planning board of a major American city - Cincinnati.

**1926** Supreme Court upholds constitutionality of comprehensive zoning (*Village of Euclid v. Amber Realty Co.*).

**1928** First "new town" built (Radburn, N.J.).

**1929** Clarence Perry's monograph on the Neighborhood Unit is published in Volume VII of *the Regional Survey of New York and Its Environs*.

**1933** FDR inaugurated. New Deal begins with a spate of counter-depression measures.

**1933** The Tennessee Valley Authority is created to provide for unified and multipurpose rehabilitation and redevelopment of the Tennessee Valley, America's most famous experiment in river-basin planning. Senator George Norris of Idaho fathered idea. America's first large-scale regional program in integrated economic, social, and physical development planning by the federal government.

**1933** First U.S. National Planning Board created (*abolished as the National Resources Planning Board in 1943*).

**1934** National Housing Act. Established FSLIC for insuring savings deposits and the FHA for insuring individual home mortgages.

**1934** American Society of Planning Officials (ASPO) founded (*Alfred Bettman, is the first president*).

**1934** First U.S. federally built housing for the general population.

**1935** Resettlement Administration established under Rexford Tugwell, Roosevelt "braintruster," to carry out experiments in land reform and population resettlement. This agency built Greenbelt, Maryland and Greenhills, Ohio - forerunners of present day New Towns: Columbia, Maryland and Reston, Virginia, etc.

**1935-37** First U.S. federally built new towns in peacetime: the "greenbelt" towns.

**1939** Homer Hoyt's influential "sector theory" of urban structure appears in his monograph, *The Structure and Growth of Residential Neighborhoods in American Cities*.

**1939** ACPI renamed American Institute of Planners (AIP).

**1949** Housing Act (Wagner-Ellender-Taft Bill). First U.S. comprehensive housing legislation. Aimed to construct about 800,000 units. Inaugurated urban redevelopment program.

**1949** The National Trust for Historic Preservation is created and chartered by Congress.

**1949** First U.S. federal urban redevelopment (*clearance program*) in U.S. House Act of 1949.

**1954** In *Berman v. Parker*, U.S. Supreme Court upholds right of Washington, D.C. Redevelopment Land Agency to condemn properties that are unsightly, though non-deteriorated, if required to achieve objectives of duly established area redevelopment plan.

**1954** The Council of Government movement (COG's) begins in the Detroit area. It soon spreads nationwide.

**1954** First U.S. federal conservation and rehabilitation program, and first federal 50/50 funding for preparation of general plans ("701") in U. S. House Act of 1954.

**1960** *Image of the City* by Kevin Lynch defines basic elements of a city's "imageability" (paths, edges, nodes, etc.).

**1961** Hawaii becomes first state to institute statewide zoning.

**1961** *The Death and Life of Great American Cities*, by Jane Jacobs, includes a critique of planning and planners.

**1965** U.S. Department of Housing and Urban Development (HUD) created.

**1966** National Historic Preservation Act passed. Establishes the National Register of Historic Places and provides, through its Section 106, for the protection of preservation-worthy sites and properties threatened by federal activities. This act also creates the national Advisory Council on Historic Preservation and directs that each state appoint a State Historic Preservation Officer (SHPO).

**1966** The Demonstration Cities and Metropolitan Development Act launched the "model cities" program, an interdisciplinary attack on urban blight and poverty. A centerpiece of President Lyndon Johnson's "Great Society" program.

**1969** Ian McHarg publishes *Design with Nature*, linking planning to the natural environment.

**1969** National Environmental Policy Act requires an "environmental impact statement" for every federal or federally aided state or local major action that might significantly harm the environment.

**1970** Federal Environmental Protection Agency established to administer main provisions of the Clean Air Act (1970).

**1972** In *Golden v. Planning Board of Ramapo*, New York high court allows the use of performance criteria as a means of slowing community growth.

**1978** American Institute of Planners (AIP) and American Society of Planning Officials (ASPO) merge to become American Planning Association (APA).

CPC also has famous planners with descriptions of why they are famous and a paragraph or two about influential periods, trends, and landmarks in planning:

Advocacy planning, Cincinnati plan, Chicago plan, City Beautiful movement, Country Club Plaza in Kansas City, Euclid, Forest Hills Garden, Garden Cities, Greenbelt towns, Oregon's statewide program for land use planning, Radburn, Riverside, Savannah plan (1733), and much more.

## **Plan-Making and Planning Theory**

- Goal-setting and visioning
- Data collection and analysis
- Develop alternatives, including “no action” or “do nothing” alternative
- Analyze the expected effects of the alternatives
- Adopt the plan
- Implement: regulations, programs, and financial incentives
- Review and evaluate

### **Theory**

- Rational planning
- Incremental planning
- Advocacy planning
- Equity planning
- Communicative action planning
- Radical planning

- Strategic planning
- Comprehensive planning
- Land use planning

## **Ethics: 5 percent of score; 20 percent of reading time**

- Social justice
- Open and fair process
- No bias
- What to do if something seems unethical

### **Law**

CPC Manual has summaries of about 50 cases, 1876-2002—many are not that important

Understand the Constitutional basis for planning, and federal, state, and local authority to plan and basis for that authority.

Understand, in general, Constitution limits on planning action. Count on your general understanding to guide in guessing on cases you do not recognize.

- Takings
- Equal protection
- Police power
- Due process

## Citizen Participation

### Resource:

International Association for Public Participation

Spectrum of Public Participation

[http://www.iap2.org/associations/4748/files/IAP2%20Spectrum\\_vertical.pdf](http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf)

Toolbox of Public Participation Methods

<http://www.iap2.org/associations/4748/files/toolbox.pdf>

Municipal Research and Services Center of Washington

Effective Public Participation and Communication

<http://www.mrsc.org/Subjects/Governance/legislative/communication.aspx>

No author listed.

Consensus Process

<http://www.comedia.com/hot/activism/nvcdh/consensus.html>

Brief but good description with some good links.

## Quantitative Methods

**CPC says:** “If you know how to calculate mean, median and mode, Floor Area Ratios (FAR’s) and can read a simple x-y graph, you are going to be just fine. No equations or computations that require a calculator.”

### Concepts are more important than calculations!

Subsections in CPC Manual Chapter on Quantitative Methods

Basic Guide to the Concepts of Quantitative Methods

Population Estimates and Projections

Shift-Share Analysis

Comparing Alternatives with Unequal Lives

Budgeting

Finance and Cost Analysis

Benefit/Cost Analysis

### From Quantitative Methods section:

**Mean** the simple arithmetic average of a series of numbers. If using a frequency distribution, it can be estimated as the weighted average of the midpoints of the classes weighted by their frequency

**Median** the value of a distribution which divides it into two equal parts.

**Mode** the value of a distribution which has the highest frequency.

**Range** difference between the highest and the lowest score. It is extremely unstable and determined by only two values in the sample.

**Variance** a measure of dispersion around the mean calculated as the average of the sum of the squared deviations from the mean.

**Standard deviation** the square root of the variance.

**Normal distribution** a probability distribution that is symmetrical around the mean, bell shaped, and with a standardized relationship between the mean and variance called a score. When sampling, the sample mean will be normally distributed with a mean equal to the population mean and a standard deviation equal to the standard deviation of the population divided by the square root of the sample size.

**Confidence interval** a range of values that includes a certain population parameter (e.g., the mean) with a given probability.

**Test of hypothesis** probability test that relates a sample based estimate to a population related hypothesis, and allows for either acceptance or rejection of this hypothesis.

**Regression analysis** statistical technique which provides an estimate of one variable based on a linear function of another. The coefficient of determination or varies between 0 and 1 and indicates the percentage of the variance in the dependent variable explained by the independent variable.

**Capital vs. operating budget** the operating budget entails the everyday expenditures for salaries, supplies and maintenance. Capital budgets (often referred to as CIP) generally reflect one time major project expenditures to be used over a long period of time.

**Planning Programming, Budgeting System (PPBS)** a technique that organizes the budget so that it relates to a goal or an activity.

**Zero Base Budgeting** starts from "scratch" every year. All programs have to justify their existence through analyses called decision packages.

**Linear programming** a mathematical technique used to find the optimum design solution for a project.

**PERT (Program Evaluation and Review Technique)** Scheduling technique that graphically (chart) depicts the interrelationships of the tasks that constitute the project. PERT is designed to aid in planning and controlling both cost and time by (1) focusing management's attention on key aspects of program development, (2) identifying potential problems that may hinder achievement of program goals, (3) facilitating evaluation of programming, (4) providing management with a prompt mechanical reporting device, and (5) improving the quality of management decision making.

**Critical path programming** is used to determine which particular steps in a project will be most "critical" to keeping the project going, e.g. it frequently is used to manage the scheduling of construction projects. Also defined as that path on the network diagram, from the beginning to the end of the project, which will require the longest time to complete. What will cause you delays?

**Fiscal impact analysis** determines whether a particular project or scale of development within a community will generate sufficient revenues to defray the necessary public service costs. Used to evaluate overall financial implications to local governments of alternative patterns and densities of land development.

**Cost revenue analysis** focuses exclusively on the costs and revenues associated with a specific form of growth. The result of such an analysis is a statement of net governmental surplus or deficit expressed in purely financial terms.

**Present value** needed when benefits/costs are not consistent overtime. Money has a time value (discount rate). What you could do with the money (opportunity cost). The amount of money that you need now to have x number of dollars in the future is dependent on the interest rate you use. The different choices that are available for investments are called opportunity costs.

**Cost benefit analysis** compares both the tangible and intangible (externalities) costs and revenues of a particular project or program compares what a community gains from the project benefits to what the community must forego in order to achieve it. Any project with a ratio higher than 1 provides more benefits than costs.

**Economic base analysis** the study of cities and regions which focuses on basic service (export) ratios, the ratio of employment in basic activities to employment in non basic activities which utilizes economic multipliers. Basic industries are defined as local or regional industries with an industry employment / total employment ratio higher than the national ratio for the industry. Non basic industries have a lower industry employment total employment ratio than the nation. Varies with size of community larger the community, the larger the multiplier (more places to spend money). Service 162 economies can export knowledge/service. Example: If there is one export job which creates three total jobs in the community, then a multiplier of three says for every export job, three jobs are created. This would be an economic base multiplier of 1:3. Helps to show areas of specialization.

**Shift share** a given region may change at a rate (faster or slower) than the national average if (1) the region has a mix of industries strongly weighted toward growth; or (2) the region's internal supply advantages have (declined or improved) in relationship to those offered in other regions, thus making it (less or more) competitive as an industrial location. How does the shift in our share of a particular industry reflect on our local economy'?

**Location quotient** a technique for comparing a region's percentage share of a particular activity or industry with its percentage share of the local versus National market. Describes how the local economy compares to national economy.

**Input Output modeling** a technique developed to monitor the real pattern of money flows. It recognizes the fact that an increase in production in one industry is going to result in increases in other industries due to the linked nature of all productive activities. A predictive tool to determine how changes in particular sectors of the economy will be felt throughout the entire economy.

**Equivalent Uniform Annual Cost** A particularly useful financial analysis tool which allows alternatives with different lines and different costs throughout those lines to be compared fairly. The method converts the variable costs incurred to a uniform series of annual cash flows.