The Nevada Leadership Program – Ongoing Professional Development Opportunities for Planners and Public Administrators

Michael Harper, FAICP
State Officer
Nevada Chapter of the American Planning Association

Frederick Steinmann, DPPD
Assistant Research Professor
University Center for Economic Development
University of Nevada, Reno

2015 Nevada Chapter of the American Planning Association Annual Conference
September 13, 2015
Our First Exercise

What is Leadership?

- As an individual, write down an answer to this question on the index card provided on your table. Think about qualities, responsibilities, activities, etc.

- As a group, and using your individual answers, write a single sentence on the paper provided for your group.

- As a class, we will discuss and share our answers.
The Value of “Good Government” and Administration

“Energy in the executive is a leading character in the definition of good government. It is essential to the protection of the community against foreign attacks: It is no less essential to the steady administration of the laws, to the protection of property against those irregular and high combinations, which sometimes interrupt the ordinary course of justice to security of liberty against the enterprises and assaults of combinations of faction, and of anarchy…The ingredients which constitute energy in the executive are first unit, secondly duration, thirdly an adequate provision for the support, fourthly competent powers.”

- Alexander Hamilton, The Federalist, No. 79
The Value of “Good Government” and Administration

“It is safe to estimate that one of every six or seven Americans is engaged in some form of public service. As Dwight Waldo tells us, ours is an administrative state. The efficiency and effectiveness of the organizations in which these Americans work is widely debated. There is no debate, however, as to the giant range, scope, and influence of the organizations and individuals that constitute public administration. Woodrow Wilson would be impressed with the modern administrative state.”

"The responsible administrator is one who is responsible in the two senses I have discussed briefly here. Responsible administrators must be able to account for their conduct to relevant others, such as supervisors, elected officials, the courts, and the citizenry, which means being able to explain and justify why specific actions they took resulted in particular consequences. They must also be able to act in ways that are consistent with their inner convictions as professional guardians of the public good."

- Terry L. Cooper, *The Responsible Administrator*, 2012
A Need for Better Training in the Administration of Government in Nevada

Center for Public Integrity, Public Radio International, and Global Integrity (2012):

- Public Access to Information, D+
- Political Financing, D-
- Executive Accountability, D+
- Legislative Accountability, D
- Judicial Accountability, D+
- State Budget Process, D-
- State Civil Service Management, D-
- Procurement, B-
- Internal Auditing, F
- Lobbying Disclosure, F
- State Pension Fund Management, F
- Ethics Enforcement Agencies, F
- State Insurance Commissions, F
- Redistricting, D
A Changing Nevada

- Total Population: 2.0 million (2000), 2.7 million (2010); 35.1 percent growth.

- Total No. of Households: 751,165 (2000), 1.0 million (2010); 34.0 percent growth.

- A Diverse State (2010):
  - Hispanic Latino, 26.5%
  - Non-Hispanic, White, 54.1%
  - Black or African American, 7.7%
  - American Indian/Alaskan Native, 0.9%
  - Asian, 7.1%
  - Native Hawaiian/Other Pacific Islander, 0.6%
  - Some Other Race (Alone), 3.1%
A Changing Nevada

- An Aging Nevada (2000 to 2010):
  - Under 18 Years of Age: 31.1% Growth
  - 18 to 24 Years: 36.5% Growth
  - 25 to 34 Years: 26.3% Growth
  - 35 to 44 Years: 19.0% Growth
  - 45 to 54 Years: 39.9% Growth
  - 55 to 64 Years: 65.9% Growth
  - 65 Years or Older: 48.2% Growth

- Individuals aged 45 Years or Older accounted for 33.9% of total population in 2000 and for 37.6% of total population in 2010.
A Changing Nevada

- **Housing Units by Type:**
  - Owner Occupied: 60.9% (2000), 58.8% (2010)
  - Renter Occupied: 39.1% (2000), 41.2% (2010)

- **Per Capita Income:** $21,989 (2000), $27,625; 25.6%

- **Median Household Income:** $44,581 (2000), $72,457 (2010); 62.5%

- **Percentage of Families/Individuals with Incomes Below the Poverty Line:**
  - Families: 7.5% (2000), 8.6% (2010)
  - Individuals: 10.3% (2000), 15.6% (2010)
Changing Functions of Planners and Administrators in a Changing Nevada

- A Rural vs. Urban Dichotomy
  - Settlement Patterns (Clark County alone is approximately 75% of State’s Population)
  - Natural Resource Conservation and Protection (WATER!!)
  - Food Security

- A Larger Population

- An Older Population

- Growth in Wealth Disparity
  - Higher Per Capita/Median Family Incomes but a larger number of families and individuals living below the poverty line.
The Nevada Leadership Program – A Response to the Needs of Governance in Nevada

Part of the University Center for Economic Development in the College of Business at the University of Nevada, Reno.

– Created as the Local Leaders Institute in 2012 as part of the University Center for Economic Development (UCED).

– Renamed the Nevada Leadership Institute in 2014 and moved to UCED in the College of Business.

– Renamed the Nevada Leadership Program in 2015.
The Nevada Leadership Program – A Response to the Needs of Governance in Nevada

Designed to improve **public accountability and responsibility** and **organizational efficiency and effectiveness** by teaching the skills that elected and appointed officials and government executives in Nevada need.

- Public Budgeting and Finance
- Open Meeting Laws
- Ethics
- Economic Development
- Principles of Land Use Planning
- Home Rule vs. Dillon’s Law
- Public Contracting
- Conducting an Effective Meeting
- Improvement of Administrative and Management Skills
- Leadership
The Nevada Leadership Program – A Response to the Needs of Governance in Nevada

The Mission of the Nevada Leadership Program is to improve overall public accountability and responsibility and organizational efficiency and effectiveness in the administration of government in Nevada. It is our Vision to develop and deliver exceptional nontraditional education through the outreach of University colleges and departments in the areas of public administration and management, public policy, economic development and planning for elected and appointed officials, government executives, and the general public in the State of Nevada and to do so collaboratively with willing public sector and private sector partners.
The Nevada Leadership Program – A Response to the Needs of Governance in Nevada

Development of Critical Partners with Key Organizations:

– The Nevada Chapter of the American Planning Association

– The Nevada Association of Conservation Districts

– The Nevada Department of Conservation and Natural Resources
Activities in 2015

A Total of 17 Workshops Between October 2014 and May 2015:

– **How to Run an Effective Meeting**: October 18, 2014 (Reno, NV); January 12, 2015 (Reno, NV); January 17, 2015 (Las Vegas, NV)

– **How to Become an Effective Leader**: February 14, 2015 (Reno, NV); February 28, 2015 (Las Vegas, NV)

– **How to Effectively Use Parliamentary Procedure**: March 16, 2015 (Reno, NV); March 21, 2015 (Las Vegas, NV)

– **How to Effectively Create a Team Environment**: April 10, 2015 (Reno, NV); April 18, 2015 (Las Vegas, NV)

– **How to Improve Your Leadership Skills**: May 9, 2015 (Reno, NV); May 16, 2015 (Las Vegas, NV)

– **Landers County Citizens Institute**: April 24, 2015 and April 25, 2015 (Battle Mountain, NV)

– **Conservation District Leadership Development Workshop**: April 14, 2014 (Fallon, NV); March 23, 2015 (Zephyr Cove, NV); May 2, 2015 (Elko, NV)

– **Fundamentals of Economic Development Workshop**: May 19, 2015 (Reno, NV)

– **General Improvement Leadership Development Workshop**: January 8, 2015 and January 9, 2015 (Incline Village, NV)
## Activities in 2015

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>24</td>
</tr>
<tr>
<td>Convention Authority</td>
<td>2</td>
</tr>
<tr>
<td>For-Profit, Private</td>
<td>9</td>
</tr>
<tr>
<td>Municipality</td>
<td>12</td>
</tr>
<tr>
<td>Non-Profit, Private</td>
<td>5</td>
</tr>
<tr>
<td>Other: Citizen</td>
<td>2</td>
</tr>
<tr>
<td>Other: Conservation District</td>
<td>12</td>
</tr>
<tr>
<td>Other: General Improvement District</td>
<td>5</td>
</tr>
<tr>
<td>Other: Hospital District</td>
<td>1</td>
</tr>
<tr>
<td>Other: Indian Tribe</td>
<td>1</td>
</tr>
<tr>
<td>Other: Transportation Agency</td>
<td>1</td>
</tr>
<tr>
<td>Other: Utility Agency</td>
<td>1</td>
</tr>
<tr>
<td>Other: Not Specified</td>
<td>7</td>
</tr>
<tr>
<td>State Agency</td>
<td>12</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>11</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>105</strong></td>
</tr>
</tbody>
</table>

Note: A total of **161 participants** attended the 17 workshops offered by the Nevada Leadership Program between October 2014 and May 2015.
## Activities in 2015

<table>
<thead>
<tr>
<th>Position Type</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator (Private)</td>
<td>3</td>
</tr>
<tr>
<td>Administrator (Public)</td>
<td>9</td>
</tr>
<tr>
<td>Appointed Official</td>
<td>1</td>
</tr>
<tr>
<td>Business Owner</td>
<td>9</td>
</tr>
<tr>
<td>Community &amp; Economic Development</td>
<td>1</td>
</tr>
<tr>
<td>Elected Official</td>
<td>22</td>
</tr>
<tr>
<td>Government Employee</td>
<td>33</td>
</tr>
<tr>
<td>Other</td>
<td>15</td>
</tr>
<tr>
<td>Private Sector Employee</td>
<td>2</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>105</strong></td>
</tr>
</tbody>
</table>

Note: A total of **161 participants** attended the 17 workshops offered by the Nevada Leadership Program between October 2014 and May 2015.
Activities in 2015

The “How to” Workshop Series (2.75 AICP CM Credits per Workshop):

- Utilized curriculum from the International City/County Management Association and the American Society for Public Administration.

- Instruction in Team Building, Parliamentary Procedure, Management and Leadership Skills, Running an Effective Meeting.

- Six three hour workshops held between January 2015 and June 2015 in Reno (UNR Main Campus) and Las Vegas (UNCE Lifelong Learning Center).
  1. How to Run an Effective Meeting
  2. How to Become an Effective Leader
  3. How to Effectively Use Parliamentary Procedure
  4. How to Effectively Create a Team Environment
  5. How to Improve Your Leadership Skills
  6. How to Improve Your Management Skills
Activities in 2015

1. How to Run an Effective Meeting
   – Planning a Meeting
   – Conducting a Meeting
   – Putting it All Together: Running an Effective Meeting

2. How to Become an Effective Leader
   – What Does it Mean to Be a Leader?
   – Evaluating Your Work as a Leader
   – Putting it All Together: Being an Effective Leader

3. How to Effectively Use Parliamentary Procedure
   – Understanding Parliamentary Procedure and Basic Motions
   – Incidental Motions
   – A Brief Overview of Nevada’s Open Meeting Law
Activities in 2015

4. How to Effectively Create a Team Environment
   – Developing Team Relationships and Encouraging Commitment
   – Collaboration, Trust, and Resolving Conflict
   – Building a Team Environment through Organizational Learning

5. How to Improve Your Leadership Skills
   – Team-Building and Motivation
   – Coaching Your Team
   – The Level 5 Leader

6. How to Improve Your Management Skills
   – What is Management?
   – Critical Managerial Responsibilities and Functions
   – Measuring Performance against Standards
Activities in 2015

The Lander County Citizens Institute (9.50 AICP CM Credits):

– A one two-day workshop held on Friday, April 24, 2015 and Saturday, April 25, 2015 in Battle Mountain, Nevada.

– Developed in partnership with the NVAPA, the University of Nevada Cooperative Extension Lander County Office, and Lander County.

– Instruction in the Following Areas:
  • An Overview of Your Community
  • Local Government Budgeting and Finance
  • Local Government and the Law (Home Rule vs. Dillon’s Law, Eminent Domain, Nevada’s Open Meeting Laws, Administrative Ethics)
  • An Introduction to Planning
  • An Overview of Economic Development
Activities in 2015

Conservation District Leadership Development Workshop (7.00 AICP CM Credits per Workshop):

- Three one-day workshops held on November 14, 2014 (Fallon, NV) March 23, 2015 (Zephyr Cove, NV), and May 2, 2015 (Elko, NV).

- Developed in partnership with the NVAPA, the Nevada Department of Conservation and Natural Resources, and the Nevada Association of Conservation Districts.

- Instruction in the Following Areas:
  
  • Powers and Responsibilities of Local Conservation Districts (Review of NRS Chapter 548)
  • Roles and Responsibilities of Local, State and National Associations and Partners
  • Overview of Principles Pertaining to Land Use Planning in Nevada
  • An Introduction to Nevada’s Open Meeting Laws and Conducting a Public Meeting
  • An Introduction to Administrative Ethics and the State Code of Administrative Ethics
Activities in 2015

Fundamentals of Economic Development Workshop (5.50 AICP CM Credits):

- A one-day workshop held on May 19, 2015 as part of the 2015 Nevada Economic Development Conference (May 20 and 21, 2015).

- Developed in partnership with the NVAPA, UCED, UNCE, and the Western Nevada Development District.

- Instruction in the Following Areas:
  - What is Economic Development?
  - Strategic Economic Development Planning
  - Regional Economic Development
  - Funding Economic Development in Nevada (Redevelopment, GIDs, SADs, TIAs, and TIDs)
  - Fiscal Authority and Stability and its Impacts on Economic Development
Activities in 2015

General Improvement District Training Workshop:

- A two-day workshop held on January 8 and 9, 2015 in Incline Village for the Incline Village General Improvement District (IVGID).

- Developed in partnership with the NVAPA and the IVGID.

- Instruction in the Following Areas:
  - An Introduction to Nevada Revised Statute Chapter 318 “General Improvement Districts”
  - The Incline Village General Improvement District
  - Local Government and the Law
  - Qualities of Collaborative and Facilitative Governance
  - Running an Effective Meeting
  - Parliamentary Procedure
Activities in 2015

Other Activities in 2015:

– The May 20, 2015 and May 21, 2015 Nevada Economic Development Conference (UCED, the College of Business at the University of Nevada, Reno and the Western Nevada Development District).

  • Review of Key Demographic and Economic Data for Lyon County
  • Understanding and Exploring the Impacts of Growth
  • Completing a SWOT Analysis
  • Developing Strategies to Manage Growth

Activities in 2015

Other Activities in 2015:

– Development of the Nevada Leadership Program’s Website:  http://www.unr.edu/business/research-and-outreach/nevada-leadership

– Development of the Nevada Leadership Program’s Facebook Page: https://www.facebook.com/NevadaLeadershipInstitute
Looking Ahead to 2016

Planned Activities for 2016:

– “How to” Workshop Series

– Continued development and execution of the Citizens Institute (Lander County, Lyon County, Eureka County)

– Continued development and expansion of the General Improvement District Training Workshop

– Continued development and revision of the Conservation District Leadership Development Workshop (version 2.0 in November 2015)

– Fundamentals of Economic Development Workshop Series

– 2016 Nevada Economic Development Conference (September 21 and 22, 2016 at UNR)
“The responsible administrator is one who is responsible in the two senses I have discussed briefly here. Responsible administrators must be able to account for their conduct to relevant others, such as supervisors, elected officials, the courts, and the citizenry, which means being able to explain and justify why specific actions they took resulted in particular consequences. They must also be able to act in ways that are consistent with their inner convictions as professional guardians of the public good.”

- Terry L. Cooper, The Responsible Administrator, 2012
Our Second Exercise

What issues are important to you as the public, as an elected or appointed official, as a planner, or as a public administrator?
Our Third Exercise

What Nevada Leadership Program programming or research would you like to see?
Thank You.

Michael Harper, FAICP
State Officer
Nevada Chapter of the American Planning Association
Email: retcoplnr09@hotmail.com

Frederick Steinmann, DPPD
Assistant Research Professor
University Center for Economic Development
University of Nevada, Reno
Phone: 775.784.1655
Email: fred@unr.edu