

NEVADA PLANNER



American Planning Association
Nevada Chapter

Making Great Communities Happen

A Publication of the Nevada Chapter of the American Planning Association

WINTER 2012

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**EDUCATE
COLLABORATE**

LETTER FROM THE PRESIDENT

GREG TOTH,
AICP
NEVADA CHAPTER
PRESIDENT



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PHOTOGRAPHY

State of the Chapter

I want to start by thanking everyone for voting in this past fall's Chapter elections, and once again say THANK YOU for allowing me to serve as your President for a second term. I'm really looking forward to working with all of you and the Executive Committee on "getting more things done" this year. We'll have our first Annual Work Plan in years done within the next month or two and get that distributed, bringing us into compliance with yet another item on National APA's Minimum Chapter Performance Criteria. You may or may not know that such a document even exists, so I wanted to use my letter for this issue to let you know about it (which I should have done long ago). At the State Planning Conference in Sparks back in October I gave my first "State of the Chapter Address," as a part of what will now be the annual Chapter Business Meeting, and the topic was how we comply (or don't) with these criteria. But since many of you weren't able to be there, I'd like to fill you in on what was presented.

The list of 9 criteria (the full document is available on the website) was created by the Chapter Presidents' Council (or CPC, which is made up of all 47 Chapter Presidents). There aren't necessarily any "penalties" for non-compliance, but they're a good list of items to keep a chapter focused, and it's one of my goals to bring us into full compliance. The list:

1. Create a Long-Range Development Plan
2. Create a Mission Statement
3. Create an Annual Chapter Work Plan
4. Provide an Annual Financial Report to APA
5. Create Bylaws and update every four years
6. Send Chapter President to annual CPC leadership meeting(s)
7. Hold an annual Chapter Business Meeting
8. Publish at least three newsletters per year
9. Maintain list of Chapter/Section officers with APA

In a nutshell the Nevada Chapter scores 67% on this list (6 of 9), which is actually not bad compared to other chapters of similar size and budget. But we're going to reach 100% in short order, possibly by year's end. I'll go through them one at a time.

1. Long-Range Development Plan

Non-Compliant: This is the toughest one, and the one that has the lowest compliance among the chapters. It is expected to be updated and submitted to APA every five years. Many chapters hire facilitators or consultants to guide them through the process of creating the plan, while many others are able to find members to provide that service pro bono. This is what we'll be doing, after we comply with #3.

2 – Mission Statement

Compliant: We have this, and you've probably seen it on our website. But for the sake of filling white space, it is: *"To promote public involvement and excellence in planning and to improve the quality of life in the State of Nevada through professional development and education."*

I am by no means a fan of mission statements, but I do believe this is a good mission statement and I believe we do a great job in abiding by it. Our annual State Planning Conference draws attendees both inside and outside of our profession, all while providing excellent professional development and educational opportunities. And now our newsletter does much of the same with relevant and topical articles. Both will only get better over time, and the Chapter and Sections will continue to provide professional development opportunities for members and non-members alike, both CM and otherwise, and seek partnerships with allied organizations and entities for unique presentations and events.

3 – Chapter Work Plan

Non-Compliant: Although we have not created one of these for several years, the Executive Committee is in the process of drafting one now, for adoption in February or March. It will be a useful tool, for sure, but will be this E.C.'s first one and will be very "manageable." We'll use your feedback on the Work Plan as a start for drafting the Development Plan.

4 – Annual Financial Report

Compliant: This is of course one of the easy ones, and APA National makes it even easier by allowing us to merely submit our Chapter and Section bank statements.

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ON THE COVER:
DOWNTOWN RENO SITS IN STUNNING CONTRAST TO THE PEACEFUL, SNOW-COVERED SIERRAS.

PHOTO COURTESY OF THE RENO-SPARKS CONVENTION AND VISITORS AUTHORITY.

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APPOINTED LEADERSHIP:

Professional Development Officer **(Vacant)**
Contact Greg Toth with interest in this position. (See Page 24)

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Contact Greg Toth with interest in this position.

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This publication was designed for the web in an effort to remain environmentally friendly.

NORTHERN SECTION NEWS

ANDY DURLING, AICP, LEED® AP
DIRECTOR, NORTHERN SECTION

The APA Northern Section held their bi-annual elections in December 2011 to elect officers for the positions of Director, Assistant Director, Secretary, and Treasurer. Northern Section members were asked (via email) to submit nominations for the various positions and ballots were subsequently sent (via email) to each member. All officers ran unopposed and will hold their position until the next election in December 2013. The 2012-2013 Northern Section Officers are:

Director: **Andy Durling**
Assistant Director: **Theresa Avance**
Secretary: **Stacie Huggins**
Treasurer: **Angela Fuss**

Additionally, a new Planning Student Organization Representative was appointed to the Northern Section Board this year. Please join us in welcoming **Haley Anderton-Folmer** to our Northern Section Board. She will be the liaison between the Northern Section Board and the student organization at UNR.

Andy Durling, AICP, LEED AP, has over 11 years of professional planning and urban design experience and is an Associate with Wood Rodgers Planning and Urban Design practice, as well as Program Manager for the company's Renewable Energy Services Group. He is currently serving his second term as Director of the Chapter's Northern Section, and previously held the Assistant Director position.



 **Ongoing: See Video of Planning Centennial Symposium for CM Credits**

Symposium, 1909-2109: Sustaining the Lasting Value of American Planning. A four-hour symposium was held on May 21, 2009, and brought together federal officials, planners, academics, and grassroots advocates to focus on the achievements of America's first 100 years of planning. See a video of the symposium (free) and earn CM credits. Visit <http://www.planning.org/centennial/symposium/>

CM | 4.0 may be earned by viewing all four parts of the symposium video.

SOUTHERN SECTION NEWS

GENE PASINSKI, AICP
DIRECTOR, SOUTHERN SECTION

The APA Southern Section held their elections for one month over the holidays to elect new officers for the positions of Director, Assistant Director, Planning Official, Secretary, and Treasurer. Candidates were nominated by the Section's Nominating Committee, with the election results announced January 20th, 2012. All officers ran uncontested and will hold office until the next election in December 2013. The 2012-2013 Southern Section Officer are as follows:

Director: **Gene Pasinski**
Assistant Director: **Richard Rojas**
Secretary: **Marco Velotta**
Treasurer: **Jody Donohue**
Planning Official: **Michael Campbell**

Gene Pasinski, AICP, is a Principal Planner with Clark County Department of Comprehensive Planning Nuclear Waste Program, and has over 27 years experience in Community, Advance and Current Planning. Gene has been a member of APA since 1984 and has coordinated the Box City program since 1993. Gene worked with Candace Stowell to develop the Box City program and worked with her on the first School, Lunt Elementary.



Come to the APA National Conference in L.A. April 14-17

Join APA in Los Angeles for the 2012 National Planning Conference: the world's largest planning event with four days of unparalleled networking and learning opportunities. It all takes place April 14 to April 17, 2012 at the Los Angeles Convention Center and the J.W. Marriott at LA Live. In addition to terrific conference sessions, the conference will showcase the region with orientation tours traversing the boulevards of Los Angeles and the famous hills and valleys, more than 50 mobile workshop expeditions throughout the area, and a series of Local Host Committee special events. Be sure to get your tickets to a Special Film Night showing Paramount's Classic "Chinatown" at the historic Orpheum Theater, and the Opening Night event at the historic Union Station. A Young Planners and Student Mixer at Seven Grand, located on 7th Street, is also planned.

Register now to attend sessions, workshops, tours, and events! Pre-registration ends March 15, 2012.

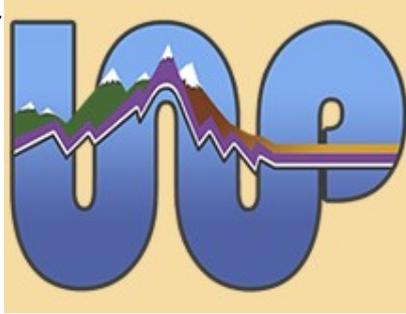
<http://www.planning.org/conference>

NEW EDITOR FOR WESTERN PLANNER JOURNAL

Improvements Planned

MICHAEL HARPER, FAICP

The *Western Planner* journal, published by Western Planning Resources, Inc. (WPR), has recently engaged Rachel Girt, Girt Communications, as its new editor. Ms. Girt has extensive experience in print communications. She has recommended to the WPR Board of Directors some improvements to the *Western Planner* which were endorsed by the Board of Directors at its meeting in Billings, MT in January.



The *Western Planner* will now be published and sent to subscribers five times a year rather than the eight issues currently published annually. In exchange for the reduced number of issues, the journal will now be a full color publication. In addition, the number of pages will be increased to 24 per issue. Furthermore, the content will focus more on issues of interest to planners and appointed officials, rather than numerous pages being devoted to news from WPR's associated organizations. To fulfill the need for news from WPR's associated organizations (NVAPA is one of those organizations), a monthly electronic newsletter will be sent to the e-mail address of every subscriber to the *Western Planner*. These improvements will be instituted immediately this year.

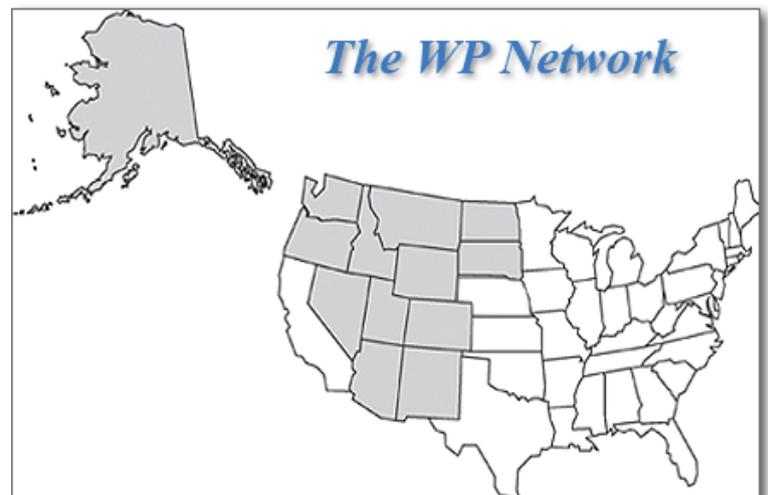
Many NVAPA members may not be aware that the chapter is an affiliated organization with WPR and has maintained this relationship with WPR since 1988. As an affiliated organization, interested chapter members may subscribe to the *Western Planner* at a reduced \$30 per annum. The chapter values WPR as a collaborative organization that focuses on western planning issues. Although initially an organization whose subscribers were rural and small town planners in the tier states that border the Canadian border, WPR has expanded its subscriber base to more urbanized states such as Arizona, New Mexico, Colorado, Oregon, Washington and Nevada. Consequently, WPR and the *Western Planner* journal have strived to balance their focus on both rural/small town planning issues and the larger urban communities' issues that exist throughout the west. Because the *Western Planner's* articles are

written by planners in the west and for planners and appointed officials in the west, subscribers are hearing from their peers. The *Western Planner* contains regular columns on financing of planning initiatives, advice to planning officials and planning practices. For planners who want to highlight a particular success, the *Western Planner* provides that opportunity to write about those successes and be published.

In addition to providing a journal WPR, along with an associated organization, sponsors an annual regional conference. Typically this conference is held in late summer or early autumn and at venues throughout the west. Recently, the conference has been held in Cheyenne, WY and Santa Fe, NM. The 2012 conference will be held in Billings, MT from August 7th through the 10th. NVAPA will be the co-sponsor of the regional conference in 2013 at Lake Tahoe in early October. The conference provides a range of speakers on regional topics of interest to western planners. The level of professional presentations at these conferences has resulted in most of the offerings being approved for Continuing Maintenance (CM) hours for AICP members.

For additional information on WPR and the *Western Planner* journal, WPR's website provides information on the organization, membership, advertising on in the journal and on the website, and the annual conference: www.westernplanner.org 

Michael Harper, FAICP, is the NVAPA representative to WPR.



CITY OF LAS VEGAS FINISHING MAJOR SUSTAINABILITY PROJECTS

MARCO VELOTTA

By the end of 2011, the City of Las Vegas will begin wrapping up a \$40 million investment in sustainability capital and community projects that began in 2009. The completion of these projects, a result of the Mayor and City Council's Sustainable Energy Strategy, marks a major milestone and has allowed for the City to begin seeing the results of those investments.

Although the Mayor and City Council had already established a good track record in sustainability by adopting policies such as the US Mayors Climate Protection Agreement in 2005 and a Green Building Resolution in 2006, the 2008 Sustainable Energy Strategy set sustainability targets for city operations, city codes, and the community. The Strategy represents a comprehensive sustainability initiative that set targets for reducing the City's energy consumption and emissions while setting a renewable portfolio standard.

Although some investment into sustainable capital projects was already in planning, such as a 4 megawatt solar generating facility at the City's wastewater treatment plant and the construction of a new, energy efficient, LEED Gold certified City Hall rated by the United States Green Building Council, the American Recovery and Reinvestment Act funded programs such



CITY OF LAS VEGAS PV SOLAR PARKING COVERS

as the Energy Efficiency and Conservation Block Grant (EECBG), which provided another resource for the City

to expand its program. The City strategically used Recovery Act funds to invest in several large projects, including 1.7 megawatts of solar covered parking, a project that will not only reduce power consumption at 27 City parks, community centers, and fire stations, but provide the amenity of shaded parking for



residents and employees. Nearly all installations have been completed and are generating energy.

The City's top energy consuming facilities are currently receiving energy efficiency improvements to conserve energy and further reduce overall consumption and cost. One measure includes replacement of old windows at the City's Development Services Center with new energy efficient windows, while the City's Detention Center will receive lighting and HVAC upgrades. Finally, the City began a replacement project of about 20% of its 50,000 streetlights with LED lighting technology lights along arterial and residential roadways.

While City operations were the primary focus of Recovery Act funds, some projects and programs to promote community sustainability were launched as well. The City revised its Green Building Program to include incentives for residential and commercial retrofits and provided Recovery Act funds to local non-profits for a statewide Home Performance with ENERGY STAR program known as HomeFree Nevada that provides energy audit and retrofit rebates and financing for program participants. The City's Building and Planning departments also updated both its building and zoning codes to promote greater energy efficiency and new development standards. In addition, the City has worked with other agencies to construct an increasingly multi-modal community, with projects including:

- New bus rapid transit routes with transit-only lanes, including 2 rapid and limited stop routes along Boulder Highway, a new rapid transit route along Sahara Avenue, and express routes connecting the northwest and western parts of the Valley with Downtown Las Vegas and the Strip,
- New park 'n' rides and transit centers,
- New bicycle lanes, complete streets and bicycle infrastructure in Downtown Las Vegas,
- Additional HOV lane miles and HOV freeway connectors

PLANNER PROFILE BRANDY McMAHON

AN INTERVIEW BY CANDACE H. STOWELL, AICP

- New trails, and
- An electric bicycle program.

With many projects now complete, the City began tracking its total annual energy costs, energy consumption, and emissions for both City operations and the community using building and energy management software to help City staff document energy savings and costs from Sustainable Energy Strategy projects. These results are reported to the Mayor and City Council on an annual basis and will be available online on the City's sustainability website, which will also include an interactive map that will allow members of the public to view real-time data of specific projects.

The completion of projects in 2011 was a major milestone, yet it is only a first step, as City officials are planning the next phase of projects for 2012 and beyond. To ensure the long-term sustainability of the program, the Sustainable Energy Strategy requires reinvestment of energy savings of existing projects. As renewable generation and energy efficiency begin reducing electricity and natural gas costs and utility rebates are collected, the energy savings that has been monitored from an initial utility baseline will be captured and reinvested into additional projects in future program years. Future projects in the initial stages of implementation and planning include additional retrofits to City facilities, additional phases of streetlight replacement, plug-in electric vehicle charging stations. The City has also worked extensively with surrounding local governments, the Regional Transportation Commission of Southern Nevada, the Southern Nevada Water Authority, and the Nevada State Office of Energy to advance sustainability across the entire region. 

Marco Velotta is a member of the City of Las Vegas Office of Sustainability and assists with the implementation of the City's Sustainability initiative. He graduated from the University of Nevada, Reno in 2006 with a BS in Geography, Math minor and a Master's in City Planning in 2008. Marco presently assists with the management of the City's Energy Efficiency and Conservation Block Grant allocation, the City's Green Building Program, and implementation of the City's Sustainable Energy Strategy. He also works closely with HomeFree Nevada, the state's Home Performance with Energy STAR program, which is partially funded by the Green Building Program and the Recovery Act.



Brandy McMahon, AICP, is a Senior Planner in the Planning Division of the Douglas County Community Development Department. Brandy has worked for Douglas County since 2005 and recently completed the Leadership Douglas County Class.

Describe your interest in planning.

I studied environmental studies at UC Santa Barbara and loved all of the environmental issues.

Describe your education in planning.

I attended graduate school at Humboldt State University in Arcata, CA and received a Master's in Environment and Community. I enjoy living in areas with open space and natural resources.

Describe your career path.

After graduating from Humboldt, I wanted to live in Northern California. I did some volunteer work and ended up in Yuba County in the Planning Division of the Community Development Department. Yuba County is adjacent to Sacramento (SACAG) and we were dealing with lots of growth (2003-2005). There was no counter technician. This was the height of the housing boom and we had a small staff. Consultants were hired to process development applications. Zoning Maps were colored on top of assessor maps. GIS was digitizing information. We had to go through old documents to make sure the zoning was correct.

I joined Douglas County in 2005 and worked in current planning in the Planning Division of the Community Development Department. Within 6 months, the Planning Secretary quit, the Junior Planner left, and the Assistant Planner left. The work volume was so much



that everyone was doing current planning. Everything was reactionary. There was no time for any long range planning.

The sustainable growth initiative passed in 2002 in Douglas County and there was litigation. The Community Development Director at the time sat down with different interest groups and prepared a draft Building Allocation Ordinance. During this litigation, there was a massive push to build as quickly as possible and get maps recorded. There was a lot of activity in the Building Department. By the time Douglas County passed the Building Permit and Growth Management Ordinance in 2007, it had no impact on growth. Growth started to slow down at the end of 2008. The Ordinance limits the number of allocations available for residential development and started with a limit of 317 allocations in 2007. The Growth Management Ordinance does not restrict where growth takes place. Creating sustainable communities is not just about limiting the number of homes that are built each year. But the Allocation is in place and we have hundreds of excess allocations.

Describe your most interesting project you have worked on.

I've worked on several CDBG grants and secured four grants for Austin's House (Carson Valley Children's Center). Austin's House was built with donations and provides temporary shelter for children from all over Northern Nevada. It is located on BLM land. I obtained CDBG grants which have been used to purchase a van to transport children and a security system. We obtained a \$15,000 grant for a land survey (we have to pay BLM for a survey). I also obtained an \$85,000 CDBG grant to purchase the property that Austin's House was constructed on. We are still waiting on the appraisal since Austin's House is on BLM land.

I also helped with the update of our floodplain ordinance. The county was sued and our ordinance was found to be arbitrary and capricious. There were lots of public hearings on amending the floodplain management ordinance but it was finally adopted in 2008. Now we have a Scientific Resolution Panel to determine if the new FEMA mapping was accurate. Although these maps were adopted in 2010, we are still finding problems.

I am currently working with TRPA on the Regional Plan Update, which includes development of local plans and improving local permitting procedures.

We are also working on a Wellhead Protection Program for Douglas County. Wellhead protection will help with water quality issues.

Describe one of your future planning career goals/aspirations.

Water quality and open space are priorities. We need a stormwater management plan, we need riparian buffers and also Low Impact Development standards. We also need to try to pursue the Open Space Acquisition Program again. This would have numerous benefits – wildlife, scenic efforts.

I enjoy working on big projects and enjoy long range planning, such as our recent update to the Douglas County Master Plan and now moving to implement the Master Plan.

Ten years from now, I would like to see more vibrant downtowns in Douglas County, more open space acquisition, more bike and hiking trails, and environmental redevelopment of the Stateline community adjacent to Lake Tahoe.

The big issues will always be floodplain management, water quality, protecting open space, and providing access to recreation opportunities. 

Candace Stowell, AICP, is the Planning Manager for the Douglas County Community Development Department. During the early 90's, Candace worked for Clark County in the Comprehensive Planning Department (shared an office with Gene Pasinski) and later in the Community Resources Management Division

*Letter from the President
State of the Chapter
from Page 2*

5 – Bylaws

Compliant: They do need updating, however, which will be done at this year's Chapter Business Meeting during the state conference. It seems everyone holds elections electronically nowadays but the bylaws currently require paper, mailed ballots. I'll be proposing to amend them to allow electronic voting for future Chapter elections, both for ease and to save on printing and postage costs.

6 – CPC Leadership Meetings

Compliant: Every spring at the National Planning Conference and every fall in Washington, D.C., the 47 Chapter Presidents convene the Chapter Presidents' Council. APA coordinates these meetings, arranging the meeting space and setting the schedule. The fall meetings are held jointly with the Divisions Council and



THE CHAPTER PRESIDENTS' COUNCIL

the APA and AICP Boards of Directors. The CPC is also broken down into several committees. The Nevada Chapter President has historically [and continues to] sit on the Chapter Grants Committee, so every spring and fall I review applications from several chapters for grants for various projects they are working on.

The CPC works kind of like I imagine the United Nations working. We sit in a big "U" and have signs in front of us stating which Chapter we represent. More importantly, we attend to the business workings of the CPC, hear presentations from the APA Executive Director, APA President, and AICP President, and discuss and vote on important matters presented to us by APA and/or AICP.

7 – Annual Chapter Business Meeting

Compliant: Our most recent Business Meeting was held on Thursday, October 20, 2011, at the State Planning Conference in Sparks. They'll be held



MY VIEW FROM THE PODIUM AT THE STATE OF THE CHAPTER ADDRESS/ANNUAL BUSINESS MEETING. NOT QUITE AN ANGRY MOB, LUCKILY.

annually at the state conference. All members are encouraged to attend! They'll be used to update members on any Chapter news, give an overview of the past year in Chapter goings-on, and potentially used for periodic updates to the bylaws (members in attendance would vote on the changes).

8 – Newsletter

Non-Compliant: (But only recently non-compliant) For several years we met this performance criterion by maintaining a Sustaining Membership in Western Planning Resources, publisher of the Western Planner. Since we provided the "Nevada Notes" section, and they published ten times per year, we complied. Now that we have our own newsletter we just need to make sure we publish three per year. Unfortunately we only published two for 2011 due to lack of articles. But from now on we'll publish no matter how many articles we have. And we've even had two volunteers for newsletter editor! (I begged for one during the State of the Chapter Address, and it worked.) Robert and I will be coordinating with them as soon as this issue is "in the can."

9 – List of Officers

Compliant: Again, this one is easy, and we update our list with APA after each election or special appointment in the Chapter and the Sections.

This is of course not an exhaustive list of what we already do, nor of what we *will* do. An annual conference isn't on the list, and we have been doing those for decades. The Chapter helps subsidize the cost of APA Audio Conferences for both the Northern and Southern Sections so anyone can attend and learn or earn CM credits if they need them free of charge. The Sections host educational seminars and luncheons, often for CM credits. The Chapter also funds educational and outreach programs such as Box City and Kid City. And we also host and/or sponsor special events and presentations as additional educational and professional development opportunities (previous events have included a panel discussion on Yucca Mountain and a training session on media and public relations).

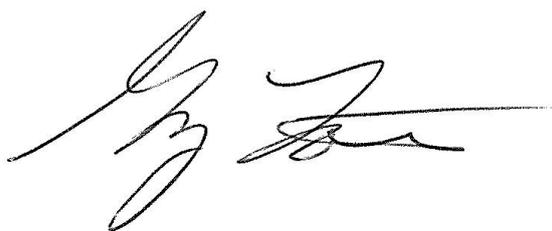
Some of the feedback we received at the State of the Chapter was to reach out to the rural areas more with educational and professional development opportunities. This is a fantastic and very important idea. Because of our expansive geography it will be complicated, but we'll be looking for ways to provide webcasting or live streaming of special events, seminars, luncheons, and conference sessions so that

anyone in the state can attend remotely. There were a few members who volunteered to help with this endeavor, but if you also have any ideas or want to help, or are interested in benefiting from the results, please let me know.

Other ideas we'll be exploring relate to lobbying on state legislative and ballot issues. APA National allows chapters to lobby, but of course this gets political so we need to be cautious and deliberate. APA will often offer position statements/Policy Guides that chapters can use and follow. This is something the Nevada Chapter hasn't been involved with for some time, so there'll be a re-learning curve, for sure.

Hopefully you now feel more connected to what's going on with your Chapter. In case you do, I want to re-issue a plea I made at the end of the State of the Chapter: the Executive Committee is comprised 100% of volunteers, and we can't do everything. The Chapter needs the help of many chapter members to run efficiently and effectively, so please get involved. We'll find a way to put you to work! For starters, we could use more pictures and articles for the newsletter. We also form special committees from time to time, such as the newsletter committee, who successfully researched the logistics of publishing our own newsletter. We'll probably be forming a membership committee soon, as well.

In summary, the state of the Chapter is strong, lean, and ready to go. More good things are on the way, and with your help they'll get here quicker. Thank you again for your time and support, and God bless Nevada! 



EXAMINING THE IMPORTANCE OF PLANNING EDUCATION TO THE PRACTICAL WORK OF PLANNERS IN NEVADA

DR. FREDERICK STEINMANN
and MICHAEL HARPER, FAICP

Introduction

In September 2011, the authors mailed a 29-question survey to the members of the Nevada Chapter of the American Planning Association. The authors were interested in determining what specific skills planners in Nevada felt were important in their day-to-day work. By determining what specific skills and knowledge were important to practicing planners, in a state like Nevada that has experienced periods of recent tremendous population growth and decline, significant changes to the state's economy, and significant changes in the state's demographic profile over the past decade, the authors hope to help influence the development of planning curriculum here in Nevada and in other parts of the country as well.

From the results of the 2011 Nevada Chapter of the American Planning Association (2011 NVAPA) membership survey, it is clear that planners are more than just planners. In either the public or private sector, planners are expected to be technical experts across a wide range of topics and fields, including land use, economic development, the environment and natural resources, public facilities and infrastructure, housing, parks and recreation, transportation, and urban design. Today, planners are also expected to be managers and administrators, responsible for the administration of their departments and management of other planners and staff, the development and implementation of department and agency budgets, and routine interaction with the public and policy makers during all steps in the policy making process.

The authors hope that this survey, added to the work of previous authors and researchers in the field of planning education and research, will help planning programs develop their curriculum over time to better match the skills planners are being taught in school with the skill set they will need in order to be successful as planning practitioners in the field. This article is the first of two articles to appear in *Nevada Planner*. While this article focuses primarily on introducing the survey and some of the survey's preliminary results, the next article will suggest possible changes to plan-

ning curriculum based upon the survey's results, focusing on the difference between practicing planners who are managers and practicing planners who are not managers.

The Evolving Nature of Planning Curriculum

John Friedman (1994) surveyed 40 planning educators throughout the United States during the summer of 1992, asking educators three questions: 1) What challenges for planning education in North America do you see arising from current/prospective changes in world conditions and current/prospective changes in conditions at home?, 2) What planning roles do you see becoming more salient over the next decade, and 3) What will be the critical skills required of graduate planners over the next decade? Using the results of his survey, Friedman (1994) was able to generate a cross-section of opinions and perspectives on the problems of American planning education in the 1990's and what changes in planning curriculum were needed in order to prepare future planners for the key challenges they would face upon graduating and becoming practicing planners in their respective fields.

From the results of his survey of planning educators, Friedman (1994) developed four pillars of planning education that he thought could help steer planning education curriculum in the near future. First, Friedman (1994) concluded that planning is, ultimately, concerned with making public and political decisions more rational in that planners are uniquely qualified to provide policy makers, or the elected officials, and the public at large with enough timely and accurate information so that more informed decisions could be made. Second, planning is most effective when it is, in some sense, comprehensive. Friedman (1994) was certainly not the first person to point out that planners, like any other professional, tend to become siloed in their respective area of interest and specialty. For example, a traditional land use planner is not likely going to spend a lot of time becoming an expert in economic development. Yet Friedman (1994) concluded that both the economic development planner and the land use planner could greatly benefit from the experiences and wisdom of the other and that the results of both economic development planning and land use planning, for example, would be better if the land use planner and the economic development planner would work together.

Third, planning is both science and an art, based on experience, but the emphasis is often placed on the first of these terms. Friedman's (1994) point here is to suggest that planning education should take into con-

sideration the non-scientific, or non-rational, aspect of the public policy making process. Planners, before they become planners, must learn to accept the emotional and value-laden aspect of the planning process. Fourth, planning is also value-sensitive in that planners have moved closer to an advocacy role, advocating for a variety of social justice, environmental sustainability, and other issues. The formal education of planners needs to better teach this advocacy role. Planning education should not focus on how to make planners better advocates and should not dictate what planners advocate for, but should prepare planners for the inevitable feelings and personal conflicts they will have with the decision of the public and policy makers when they become practicing planners.

In 2001, Ernest Alexander reviewed an earlier study completed by Connie Ozawa and Ethan Seltzer in 1999 titled, "Taking Our Bearings: Mapping a Relationship between Planning Practice, Theory, and Education". From the Ozawa and Seltzer (1999) study, Alexander (2001) looked specifically at questions pertaining to "theory," or the substantive and procedural knowledge that planners seem to indicate as important, "methods and skills," or the writing, analysis, synthesis, creativity, and design skills planners indicated were important, and "judgment and good sense", or attitude and judgment skills.

Alexander (2001) concluded, based upon the results of the Ozawa and Seltzer (1999) survey and study, that contemporary planning core curriculum, as the link between theory and practice, must move closer to practice and incorporate more communicative practice. Alexander (2001) also found that the skills and competencies of individual planners are directly linked to different, specified forms of knowledge, including analysis, communication, design, management, planning history and theory, and writing. Finally, Alexander (2001) concluded that, "...the competent planner is a well-rounded person equipped with a blend of communicative, analytic, and synthesizing skills." In short, the core curriculums of planning programs need to equip planners with a wider range of skills in order to be effective and efficient as practicing planners.

In 2007, Jerome Kaufman and Marta Escuin explored the possibility of a common planning culture or ideology by surveying practicing planners in the United States, Spain, and the Netherlands. A questionnaire with 53 strongly worded statements were sent out and the study itself focused on three separate dimensions of planning, including 1) process, or a planner's attitude about performing different technical and political

roles and the public's role in the planning process, 2) substantive, or a planner's attitude towards the environment, mass transit, private developers, and low-income/equity issues, and 3) work setting, or a planner's attitude about the agencies they work for and their willingness to express their values in their work.

From the results of their survey, Kaufman and Escuin (2007) found evidence of a common planning culture or ideology regardless of nationality. Kaufman and Escuin (2007), regarding the political role of planners, concluded that planners should lobby proactively to defeat proposals that they think, based upon their technical experience, are harmful. Regarding the environment, Kaufman and Escuin (2007) found that while concern for the environment is important, planners should temper that concern by recognizing that other legitimate objectives which come in conflict with environmental protection may be even more important. Regarding low income and equity concerns, planners should not equate equal opportunity with giving some groups special treatment or preference or others. In regard to mass transit, Kaufman and Escuin (2007) conclude that, based upon the results of their survey, planners believe that people should be encouraged to use mass transit instead of automobiles. Finally, despite evidence for a political and advocacy role among planners, Kaufman and Escuin (2007) found that planners feel that they should accept and work within the rules of their departments even if they do not always agree with them.

Based upon the work done by John Friedman in 1994, Ernest Alexander in 2001, and Jerome Kaufman and Marta Escuin in 2007, planning curriculum has had to evolve and develop to meet the changing and evolving nature of planning and the changing and evolving responsibilities of practicing planners. Planners are expected to be more than technical experts. They are expected to actively engage in the political process of policy making as opposed to the technical aspect of policy implementation. Planners are also expected to be managers and administrators while also regularly engaging with the public and other key community stakeholders. Planning education programs nationwide need to routinely consider whether or not their curriculum is best preparing future planners for the challenges they will face as practicing planners, administrators, and managers.

The Survey

Using the past work and surveys developed and published by John Friedman (1994), Ernest Alexander (2001), and Jerome Kaufman and Marta Escuin (2007),

a 29 question survey was developed and sent to the current membership of the Nevada Chapter of the American Planning Association (NVAPA). The 2011 NVAPA membership survey consisted of four sections, six questions regarding "Demographic, Educational, and Social Characteristics," 11 questions regarding "Income and Employment Characteristics," three questions in the "Statements on the Outlook of Planning" section, and 9 questions pertaining to "Skills and Planning Education."

The survey itself was funded completely by the NVAPA. Staff at Washoe County and the Nevada State Demographer, Mr. Jeff Hardcastle, helped print, compile, and mail the survey.

The initial survey was mailed out in September 2011. Prior to the survey being mailed out, the executive staff of the Nevada Chapter of the American Planning Association sent out an email to the entire membership informing them that each member would receive a survey and that they should complete the survey and return it in the included self-addressed stamped return envelope. The NVAPA sent out subsequent emails reminding the membership of the survey and encouraging each member to complete and return the survey.

Table 1 presents the final mailing results of the 2011 NVAPA membership survey that was mailed out to the NVAPA membership in September 2011.

Table 1
2011 NVAPA Membership Survey Mailing Results

Category	Results
Number of Surveys Mailed Out	292
Number of Surveys Returned	2
Actual Population	290
Number of Surveys Returned	107
Return Rate	36.9%

For a 95 percent confidence level with a confidence interval of 10, a sample of 72, for a population of 290, would be required. A total of 107 surveys were returned from the actual population of 290 surveys mailed out resulting in a return rate of 36.9 percent. The authors are confident that the results from this survey are statistically significant at the 95 percent confidence level. The authors were also pleased that in a time of economic downturn in Nevada, members of the NVAPA found it important to respond to this survey.

Results

A few key results from each section of the survey are

presented here beginning with Demographic, Educational, and Social Characteristics.

Demographic, Educational, and Social Characteristics

Table 2 presents the results for Question 2.

Out of the 107 total surveys returned, the age range “35 to 44 Years” had the highest number of responses (31.8 percent, 34 total respondents); “45 to 54 Years” had the second highest number of responses (28.0

Table 2
Question 2: Please your age.

Age Range	Survey Results NVAPA Membership	2010 US Census Results State of Nevada
18 to 19 Years	0.0% (0)	N/A
20 to 24 Years	0.0% (0)	6.6% (177,361)
25 to 34 Years	15.9% (17)	14.3% (386,326)
35 to 44 Years	31.8% (34)	14.2% (384,597)
45 to 54 Years	28.0% (30)	13.8% (374,073)
55 to 59 Years	16.8% (18)	5.8% (156,804)
60 to 64 Years	4.7% (5)	5.9% (160,597)
65 to 74 Years	2.8% (3)	7.4% (199,995)
75 to 84 Years	0.0% (0)	3.6% (97,606)
85 Years or Older	0.0% (0)	1.1% (29,532)
TOTAL	107	2,704,642

percent, 30 total responses) and “25 to 34 Years” had the third highest number of responses (15.9 percent, 17 total responses). This “graying” of the NVAPA membership is similar to the “graying” of the state’s entire population. The “graying” of the NVAPA membership also is mirrored by the national APA 2010 survey of planners’ salaries which showed that the 35 to 54 age group was by far the largest segment of APA members. Although the NVAPA membership, based upon the results of the survey, shares a similar aging population trend with Nevada’s statewide population, a “graying” of the NVAPA membership may signal that there are fewer younger planners to take over from older planners as they begin to retire. These results may also reflect that in times of economic distress, older and more experienced planners are being retained during reduction in force (RIF’s) efforts, or are delaying retirement.

Table 3 presents the results for Question 3.

A majority of survey respondents, 91.5 percent or 97 total respondents, indicated that they were White, non-Hispanic. Although, according to the 2010 US Census, a majority of Nevadan’s, 54.0 percent or approximately 1.5 million individuals, are also White, non-Hispanic, the results of the NVAPA survey indicate that the Nevada planning community is not as ethnically diverse as the state’s actual population. Compared to the 2010 APA/AICP Planners Salary Survey of planners nationwide, the ethnicity of planners in Nevada is very

continued on page 20

UPCOMING EVENTS

Northern Section

March 14 1 pm – 2:30 pm

APA Audio Conference: Urban Agriculture & Food Systems

- Washoe County Community Development, Large Conference Room,
1001 E. Ninth Street, Building A, Reno

March 20 11:30 am – 1:00 pm

Brown Bag Lunch: Stephanie Grigsby, Principal, Design Workshop

Topic: Community participation and facilitation techniques for transportation and planning projects.

- Washoe County Community Development, Large Conference Room

April 27 11:30 am – 1:00 pm

Brown Bag Lunch: Tina Iftiger, Vice President of Airport Economic Development, Reno-Tahoe Airport Authority

Topic: Economic effects on the Reno-Tahoe Airport Authority (FTAA) & the make-up of its Economic Development Department; RTAA funding; how the RTAA promotes development.

- Washoe County Community Development, Large Conference Room

June 6 1 pm – 2:30 pm

APA Audio Conference: Adapting Cities to Climate Change

- Washoe County Community Development, Large Conference Room

June 27 1 pm – 2:30 pm

APA Audio Conference: 2012 Planning Law Review

- Washoe County Community Development, Large Conference Room

Southern Section

April 20 11:30 am—1:00 pm

Southern Section Luncheon: Interesting Topic TBA

- Gordon Biersch, 3987 Paradise Road, Las Vegas

March 14 1 pm – 2:30 pm

APA Audio Conference: Urban Agriculture & Food Systems

- City of Henderson Community Development, 240 S. Water Street

- City of Las Vegas Development Services, Department of Planning,
333 N. Rancho Drive, 3rd Floor

April 20 Time TBD

New Distillery Ordinances in Clark County

- Total Wine and More, 501 N. Stephanie St., Henderson

May 2 1 pm – 2:30 pm

APA Audio Conference: Monetizing Sustainability

- City of Henderson Community Development

May 16 1 pm – 2:30 pm

APA Audio Conference: Maintaining Neighborhood Character

- City of Henderson Community Development

June 6 1 pm – 2:30 pm

APA Audio Conference: Adapting Cities to Climate Change

- City of Henderson Community Development, 240 S. Water Street

- City of Las Vegas Development Services, Department of Planning

June 27 1 pm – 2:30 pm

APA Audio Conference: 2012 Planning Law Review

- City of Henderson Community Development, 240 S. Water Street

- City of Las Vegas Development Services, Department of Planning

Note: All APA Audio Conferences are FREE to attend.

CARSON CITY PROPERTIES LISTED ON THE NATIONAL REGISTER OF HISTORIC PLACES

JENNIFER PRUITT, AICP, LEED AP BD+C

A portion of the Carson City Historic District, designated the "West Side District," was recently listed in the National Register of Historic Places. The area was selected for inclusion in the National Register in recognition of its importance to the history of Carson City and the state of Nevada. The Carson City Historic District has been established in Carson City since 1982.

The National Register of Historic Places is the Nation's official list of cultural resources worthy of preservation. Authorized under the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources.

The nomination was prepared by J. Daniel Pezzoni, of Landmark Preservation Associates. The Carson City Historic Resources Commission and the State Historic Preservation Office of Nevada assisted in the nomination.



408 W. ROBINSON STREET

Carson City's West Side Historic District encompasses approximately seventy acres at the historic core of Nevada's capital city. Carson City was laid out in 1858 as an orthogonal grid with a north-south orientation following section lines. The district is linear in form with a maximum north-south dimension of 3,300 feet from Fifth Street on the south to near John Street on the north, and a maximum east-west dimension of 1,800



HYMAN OLCOVICH HOUSE

feet from Curry Street on the east to past Mountain Street on the west.

A total of 194 primary resources and 142 secondary resources are counted in the district for a total of 336 resources. Most of these resources are classified as buildings (93 percent). A total of 244 resources (73 percent) are classified as contributing to the character of the district and 92 resources (27 percent) are classified as noncontributing. This latter group is composed primarily of buildings constructed after the end of the period of significance in 1945 but includes a few historic buildings that have lost integrity. Secondary resources such as post-1945 garages and sheds constitute a high proportion of the noncontributing resources. Dwellings, mostly single-family, constitute the most numerous building type in the district followed by domestic outbuildings, churches, and commercial buildings.

The Carson City Historic Resources Commission and the Planning Division are the city stewards of the Carson City Historic District. Its staff administers a wide range of programs that seek to preserve the heritage of the state and the historic investments of its citizens. For more information, contact the Carson City Planning Division, 108 E. Proctor Street, Carson City, NV, 89701, or call 775-887-2180. 

Jennifer Pruitt, AICP, LEED AP is the Principal Planner at the City of Carson City Planning Division, where she has been for the past 14+ years. She has over 17 years of planning experience in Nevada/California. Her educational background is in Architecture.



COLLABORATION IN A STATE OF SHIFTING PARADIGMS

State of the State

PERRY D. GROSS, Ph.D.

Nevada communities face challenges during the state of shifting paradigms and the 39th Annual Nevada APA Conference facilitated our conversation about the opportunities presented. One such opportunity is the potential to engage diverse stakeholders in a broad conversation about the future of our communities. A powerful approach for conducting these conversations involves the use of collaborative principles and practices. This article reports the discussions that occurred during a session at the Sparks, Nevada conference in October 2011. Panelists for this session were experienced collaborators and included:

- **Jennica Finnerty** with the Nevada Department of Transportation (NDOT) Project Management Division and the F-Street Community Collaboration;
- **Michael Moreno** with Washoe County Regional Transportation Commission and the Northern Nevada Transportation Collaborative;
- **Sondra Rosenberg** with NDOT Planning Division and Bardia Nezhite with CH2M Hill and The I 15 Mobility Alliance, a Multi-State Collaborative; and
- **Anastacia A. Sullivan**, the Director of Operations, Planning and Business Development with Railroad Industries Inc. and Empowerment Collaboration through Diversity and Disadvantaged Business Enterprise Programs.

This dialogue about collaboration utilized electronic polling equipment. First a question was asked, session attendees registered their responses, and panelists provided insights to the response results. Once panelists provided their thoughts, the conversation was opened up for everyone in the section to engage. Ultimately, this discussion format provided an engaging environment that literally pushed the limits of the time allocated for the session. The dialogue focused on a series of individual questions which benefited from the discussion about the results of previous questions, as the following discussion demonstrates.

What is collaboration? The majority of responses (59%) identified the idea of *working together* defined collaboration. The second most significant response (31%) identified *finding mutual gains* as the definition of collaboration. These two responses complement

each other with the former focusing on the process and the latter the outcome. Essentially, if a collaborative group can establish the means to work together there is a great likelihood they will be able to identify mutual gains solutions. Other responses included *cooperating with others* (7%) and *a negotiation* (3%) which taken together imply an emphasis on authority.

Why collaborate? The overwhelming response (83%) identified *producing better outcomes* as the genesis for collaboration. Seeking better outcomes speaks well for the planning profession in Nevada. Other responses included to *get what you want* (3%), *grant funders required demonstrating collaboration* (3%), and *people cooperate better* (3%). These responses represent the pragmatic nature of collaboration. However, the group discussion focused on yet another response; *helps build trust* (7%). Panelists emphasizing this response indicated their experiences with collaboration were often in undertaking collaboration in contentious environments with stakeholders not trusting each other. The identification of building trust as a purpose for collaboration indicates trust is necessary for generating better outcomes. Perhaps, collaborative processes and outcomes succeed because they generate trust.

Who should be in collaboration (pick 3)? This question required three ranked responses from session attendees. Overwhelmingly, *the general public* was identified with *elected officials* and *agency decision makers* emphasized as well. Other participant groups included *agency professionals*, *advocacy groups*, and *underrepresented groups*. *Other professionals* and *legal representatives* were not identified. Looking at these results in total reveals there is a tension in the relationship between elected officials / agency decision makers and their constituency, the general public. This tension may be related to the nature of trust identified as essential in collaborative processes. The remaining groups identified, advocacy groups and underrepresented groups, may be less emphasized because of their potential to represent "the squeaky wheel" as an overrepresented constituency.

Which stakeholder group stands to gain the most from collaboration? Again, *the general public* (38%) was emphasized as benefiting the most. *Agency decision makers* (21%) were viewed as benefiting by perhaps engaging with their constituency, the general public. Interestingly, *elected officials*, *agency professionals*, and *advocacy groups* were equally represented (13%) as benefiting from collaboration. Subsequent session attendees and panelist discussions indicated

that it was a challenge to identify a single best stakeholder group that benefited from collaboration. Ultimately, the group felt that engaging in collaboration was mutually beneficial for all the stakeholder groups identified. Interestingly, *underrepresented groups*, *other professionals*, and *legal representatives* were not identified as benefiting from collaboration. Ultimately, the group discussion dealt with the distinction between underrepresented groups and the general public. Many discussants advocated that distinguishing groups as underrepresented may stigmatize the group. In the end, though, the group did recognize that many groups lack representation in planning processes and collaborative approaches provide an opportunity to improve this situation.

When should collaboration be undertaken? While eight distinct potential responses were offered, only two, *when multiple stakeholders are affected* (50%) and *when different positions exist* (35%), were readily identified. Taken together, these two responses suggest that the Nevada planning community recognizes the need for collaborative approaches to deal with increasingly complex interrelated planning issues. *When cooperation is possible* (8%) and *when good information is available* (4%) imply the importance of information in collaboration. Perhaps most importantly, though, *when the problem is well understood*, *when stakeholders will likely agree*, *when stakeholder interests are aligned*, and *when the project specifies collaboration* were not identified as reasons to undertake collaboration. This indicates that planners in Nevada recognize collaboration is not undertaken as merely a symbolic act of kindness in deference to others. Rather, collaboration is undertaken when issues are complex, the environment often contentious, and outcomes uncertain.

What is the key to collaborative success? This question elicited the widest range of equally significant responses. *Neutral facilitation* (29%) was recognized as beneficial. A related key to success, *a clearly defined process* (21%), indicates that an independent focus on the legitimacy of the collaborative process is important. *Groundrules*, *the means to deal with the unexpected*, and *a charter* (12%) seem to reinforce this focus on process legitimacy. These three keys to success are, in the practice of collaboration, specific techniques to generate a positive environment for group problem-solving. *Adequate resources to share* and *expert information* (4%) were also identified as keys to success. The group's discussion indicated collaborative experiences lead individuals to favor certain elements of the process while realizing they are all likely necessary for success.

Who has the moral authority to convene collaborative processes? Two groups, *agency professionals* (36%) and *agency decision makers* (25%) were overwhelmingly identified as the convening authority for collaboration. *The general public* (14%) and *elected officials* (7%) may reinforce the concept that the moral origin for collaboration outweighs the mere authority for collaboration. *Advocacy groups*, *underrepresented groups*, *other professionals*, and *legal representatives* were not viewed as having standing authority for convening collaborative processes. However 18% of the respondents indicated there were other parties with the moral authority to convene collaborative efforts. Taken together, these results suggest that the pragmatic authority for collaboration lies with the public agency which must account for the moral implications of stakeholder engagement and empowerment.

If the attendees and panelists for this session of the 39th Annual Nevada APA Conference in Sparks, Nevada serve as a barometer, the future of genuine collaboration is brighter than ever in Nevada. The panelists and many of the session attendees have experienced the powerful dynamics of authentic dialogue in collaborative processes. They have benefited from improved outcomes. They have witnessed the generation of the social, political, and intellectual capital necessary to cope with the challenges facing our Nevada communities. This stock of capital will be crucial in the future for implementing solutions. Nevada planners recognize the opportunities present in the current challenges facing Nevada communities and the potential that genuine collaboration provides in realizing these opportunities. The responses and dialogue from this session of the 2011 Annual Nevada APA Conference just proved my point. 



Perry D. Gross, AICP, is a Principle Analyst/Planner with Atkins, a multidisciplinary consultancy. Perry has a Certificate in Collaborative Governance from the Center for Collaborative Policy and California State University, Sacramento which focuses on: collaborative process design and neutral facilitation; training, coaching, and strategic collaborative advice; and documentation, analysis, and broad audience explanation of collaborative dynamics. He has 25 years of public policy and administration experience at the local, state, and national level.



2012 Project Awards Winners to be Presented in L.A.

The APA County Planning Division (CPD) and the National Association of County Planners (NACP) are in the midst of the 2012 Project Awards Program. This program recognizes outstanding planning projects from counties around the country and provides APA members the chance to see and learn about development, conservation, government, or environmental projects, where planning has had a positive impact on the outcome. Judges will be looking for innovativeness, quality, and the potential for use in other areas.

Final award selections will be made on March 5th, and the Awards of Excellence and Merit will be presented at the CPD Annual Meeting on April 15th from 11:45 a.m. to 1:00 p.m., during the National Planning Conference in Los Angeles. Please check the final Conference Program for location.

If you have questions about the awards program, please contact Tim Brown, Awards Committee Chair, at (334) 615-3416 or downtown54@hotmail.com.



CATALINA CASINO, CATALINA ISLAND, CA

MOBILE WORKSHOP PREVIEW Santa Catalina Island: A Microcosm of Small Town Planning Issues in the West

DALE POWERS, AICP

As many of you know, different parts of the country face unique planning challenges not experienced elsewhere. In the American West, there are several planning challenges:

- In resort communities with upscale housing, a struggle for affordable housing for residents who work at the resort exists.
- Transportation is a big issue for residents of island communities with limited opportunities to work and shop.
- Water is a BIG issue in the American West, with interstate compacts determining how much water each state can use, as well as controversy over



UNIQUE CATALINA ISLAND ARCHITECTURE



CATALINA ISLAND COUNTRY CLUB



AVALON, CA



TRIANA OF AVALON AFFORDABLE HOUSING

agricultural vs. residential usage.

- Balancing good land stewardship with property rights and creating economic opportunities for residents.
- Accommodating growth in resort communities with geographic limitations for outward expansion.

Each one of those challenges would make a great topic for a mobile workshop – especially with the 2012 National Conference being held this coming April in Los Angeles. To have all of those topics covered in one mobile workshop is a good use of your agency's training dollars.

"Santa Catalina Island: A Microcosm of Small Town Planning Issues in the West", on Tuesday, April 17, does all of that and more! For much less than the cost of several mobile workshops, you will experience first-hand how Santa Catalina Island and the City of Avalon have addressed these issues. As well, your learning experience will be enhanced by the breath-taking beauty of Santa Catalina Island.

In addition to actually seeing how Santa Catalina Island addresses each of the five challenges listed above, you'll also be intrigued by learning more about:

- Why there is freshwater and saltwater service to each structure serviced by City sewer and water.
- Why there is a 17-year wait to own a car on the island.
- Why the Casino is not a gambling casino and what it is used for.

This all-day mobile workshop is hosted by Siri Eggebraten, Associate Planner for the City of Big Bear Lake, California; Anne Krieg, STaR Vice Chair of Programs; and Dale Powers, STaR Immediate Past Chair. Attendees will experience several learning modules dur-

ing the workshop. En route to the island, Siri will give an overview of California planning law, including the California Environmental Quality Act (CEQA), and the role of the California Coastal Commission in land use decisions.

After landing at Avalon, attendees will be welcomed by Amanda Cook, Planning Director for the City of Avalon. The group will be taking trolley cars up to Wrigley Memorial Gardens. During the trolley ride, Amanda will share with the group the historical context of Santa Catalina Island and how that has influenced land use planning. At the Memorial Gardens, Mel Dinkel of the Catalina Island Conservancy – which controls over 80% of the land area of the island – will present the Conservancy's role as steward of the undeveloped land and the role of eco-tourism in business development.

Lunch will be at the beautiful Catalina Island Country Club. During lunch, a representative of Hamilton Pacific LLC will share with attendees the challenges of constructing affordable housing on the island, where the scarcity of available buildable land drives up housing costs; Audra McDonald of the City of Avalon will discuss transportation grants that help offset the high costs of travel to the mainland; Wayne Griffin of the Catalina Island Chamber of Commerce will talk about the impact of tourism on the local economy; and a representative of Southern California Edison will share with the group how saltwater is converted to freshwater, and a representative of Environ Strategy will present why saltwater is run into structures on the island.

Of course, it wouldn't be a STaR mobile workshop without some interesting wrinkle. After the formal presentations, attendees will have 90 minutes to either partake in a special investigative exploration of Avalon (on foot or golf cart) based on what was presented at the workshop; visit the Casino with its unique architec-



AVALON BUSINESS DISTRICT

ture and history; visit the various tourist attractions of the area; or simply walk around and enjoy the beauty and unique architectural styles of the City of Avalon.

Finally, on the trip back to the Convention Center there will be a trivia contest based on a combination of learning experiences and just plain fun! Prizes will be awarded – and all attendees are guaranteed to win a memento of their experience on the island.

The all-day workshop begins at 7:00am from the Convention Center and arrives back at the Convention Center at 7:30pm. There is a fair amount of walking on this workshop, so bring good walking shoes!

While this mobile workshop is more expensive than others, the awarding of 8.0 AICP CM credits makes the experience well worth the expense. It's like participating in 5 different workshops without paying for 5 different workshops.

If you have any questions about this mobile workshop, contact Dale Powers at 320-493-8930 or dalepowers@ziaplanning.com.

Thanks – and I look forward to seeing you in April! 

Dale Powers, AICP, is the Immediate Past Chair Small Town and Rural Planning Division (STaR) of APA.

Look for this mobile workshop (W045) at the 2012 National Planning Conference.

GRANT COLLABORATION RECEIVES \$3.5 MILLION AWARD

RICHARD ROJAS, AICP

Competitive grant applications are no joke. They require many hours of mind-numbing number crunching, discussions and debates with colleagues over the best way to address nuanced application requirements, and lots of guess work. In the end, you produce something that represents your best effort for the time and resources you were allotted. It may not quite resemble the polished piece you set out to craft, but it's still work you can be proud of. And then there is the waiting. So after 6 months of monthly brainstorming, one month of weekly discussions, two weeks of intense writing and revising, and two months of waiting, you can imagine the thrill of hearing the news that you won. And for those first euphoric moments, you can't help but want to share it with everyone. The feeling is sweet.

On Thursday November 17th at 2:34 p.m., the staff at the City Henderson found out that our Sustainable Communities Regional Planning grant application was awarded \$3.5 million. At 2:36 p.m., staff were frantically calling colleagues across Las Vegas, including representatives from Clark County, Las Vegas, North Las Vegas, Boulder City, UNLV, RTC, as well as numerous regional agencies that had committed to this grant project.

As the lead agency for the grant, Henderson assumed much of the responsibility for writing the grant and project administration and management if/when it was funded. The regional group or Consortium (HUD lingo) was formally awarded at a ceremony and press conference on November 23rd at UNLV. The event brought together local elected officials, staff and representatives from HUD's local, regional and federal offices.

With the excitement of the grant announcement behind us, we now look forward to bringing our project concepts to life. The next few months will include meeting grant deadlines for our work plan and regional commitments to the project, solidifying the makeup of the regional working group, and preparing for extensive public outreach, scenario planning, capacity building and developing implementable solutions to our regional planning priorities. And in the end, what we will have is a Regional Plan for Sustainable Development that will include guidelines for development in the areas of economic development, housing, transportation, social equity, existing neighborhoods and the environment. 

Richard Rojas, AICP, is a Planner at the City of Henderson and Assistant Director of the Southern Section.

Table 3
Question 3: Please indicate your ethnicity.

Categories	Survey Results NVAPA Membership	2010 US Census Results State of Nevada
Hispanic or Latino	3.8% (4)	26.6% (720,068)
White, Non-Hispanic	91.5% (97)	54.0% (1,461,491)
Black or African American	0.0% (0)	7.8% (210,656)
American Indian or Native Alaskan	0.0% (0)	0.9% (23,628)
Asian	1.9% (2)	7.2% (194,100)
Native Hawaiian or Other Pacific Islander	0.0% (0)	0.6% (15,011)
Other	2.8% (3)	3.0% (79,688)

similar to the national trend (90.0 percent).

Table 4 presents the results for Question 4.

Based upon the results of the 2011 NVAPA survey, it is clear that practicing planners, in both the private and public sectors, in Nevada have a varied and diverse educational background. A total of 72 respondents, or 67.3 percent of the 107 total returned surveys, indicated that they had a Bachelor's degree, and a total of 65 respondents, or 60.7 percent of the 107 total re-

Table 4
Question 4: Please indicate your Educational Attainment Level

Associate's Degree 8.4% (9)	Bachelor's Degree 67.3% (72)	Master's Degree 60.7% (65)	Doctoral Degree 7.5% (8)	Technical School/Training 0.9% (1)
AA	BA (4)	MA (1)	JD (2)	Energy Mngt. (1)
AA Drafting	BS (13)	MS (9)	Pub. Pol./Admin. (1)	
AA Transfer	Urban Studies	Architecture (5)		
AA, AS Geography	Architecture (4)	MPA (10)		
Architecture	Criminal Justice (2)	"Planning" (18)		
General Associates	Geography (13)	Geography (4)		
Geospatial Design	Political Science (2)	Comm. Dev. (2)		
	Pub. Admin. (2)			
	Urban Planning (6)			

turned surveys, indicated that they had a Master's degree. What is interesting from the results presented in **Table 4** is the diversity in the types of degrees respondents indicated they currently held. Bachelor's and Master's degrees in urban studies, architecture, management and public administration, planning, political science, geography, and community development were very common and suggest that the Nevada planning community is very diverse in-terms of its educational background and experience.

Income and Employment Characteristics

Table 5 presents the results for Question 10, and **Table 6** presents the results for Question 11.

A majority of respondents, 75.9 percent or 66 of the 107 total survey respondents, indicated that they work primarily in the public sector while just 24.1 percent, or 21, of the 107 total survey respondents, indicated that they work primarily in the for-profit private sector. Of

Table 5

Question 10: Do you currently work primarily in the Public, For-Profit Private, or Non-Profit Private Sector?

Response	Number of Responses
Public	75.9% (66)
For-Profit Private	24.1% (21)
Non-Profit Private	0.0% (0)

Table 6

Question 11: If you currently work primarily in the PUBLIC sector, what level of government do you work for?

Response	Number of Responses
Municipal	57.4% (39)
County	25.0% (17)
State	4.4% (3)
Regional (ex: TMRPA)	10.3% (7)
Federal	0.0% (0)
Other	2.9% (2)

those respondents who indicated that they work primarily in the public sector, a majority of respondents, 57.4 percent or 39 total respondents, indicated that they work for a municipal government while 25.0 percent, or 17, of respondents indicated that they work for a county government. These results suggest that planning education programs take into account that a significant number of their students may likely become professionals in the public sector working for a local government.

Table 7 presents the results for Question 15.

Although "Land Use, Codes" was clearly the most common area of planning among respondents, it is also clear that planners who responded to the 2011 NVAPA

Table 7

Question 15: What areas of planning, in your current position, do you commonly work in?

Response	Number of Responses
Land Use, Codes	74.7% (65)
Economic Planning, Development	37.9% (33)
Environmental, Natural Resources	34.5% (30)
Facilities, Infrastructure	34.5% (30)
Housing	25.3% (22)
Parks, Recreation	23.0% (20)
Planning Management	35.6% (31)
Transportation	36.8% (32)
Urban Design	37.9% (33)
Other	20.7% (18)

survey also work in many other areas of planning as well. "Economic Planning, Development", "Environmental, Natural Resources", "Facilities, Infrastructure", "Planning Management", "Transportation", and "Urban Design" were all other areas of planning where at least 30 percent of respondents indicated

they commonly work in. For planning education programs, this suggests that existing planning core curriculum should take into account the many different areas of planning, beyond land use and codes, in which planners will eventually work in. One area of future potential exploration is whether or not planning curriculum in university planning programs tends to focus on either “practical” or “theoretical” approaches to planning to the exclusion of the other.

Table 8 presents the results for Question 16.

Of the 85 respondents that answered Question 16, a majority of respondents, 50.6 percent or 43 total respondents, indicated that they were responsible for managing other planners or employees. Although

Table 8

Question 16: Are you currently responsible for managing other planners or employees?

Response	Number of Responses
No	49.4% (42)
Yes	50.6% (43)

there is a near equal split in the answers to Question 16, given that such a higher number of respondents indicated that they were responsible for managing other planners or employees suggests that planning curriculum at different planning education programs take the possibility that graduating planners may one day be responsible for managing other planners or employees into account. This suggests that planning curriculum incorporate at least some instruction in the field of public administration and management, including personnel management and human resources, budgeting, finance and accounting, and organizational behavior and management.

Skills and Planning Education

Table 9 presents the results for “Question 21: Statements Regarding THEORY” in which the survey respondent was asked to rank nine separate statements regarding the importance of planning theory in their day-to-day work as either very important, somewhat important, or not at all important.

The majority of survey respondents indicated that each of the nine statements listed in **Table 9** regarding planning theory were either very important or somewhat important in their day-to-day work as practicing planners. The results further suggests that practicing

Table 9
Question 21: Statements Regarding THEORY

Statement	Very Important	Somewhat Important	Not At All Important
Understanding of law, legal institutions, codes, ordinances, etc.	88.5% (92)	11.5% (12)	0.0% (0)
Ability to read a zoning code and interpret its case-related application	74.3% (78)	21.9% (23)	3.8% (4)
Understanding basic microeconomic theory and its application(s)	24.0% (25)	65.4% (68)	10.6% (11)
Understanding of physical planning alternatives, what others have tried	64.4% (67)	33.7% (35)	1.9% (2)
Knowledge of the evolution/history of urban forms resulting from economic, political, and/or social forces	32.0% (33)	51.5% (53)	16.5% (17)
Understanding of urban structure, space dynamics of a city	44.2% (46)	51.9% (54)	3.8% (4)
Familiarity with laws, ordinances, policies and institutional structures for implementation	79.0% (83)	21.0% (22)	0.0% (0)
Familiarity with the development process and/or procedural theory	54.8% (57)	39.4% (41)	5.8% (6)
Understanding contemporary urban issues and/or alternative strategies for addressing them	55.8% (58)	43.3% (45)	1.0% (1)

planners find it important to have a wide grasp of planning theory and that planning program curriculum take into account the importance of planning theory.

Table 10 presents the results for Question 23, in which the survey respondent was asked to rank three separate statements regarding the importance of procedural knowledge in their day-to-day work as either very important, somewhat important, or not at all important.

Table 10
Question 23: Statements Regarding PROCEDURAL KNOWLEDGE

Statement	Very Important	Somewhat Important	Not At All Important
Understanding and articulating “the rationale for planning”	60.6% (63)	38.5% (40)	1.0% (1)
Familiarity with the interaction of planning, implementation, and markets	70.2% (73)	29.8% (31)	0.0% (0)
Understanding of the planning process (who’s involved, what happens when, etc.)	82.7% (86)	17.3% (18)	0.0% (0)

A majority of survey respondents indicated that each of the three statements regarding procedural knowledge listed in **Table 10** were very important in their day-to-day work as planning practitioners. A majority of respondents, 60.6 percent, felt that understanding and articulating the “rationale for planning” was very important; 70.2 percent of respondents felt that a familiarity with the interaction of planning, implementation, and markets was very important; and 82.7 percent of respondents indicated that an understanding of the planning process was very important.

Table 11 presents the results for “Question 25: Statements Regarding JUDGMENT and GOOD SENSE” in which the survey respondent was asked to rank seven

Table 11

Question 25: Statements Regarding JUDGMENT and GOOD SENSE

Statement	Very Important	Somewhat Important	Not At All Important
Working well with colleagues within the organization	85.6% (89)	14.4% (15)	0.0% (0)
Working well with the general public	95.2% (99)	4.8% (5)	0.0% (0)
Understanding what the public and/or client wants	91.3% (95)	8.7% (9)	0.0% (0)
Ability to express the collective good	70.2% (73)	26.9% (28)	2.9% (3)
Being a self-starter	73.1% (76)	24.0% (25)	2.9% (3)
Ability to complete quality work on time and within budget	87.5% (91)	11.5% (12)	1.0% (1)
Awareness of institutional politics	68.3% (71)	31.7% (33)	0.0% (0)

separate statements regarding the importance of personal judgment and good sense in their day-to-day work as either very important, somewhat important, or not at all important.

The majority of survey respondents indicated that each of the seven statements regarding personal judgment listed in **Table 11** were very important in their day-to-day work as practicing planners. Working well with the general public (95.2 percent, or 99 total respondents), understanding what the public and/or client wants (91.3 percent, or 95 total respondents), and the ability to complete quality work on time and within budget (87.5 percent, or 91 total respondents) were personal judgment and common sense skills that survey respondents indicated were particularly very important to them in their day-to-day work as practicing planners.

Table 12 presents the results for “Question 27: Statements Regarding METHODS and SKILLS” in which the survey respondent was asked to rank 22 separate statements regarding the importance of different methods and technical skills in their day-to-day work as either very important, somewhat important, or not at all important.

For the most part, the majority of survey respondents indicated that each one of the 22 separate methods and skill sets listed in **Table 12** were either very important or somewhat important to their day-to-day work as practicing planners. Speaking formally and informally with the public and elected officials (93.1 percent, or 95 total respondents), the ability to write reports and lengthier documents (82.5 percent, or 85 total respondents), and the ability to see multiple perspectives and reconcile them into a single product (75.5 percent, or 77 total respondents) were the differ-

ent methods and skills that survey respondents indicated were particularly very important to them in their day-to-day work as practicing planners.

Table 12

Question 27: Statements Regarding METHODS and SKILLS

Statement	Very Important	Somewhat Important	Not At All Important
Clear, concise in-house memo writing	69.9% (72)	30.1% (31)	0.0% (0)
Ability to write findings, draft ordinances, etc.	73.8% (76)	26.2% (27)	0.0% (0)
Ability to write reports, lengthier documents	82.5% (85)	17.5% (18)	0.0% (0)
Ability to write short pieces (i.e. brochures) for the general public	57.3% (59)	38.8% (40)	3.9% (4)
Speaking formally and informally with the public and elected officials	93.1% (95)	6.9% (7)	0.0% (0)
Ability to communicate graphically	57.3% (59)	40.8% (42)	1.9% (2)
Clear, linear thinking	71.6% (73)	25.5% (26)	2.9% (3)
Ability to conduct primary data collection	39.2% (40)	57.8% (59)	2.9% (3)
Ability to perform qualitative and quantitative reasoning	74.3% (75)	22.8% (23)	3.0% (3)
Comfort and willingness to work with numbers	33.3% (34)	59.8% (61)	6.9% (7)
Competency in basic computer programs (word processing, spreadsheets, etc.)	72.5% (74)	27.5% (28)	0.0% (0)
Competency in GIS	19.6% (20)	67.6% (69)	12.7% (13)
Competency in multilinear regression	5.2% (5)	47.4% (46)	47.4% (46)
Ability to use land records and blueprints	57.4% (58)	36.6% (37)	5.9% (6)
Knowledge of the uses and limitations of models and forecasts	31.7% (32)	52.5% (53)	15.8% (16)
Competency in site analysis	61.8% (63)	36.3% (37)	2.0% (2)
Ability to synthesize and reduce four pages into one paragraph	59.0% (59)	34.0% (34)	7.0% (7)
Ability to follow a “thin thread” to collect data and information creatively from diverse sources	45.1% (46)	52.9% (54)	2.0% (2)
Ability to see multiple perspectives and reconcile into a single product	75.5% (77)	24.5% (25)	0.0% (0)
Ability to access and synthesize secondary data	44.6% (45)	49.5% (50)	5.9% (6)
Ability to see multiple perspectives and reconcile in three dimensions	60.0% (60)	29.0% (29)	11.0% (11)
Competency with scenario techniques	40.6% (41)	52.5% (53)	6.9% (7)

Conclusion

The results of this survey tend to reinforce the findings of past researchers, such as John Friedman (1994), Ernest Alexander (2001), and Jerome Kaufman and Marta Escuin (2007), and suggests that planners are more than just planners. Practicing planners today are expected to be technical experts across a wide range of areas including land use and codes, economic planning and development, environmental and natural resources, facilities and infrastructure, housing, parks and recreation, planning management, transportation, and urban design.

Planners are also expected to be managers and administrators with expertise in public administration, public finance, and public policy. The education of future planners needs to reflect this growing multi-disciplinary nature of the planning profession by teaching planning students the same skills that students in public administration, economics, political science, and finance programs learn. This trend, of planning becoming increasingly multi-disciplinary in nature, is likely to continue and planning education curriculum needs to reflect the growing demand to be multi-talented with a wide range of skills that practicing planners are currently facing.

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