Conservation District Leadership Development Workshop

Speaker Biographies and Presentation Materials

March 26, 2015

Douglas County Public Library – Lake Tahoe Library
233 Warrior Way
Zephyr Cove, NV 89449

University Center for Economic Development – Nevada Leadership Institute
http://www.unr.edu/business/research-and-outreach/uced
The University of Nevada, Reno, the University of Nevada, Reno College of Business Administration, and the University Center for Economic Development would like to thank the Nevada Chapter of the American Planning Association for their generous support of this leadership development program and the Nevada Leadership Institute.

For more information about the Nevada Chapter of the American Planning Association, including information about how to join, please visit their website:

http://www.nvapa.org/
Further Support of this leadership development program was provided by the Nevada Association of Conservation Districts and the Nevada Department of Conservation and Natural Resources. The University of Nevada, Reno, the University of Nevada, Reno College of Business Administration, and the University Center for Economic Development would like to further thank the Nevada Association of Conservation Districts and Nevada Department of Conservation and Natural Resources for their support of this leadership development program and the Nevada Leadership Institute.

Conservation District Program:

http://dcnr.nv.gov/conservation-district-program/
Speaker Biographies

Michael Harper, FAICP

Mike Harper, FAICP, is retired from a 32+ year local government planning career, primarily as a department director and program manager with Washoe County, NV. During his professional career, he managed both current planning and long range planning efforts for the county. His professional organization leadership positions have been with American Planning Association; American Institute of Certified Planners; American Society for Public Administration; National Association of County Planners; and Western Planning Resources, Inc. For over 30 years he was involved with Lake Tahoe as chair of the Tahoe Regional Planning Agency's advisory planning commission, chair of the Tahoe Transportation District and Commission, Chair of the State of Nevada commission on the purchase of land in the Lake Tahoe Basin; and as Washoe County's permanent alternate on the Tahoe Regional Planning Agency's Governing Board. As a trainer/teacher he has presented at the Rocky Mountain Land Use Institute's annual conference, Nevada Chapter of the American Planning Association's annual conference, the American Planning Association's national conference, Western Planning Resource's annual conference, at U.S. Forest Service forums on the national forest service's planning policy; and as faculty of the National Business Institute and the University of Nevada, Reno. Mike presently serves on Washoe County's design review committee and as the treasurer of 3 planning organizations. He has a Bachelor of Arts in history and the first Master of Public Administration from the University of Nevada, Reno.

Madelyn Shipman, J.D.

Madelyn Shipman has practiced law in northern Nevada since she moved here from Minnesota in 1982. Currently employed part-time at Laxalt & Nomura, Ltd., she retired from full-time public law practice in January 2005. Prior to her retirement, she was Assistant District Attorney and chief civil counsel to the Washoe County Commission. She has appeared before the 2nd Judicial District Court, the Nevada Supreme Court, the various Nevada federal courts and the 9th Circuit Court of Appeals in her various roles as counsel to the Nevada Department of Transportation, the City of Reno and Washoe County. She received her B.A. degree from The American University, Washington, D.C., and her J.D. degree from Hamline University College of Law in St. Paul, Minnesota. She is a Settlement Judge and Foreclosure Mediator for the Nevada Supreme Court, certified as an arbitrator by the First, Second and Ninth Judicial District Courts and is legal counsel currently for the Sun Valley General Improvement District.
Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California. Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, “The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California.” He also earned a Bachelor’s of Science and Masters of Science in Economics from the University of Nevada, Reno.
Presentation Material
Welcome!
Nevada Leadership Institute
Conservation District Leadership Development Workshop
March 26, 2015

Leadership and You
• Celebrating the important work we’ve already done:
  – P.O.W.E.R (NAICO and UNR Extended Studies)
  – Chamber Leadership Programs
  – Elected/Appointed New Orientation
  – UNCE Engaged Leadership/Office of Civic Engagement

• Certificate of Completion

• Guests

Objectives
The Nevada Leadership Institute:

– Main Objective: To create a pool of qualified officials as the difficulty of challenges in Nevada grow; officials who understand the ins-and-outs of government Management and Administration.

– Secondary Objective: To reduce conflict between staff and elected/appointed officials over procedural matters pertaining to government Management and Administration.
Objectives
The Conservation District Leadership Development Program:

– To enhance the effectiveness of conservation efforts throughout Nevada through leadership and administrative skill development.

– To raise awareness of the important role conservation districts play in natural resource and land management in Nevada.

– To enhance the collaboration between local conservation districts and federal, state, and local entities.

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 flipcharts provided for your group.

• As a class, we will discuss and share our answers.

The Agenda

An exploration of thoughts and skills associated with leadership and the administration of conservation districts in Nevada:

1. An Introduction to the Conservation Movement.
2. Roles and Responsibilities of Different Partners.
4. Nevada’s Open Meeting Law and the State Code of Administrative Ethics
5. An Introduction to the Principles of Land Use Planning.
Early Conservation Efforts in the United States

- Gifford Pinchot (Late 19th Century):
  - Development
  - Conservation
  - Protection of the Public Interests

- Forest Reserve Act (1891) and Transfer Act (1905)
  - Within USDA…Division of Forestry to Bureau of Forestry to the US Forest Service

- Antiquities Act (1906)
  - National Parks Service (1916)
  - US Fish and Wildlife Service (1940)

- Weeks Act (1911)
  - “Examine, locate and recommend for purchase…such lands within the watersheds of navigable streams as…may be necessary to the regulation of flow of navigable streams…”
  - The Act further allowed for lands so acquired to be preserved and maintained as national forests.

An Apocalypse of Biblical Proportions
The Dust Bowl – It Sucked…

- Average price of corn at central markets fell from $0.77 to $0.19 per bushel in just three years.
- Average price of wheat dropped from $1.08 to $0.33 per bushel in just three years.
- Between 1929 and 1932, average prices received by farmers fell 56.0%.
- 1932: 52.0% of all farm debts and 45.0% of all farm debtors were in default.
- Farm foreclosures: 14.9 per thousand farms in 1929; 18.0 per thousand farms in 1930; 27.8 per thousand farms in 1931; 38.1 per thousand farms in 1932.

The Dust Bowl – It Really Sucked…

<table>
<thead>
<tr>
<th>Year</th>
<th>Prices Received by Farmers</th>
<th>Prices Received by Farmers Relative to Prices Paid</th>
<th>Total Net Income of Farm Operators from Farming (Millions)</th>
<th>Net Income of Farm Operators (Millions) 1929 Prices</th>
</tr>
</thead>
<tbody>
<tr>
<td>1929</td>
<td>100</td>
<td>100</td>
<td>$6,152</td>
<td>$6,152</td>
</tr>
<tr>
<td>1932</td>
<td>44</td>
<td>63</td>
<td>$2,032</td>
<td>$2,956</td>
</tr>
<tr>
<td>1937</td>
<td>82</td>
<td>101</td>
<td>$6,005</td>
<td>$7,206</td>
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<tr>
<td>1938</td>
<td>66</td>
<td>85</td>
<td>$4,361</td>
<td>$5,509</td>
</tr>
<tr>
<td>1939</td>
<td>64</td>
<td>83</td>
<td>$4,414</td>
<td>$5,726</td>
</tr>
</tbody>
</table>


The Dust Bowl – Why did it suck?

- Homestead Act (1862), end of the American Civil War (1865), First Transcontinental Railroad (1869)
  - Mass migration into the ‘American Heartland’
  - Employment of European-style agricultural practices that worked well on the American east and west coasts.
- Morrill Act (1862) and the Hatch Act (1887)
  - Directed federal funding and assistance to state agricultural experiment stations.
- Homestead Act (1862): 160 acres offered.
- Kinkaid Act (1904): 640 acres offered in Nebraska.
Beyond Agriculture...

- **Timber-Culture Act (1873):** made 160 acres of federally owned land in mostly arid regions available to any individual willing to plant trees on at least 40 of the 160 acres.
- **Desert Land Act (1877):** any individual could purchase up to 640 acres of federally owned land at $1.25 an acre if the purchaser agreed to irrigate the land within three years.
- **Timber and Stone Act (1878):** NV, CA, OR, WA…purchase federally owned timber and stone lands for $2.50 an acre.
- **Timber-Cutting Act (1878):** existing residents could cut trees on federally owned lands if the timber cultivation led to agricultural, mining, or domestic building purposes.

Beginnings of the Contemporary Conservation Era

- **Agricultural Marketing Act (1929) and the Federal Farm Board; “Stabilization Corporations” (Oops!)**
- **Agricultural Adjustment Act (1933); “Acreage Allotment”**
  - United State v. Butler (1935)
  - Basing allotments on the need for soil conservation.
- **Soil Conservation Act (1935)**
  - Sought to “control floods, prevent impairment of reservoirs and maintain the navigability of rivers and harbors, protect public health, public lands and relieve unemployment.”
  - Farm subsidies to encourage the planting of native grasses and trees or raise vegetables rather than commercial crops that depleted soil nutrients.
- **Soil Conservation and Domestic Allocation Act (1936)**
  - “An Act to promote the conservation and profitable use of agricultural land resources by temporary Federal aid to farmers and by providing for a permanent policy of Federal aid to States for such purposes.”
  - Soil erosion levels had declined by approx. 22.0% by 1940.

Conservation Efforts in the 21st Century

- **National Environmental Policy Act (1969)** – difficult to separate ‘conservation’ from the larger world of environmental policy.
- **Sustainable Economic Development** – Balancing Economic Growth with Environmental Protection: Environment, Social, and Economic
  - Climate Change
  - Water Conservation (Drought and Fresh Water Availability)
  - Education of the Public
  - Economic Growth (Recession of 2001; Great Recession of 2008/2009)
- **Collaborative role** of individuals, grassroots organizations, nongovernmental organizations, educational institutions; national, state, and local government agencies and entities.
NRS Chapter 548 (1937, 1973) Conservation

• NRS 548.095, Declaration of Legislative Policy: 
  **Conditions**
  – That the renewable resources of the State of Nevada are basic assets.
  – That they are being affected by the ever-increasing demands of farm and ranch operations and by changes in land use from agricultural to nonagricultural uses...
  – That conservation, protection, and controlled development of these renewable natural resources are necessary...

NRS Chapter 548 (1937, 1973) Conservation

• NRS 548.100, Declaration of Legislative Policy: 
  **Consequences**
  – That the consequences of failing to plan for and accomplish the conservation and controlled development of the renewable resources of the State of Nevada are to handicap economic development and cause degeneration of environmental conditions...

• NRS 548.105, Declaration of Legislative Policy: 
  **Appropriate Corrective Measures**
  – That persons in local communities are best able to provide basic leadership and direction for the planning and accomplishment of the conservation and development of natural resources...

NRS Chapter 548 (1937, 1973) Conservation

• NRS 548.110, Declaration of Legislative Policy: 
  **Conservation and Control**
  – The policy of the Legislature to recognize the ever-increasing demands on the renewable natural resources of the State and the need to conserve, protect and develop such resources at such levels of quality as will meet the needs of the people of the State.

• NRS 548.115 through 548.180, State Conservation Commission

• NRS 548.185 through 548.245, Conservation Districts
  – Today, 28 active Conservation Districts managing approximately 70.1 million acres of land in Nevada.
Powers and Responsibilities of Local Conservation Districts

- Conservation Districts as Elected and Appointed Officials.
- Local Conservation Districts and Boards of Supervisors (Organization and Powers).

The Nuts and Bolts of Conservation Districts

NRS 282 (Official Bonds and Oaths), Section 010:

“I, ....................... do solemnly swear (or affirm) that I will support, protect and defend the Constitution and Government of the United States, and the Constitution and government of the State of Nevada, against all enemies, whether domestic or foreign, and that I will bear true faith, allegiance and loyalty to the same, any ordinance, resolution or law of any state notwithstanding, and that I will well and faithfully perform all the duties of the office of ........... on which I am about to enter; (if an oath) so help me God; (if an affirmation) under the pains and penalties of perjury.”
The Nuts and Bolts of Conservation Districts

- NRS 548.032, "Conservation District" and "District" Defined:
  - "Conservation District" or "district" means a governmental subdivision of this State, and a public body corporate and politic...
  - Subject to Nevada’s open meeting laws.
  - Subject to Nevada’s Code of Administrative Ethics.
  - Subject to local, state, and federal election law.

- NRS 548.115 through 548.180, State Conservation Commission

- NRS 548.185 through 548.245, Conservation Districts

The State Conservation Commission

Organization:

- Two Ex Officio Members (Dean of CABNR and Director of the State Department of Agriculture).
- Seven Members Appointed by the Governor.
  - 2 members from each of the three areas (1 for a 2 year term and 1 for a 4 year term)
  - 1 person at large (4 year term)
- The NvACD submits potential appointees to the Governor for consideration.

The State Conservation Commission

NRS 548.175 General Powers and Duties:

1. Carry out the policies of the State regarding conservation of the natural resources within the State at the state-wide level.

2. To offer appropriate assistance to local Conservation Districts, including: (1) development and implementation of programs, (2) review of local district programs, (3) provide assistance in coordination of programs and resolve potential conflicts, and (4) facilitate, promote, assist, harmonize, coordinate and otherwise guide programs and activities as they relate to other special purpose districts, counties, and other public agencies.

3. Promote cooperation between local conservation districts by facilitating an interchange of advice and experience between districts.
The State Conservation Commission

NRS 548.175 General Powers and Duties:

4. To secure the cooperation of other state and federal government agencies.

5. To serve as the official state agency for cooperating with the Natural Resource Conservation Service (NRCS) of USDA in carrying out conservation operations at the local level.

6. To secure the cooperation of state, federal, interstate, local, public and private agencies with local conservation districts and to facilitate the arrangements between the local conservation district and the local county government.

7. To make local, state, and federal agencies and policymakers and the public aware of the programs and activities of local conservation districts.

8. Run point for local (including other special districts), state, and federal agencies in carrying out the provisions of the Watershed Protection and Flood Prevention Act (1954).
   - Under this Act, the Soil Conservation Service at the Department of Agriculture provides planning assistance and construction funding for projects constructed by local sponsors, often in the form of flood control districts.

9. Review of plans, programs, and activities pertaining to conservation efforts in the State developed, implemented, and administered by different local, state, and federal agencies including the plans, programs, and activities of local conservation districts.

10. If a conflict between existing or proposed plans, programs, and activities, to report such a conflict to the Director of the Nevada Department of Conservation and Natural Resources.

11. The State Conservation Commission, with written approval of the local conservation district(s) involved, may:
   - Transfer lands from one local district to another.
   - Divide a single district into two or more legally separate districts.
   - Consolidate two or more districts into a single district.

12. To authorize the change of name of any local district.

13. To apply for any available grants and to accept and use any grants, gifts, or donations to make available grants to qualified local conservation districts.
The State Conservation Commission

NRS 548.178 Establishment of Programs for Distributing Grants to Local Districts:

1. The Commission may establish programs for distributing available grants of money to local districts in the following manner:
   - Distribution of grants with funds provided by the Legislature to local districts must be made in equal amounts to each district which the Commission determines qualifies for the grant.
   - Distribution of grants provided from other sources to local districts which the Commission determines qualified for the grant.

2. A local district may qualify for a grant from the Commission if the district has demonstrated that:
   - It has been established in accordance with NRS 548.
   - It is in compliance with NRS 548 and the regulations established by the Commission.

3. A local district may use any grant from the Commission for any reasonable and necessary expenses incurred by the district.

4. The Commission may adopt any regulations it considers necessary to carry out the provisions of NRS 548.

Local Conservation Districts

District Supervisors:

- NRS 548.280, District to be Governed by Elected and Appointed Supervisors: each district shall be governed by a board consisting of five supervisors elected at large and one or more appointed supervisors.

- NRS 548.283, Appointment of Supervisors to represent Cities and Counties, Alternates:
   - Incorporated cities get one appointed Supervisor on the local district board.
   - If multiple incorporated cities are included in the district but they cannot agree on an appointee, the Commission chooses the representative based on a list of nominees provided by the cities.
   - Each county within the local district may appoint one appointed Supervisor to the board.
   - Each county and city within the local district must appoint an alternate for each appointee to the local district board.
Local Conservation Districts
Powers of Districts and Supervisors (NRS 548.340 through NRS 548.400):

- NRS 548.340: A Conservation District is a Governmental Subdivision with the authority (and responsibility) to exercise Public Powers.

- NRS 548.345: Conduct surveys, investigations, and research.
  - No district shall initiate any research program except in cooperation with the government of this State or any of its agencies, or with the United States or any of its agencies.

- NRS 548.350: Conduct demonstration projects.
  - To demonstrate the means, methods, and measures by which renewable natural resources may be conserved.

- NRS 548.355: Institute preventative and control measures; repair and restore property.
  - Engineering operations, methods of cultivation, growing of vegetation, and changes in land use.
  - Lands include, but not limited to, wetlands, stream corridors, and other riparian property.

- NRS 548.360: Development, implement, and administer cooperative agreements with other local, state, and federal agencies.

- NRS 548.365: May provide agricultural and engineering machinery, fertilizer, and seeds to land owners within the local district.

- NRS 548.370: May construct, operate, improve, and maintain facilities and structures necessary in the performance of the local district.

- NRS 548.375: Development of comprehensive plans for the conservation of renewable natural resources within the district (acts, procedures, performances, and avoidances; specification of engineering operations, methods of cultivation, growing of vegetation, cropping programs, tillage practices, and changes in land use).

- NRS 548.380: Administration of projects; acceptance of gifts; participation in cost-sharing on federal financed projects.

- NRS 548.390: Acquisition and disposition of property; the power to acquire, maintain, and improve property and the use of income received from the disposal of property.
Local Conservation Districts
Regulations for Land Use:

– NRS 548.410: Petition, Formulation, Hearings, and Determination:
  • The local district may prepare and file a petition with the Commission to formulate land use regulations applicable to the district.
  • The Commission has authority to formulate regulations governing the use of lands within a district.
  • The Commission shall conduct public meetings and public hearings with in the district(s) regarding the proposed land use regulations.

– NRS 548.415: Proposed Ordinances
  • The proposed land use regulations shall be embodied in a proposed ordinance (not a resolution).

Local Conservation Districts
Regulations for Land Use:

– NRS 548.430: Permissible Provisions:
  • Provisions requiring the carrying out of necessary engineering operations, including the construction of terraces, terrace outlets, check dikes, dams, ponds, ditches, and other necessary structures.
  • Provisions requiring observance of particular methods of cultivation, including contour cultivating, contour furrowing, lister furrowing, sowing, planting, strip cropping, and planting of lands to water-conserving and erosion-preventing plants, trees and grasses, forestation, and reforestation.
  • Specifications of cropping programs and tillage practices to be observed.
  • Provisions requiring the retirement from cultivation of highly erosive areas or of areas on which erosion may not be adequately controlled if cultivation is carried on.
  • Provisions for such other means, measures, operations, and programs as may assist conservation of renewable natural resources and prevent or control soil erosion and sedimentation in the conservation district.

Local Conservation Districts
Board of Adjustment:

– NRS 548.460: Where the Commission shall adopt an ordinance prescribing land use regulations, they shall further provide by ordinance for the establishment of a board of adjustment.

– NRS 548.465: Board of Adjustment; Number and Appointment of Members.
  • Must contain 3 members appointed by the Commission.
  • After the initial appointment with staggered terms (1, 2, and 3 year appointments), appointees serve for 3 year terms.
  • Members of the Commission and local district Supervisors are ineligible to serve as members of the Board of Adjustment.
Back to the oath…

NRS 282 (Official Bonds and Oaths), Section 010:

"I, ........................., do solemnly swear (or affirm) that I will support, protect and defend the Constitution and Government of the United States, and the Constitution and government of the State of Nevada, against all enemies, whether domestic or foreign, and that I will bear true faith, allegiance and loyalty to the same, any ordinance, resolution or law of any state notwithstanding, and that I will well and faithfully perform all the duties of the office of ................ on which I am about to enter; (if an oath) so help me God; (if an affirmation) under the pains and penalties of perjury."

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Roles and Responsibilities – An Administrative Framework

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Structures of Local Government
Five Typologies from the International City-County Manager’s Association (ICMA):

1. Council-Manager Organizational Structure
2. Mayor-Council Organizational Structure
3. Commission
4. Town Meeting
5. Representative Town Meeting

Units of Government (William Turk)

- Six “Units” (1997 to 2002):
  - National (1) and State Units (50 – D.C.? Puerto Rico?)
  - Counties (3,035)
  - Towns and Townships (16,504)
  - Municipalities (19,429)
  - School Districts (13,506)
  - Special Districts and Public Authorities (35,052 – since 2002, has this gotten bigger or smaller?)

- A Grand Total of **87,576**
Common Elements

- Role of Voters
- Legislative and Executive (Administrative) Functions
- A Politics-Administration Dichotomy – separating the “lock” from the “key” of policy making and policy implementation.

What is it?

The Bureaucratic Hierarchy

- Scientific Management.
- The Progressive Era.
- The role of Industrialization and Urbanization in the United States.
- It’s Legacy.
What is it?

The Network

- Growth in Complexity – Don Kettl *(Is the Worst Yet to Come?)* and “Wicked Problems”

- New Public Management – it’s rise in the 1980’s; current decline?

- New Ways of Thinking: Quantum Mechanics, Chaos Theory, Systems Dynamics, Biology, etc.

The Network

Different Types and Applications:

1. Regional “Council of Governments” (Sacramento Area Council of Governments)
2. Service Provider Networks (Homeless services)
4. Transportation Authorities (Regional Transportation Commission)
5. Regional Planning Authorities (Truckee Meadows Regional Planning Authority)
6. Others…
Common Elements

- Role of Voters? Role of Government Agencies? Role of Administrators?
- Importance of Trust and Reciprocity – telling our stories.
- Build conflict into the network.
- Certain fluidity and flexibility; but it is NOT a lack of structure.

Question

How can organizations have both structure and flexibility to operate effectively, efficiently and economically?

Theoretical Concepts

- Traditional Management Theory
- Organizational Learning Models
Traditional Management Theory
California's Office of Emergency Services (2007 example)

Office of Emergency Services (State level)
- Coastal Region (Regional level)
- Inland Region (Regional level)
- Southern Region (Regional level)

- 16 Counties (Operational and/or local level)
- 55 Cities plus special districts (local and/or field level)

- 31 Counties (Operational and/or local level)
- 122 Cities plus special districts (local and/or field level)

- 11 Counties (Operational and/or local level)
- 223 Cities plus special districts (local and/or field level)

Organizational Learning Models

Double Loop Learning

Plan – Do – Study – Act (PDSA Cycle)

Act
- Determine what changes are to be made

Plan
- Change or test

Study
- Summarize what was learned

Do
- Carry out the plan

Source: Langley et al. (1996)
Question

How can organizations have both structure and flexibility to operate effectively, efficiently and economically?

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Roles and Responsibilities – The Nuts and Bolts of Administration

Nevada Leadership Institute
Conservation District Leadership Development Workshop
March 26, 2015

The Nuts and Bolts of Administration

- The Functions of Administration:
  - Policy Administration
  - Planning
  - Organizational Management
  - Budgeting
  - Personnel

- A Networked Environment – The Need for Partnerships and Collaboration

- Two Practical Areas of Focus:
  - Running an Effective Meeting
  - Public Contracting

Local, State, and National Associations and Partners

- Natural Resources Conservation Service (USDA)
  http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/

- National Association of Conservation Districts (NACD)
  http://www.nacdnet.org/

- University of Nevada, Reno (Your Land Grant Institution)
  http://www.unr.edu/

- Desert Research Institute http://www.dri.edu/
  – Agriculture; Children, Youth and Families; Health and Nutrition;
  Horticulture; Natural Resources
  – extension http://www.extension.org/
Local, State, and National Associations and Partners

- American Society for Public Administration [https://www.aspanet.org/](https://www.aspanet.org/)

Conflict and (or?) Cooperation

The Roan Plateau, Colorado

“The Roan exemplifies a central dilemma of natural resource management – the conflict among competing and multiple uses of public lands.”

“Perhaps paradoxically, at the same time that natural resource conflicts were festering, the concept of collaborative ecosystem management continued to grow.”

Collaborative Ecosystem Management

- Goal is to foster cooperation among multiple stakeholders in order to achieve a sustainable balance between ecosystem processes and human uses.

- Broader contemporary political context encourages collaboration because neither economic nor environmental interests have been able to dominate the policy agenda.

- Has become a permanent fixture on the environmental policy landscape.
Collaborative Ecosystem Management

“...many aliases, including adaptive management, watershed management, grassroots ecosystem management, and civic environmentalism.”

“...a search for mutually beneficial solutions to policy conflicts...encouraging broad participation from local stakeholders, emphasizing voluntary actions, seeking consensus decisions, and building trust-based policy networks.”

“...an institutional strategy for solving resource dilemmas.”

Examples of Collaborative Management

- Chesapeake Bay Program: 1983 collaborative agreement between the Federal Government, the District of Columbia, Maryland, Virginia, and Pennsylvania.

- CALFED: 1994 Bay-Delta Accord in California; California Bay-Delta Authority created in 2003; from 2000 to 2007, CALFED has spent approx. $3.2 billion on delta restoration efforts.

Examples of Collaborative Management


- Northwest Forest Plan: President Clinton formed the collaborative Forest Ecosystem Management Assessment Team (FEMAT) to addressing logging concerns in the pacific northwest; implementation of the Northwest Forest Plan of 1994.
Running an Effective Meeting  
(Frank Benest, ICMA)

What are the Desired Outcomes of your Meeting? Is your meeting intended to:
- Provide Information
- Brainstorm Ideas
- Solve Specific Problems
- Generate Feedback or Input on a Recommendation
- Create Consensus
- Engage Participants in Making a Decision
- Build Social Cohesion in a Group

Running an Effective Meeting  
(Frank Benest, ICMA)

Answer these Questions Before the Meeting:
- Why are we having this meeting?
- What should be the focus?
- Who should attend?
- How often do we really need to meet?
- What do we need to accomplish during the meeting?
- How do we present the issues?
- Who presents at the meeting or kick-starts the discussion?
- How long should the meeting last?

Running an Effective Meeting  
(Frank Benest, ICMA)

Other Issues to Consider:
- **Purpose and Focus**: Meetings should not primarily be about information sharing...use meeting times to 'get stuff done'.
- **Scheduling and Attendance**: Meetings that involve a lot of people make it difficult to engage everyone...use smaller, more frequent meetings.
- **The "Two Pizza Rule"**: Bob Sutton, Scaling Up Excellence, “Team meetings cannot consist of more people than can easily be fed with two pizzas.”
- **Duration**: Most regular meetings lose steam after one hour.
- **Formatting and Key Elements of the Agenda**: “Team Accomplishments” and “Learning Reports”
Running an Effective Meeting
(Frank Benest, ICMA)
Other Issues to Consider:

- Starting the Discussion Item as a Question: i.e. “Given upcoming budget cuts, what are the one or two key priorities for which we need to maintain funding?” vs. “Budget Cuts”.

- The Social Purpose of Meetings: An opportunity for people to connect with each other. “Purposeful Partying”…promote socializing and camaraderie.

- Physical Space: Rectangular vs. Round Tables. Where does the Manager sit? Do you feel cramped?

- Discussion Leaders: Ask a specific person to present a way to kick-start the discussion on a particular item. Note a person on the Agenda.

Running an Effective Meeting
(Frank Benest, ICMA)
• Conducting the Meeting:
  - Consider rotating the responsibility for facilitating the meeting and recording key points or decisions.
  - Be modest, ask questions, and request help in addressing the challenge or issue being discussed.
  - You might need to ‘refocus’ people…“I see your point but can we talk about that after the meeting?”

• Following-Up: draft a no-more than one-page email summarizing specific assignments, action steps, and timelines for reporting back (THIS IS NOT THE MINUTES).

Public Contracting

“Traditional public administration, with its focus on the management and control of governmental agencies, has only limited relevance to the operation of many of these newer forms of public action…the newer forms of action often involve elaborate partnership agreements with nongovernmental actors…the newer forms of action utilize decentralized modes of operation and the techniques of bargaining and persuasion.”

- Lester Salamon (1989)
Public Contracting

Frederickson, *The Spirit of Public Administration*:

- Downsizing via public contracting can result in the loss of institutional memory and the ‘hollowing out’ of government.
- Hollowing out, combined with deregulation, can lead to corruption and scandal (i.e. the savings and loan crisis of the 1980’s).
- Contracts and contracting can create a ‘tempting environment’ for kickbacks and frauds.
- Delivery of public service via contracting adds steps between the voter and the delivery of the service.

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**10 Things You Should Know about Contracting and the Law (Kevin G. Ennis, ICMA)**

1. **Key Principles:** Public contracting laws are designed to give all interested parties the opportunity to do business with the government or any government entity.

2. **Competitive Bid Requirements:** Many competitive bidding requirements are locally imposed. Most of these local ‘purchasing ordinances’ require competitive bids for contracts in excess of a designated dollar amount.

3. **Achieving an Open Process:** Any government agency (usually) must publicize the opportunity to do business with the government agency…inviting bids through a Request for Proposal/Qualification (RFP/RFQ), public notices, public meetings.

4. **Uniform Bidding Instructions and Information:** Ensure that bid documents and specifications are complete and identical for all bidders. Make changes to bids available to all bidders promptly...extending RFP/RFQ deadlines. Create a ‘level playing field’.

5. **Contracts Awarded to the Lowest Responsible Bidder in a Sealed Bid Process:** Licensing, previous billing practices with the agency (nonresponsibility hearing), information regarding a contractor’s competence.

6. **Consideration of Price versus Skill:** Price may not be the only consideration. Demonstrated competence and professional qualifications…architectural services, landscape architectural, engineering, environmental, land surveying, construction project management services, etc.
10 Things You Should Know about Contracting and the Law (Kevin G. Ennis, ICMA)

7. Consideration of Non-Price Issues in Awarding Contracts: EX: a special district in California found itself in legal trouble when it decided not to do business with a firm because of concerns regarding the firm’s labor relations practices. Local preferences and ‘Buy American’ requirements. Avoid anything that even gives the appearance of ‘favoritism’.

8. Disclosure of Ex Parte Communications and Meetings: ‘Wining and Dining’ by prospective contractors must be disclosed and may disqualify an official from participating in the contracting process...meals, sporting ticket events, and other such gifts.

9. An Agency may NOT enter into a Contract in which one of its Officials has a Financial Interest.

10. Receiving any kind of Gratuity for Awarding a Contract is a Crime.

Nevada Leadership Institute
Conservation District Leadership Development Workshop
March 26, 2015
Creation and Use of Conservation Districts in Nevada

Nevada Leadership Institute
Conservation District Leadership Development Workshop
March 26, 2015

The State Conservation Commission
http://dcnr.nv.gov/conservation-district-program/conservation-commission/

Nevada Conservation Commission is charged with carrying out policies on renewable resource programs and provide assistance to local conservation districts in the following areas:
- Assist conservation districts in carrying out their powers;
- Keep districts informed and facilitate an interchange of information between districts;
- Secure cooperation and assistance from the federal government to work with districts;
- Serve as official state agency for cooperating with the federal Natural Resources Conservation Service;
- Enlist cooperation and collaboration with state, federal, interstate, local, public and private agencies and organizations on programs dealing with renewable natural conservation;
- Inform the director of the Department of Conservation and Natural Resources on Conservation District needs;
- Cooperate with, and give assistance to, cities, counties, irrigation districts and other special purpose districts on United States Department of Agriculture programs on watershed and flood protection;
- Assist Conservation Districts in their planning programs; and
- Amend, divide or consolidate district areas.

The State Conservation Commission
http://dcnr.nv.gov/conservation-district-program/conservation-commission/

Nevada State Conservation Commission Strategic Plan, 2010 to 2015:

- **Vision**: The Nevada State Conservation Commission (SCC) is the most effective, recognized leader in conserving and protecting Nevada’s natural resources through partnerships and assistance with local conservation efforts.

- **Mission**: The Mission of the SCC is to provide leadership with natural resource conservation issues for the citizens of the state of Nevada, by facilitating conservation district goals and public and private partnerships, dispensing conservation funds, advising and overseeing conservation districts, and administering Nevada Revised Statutes.
The State Conservation Commission

http://dcnr.nv.gov/conservation-district-program/conservation-commission/

Nevada State Conservation Commission Strategic Plan, 2010 to 2015, What We Believe In (Values):

- Wise use, protection and sustainability of our natural resources and their importance for our future generations.
- Projects and programs locally developed and locally implemented – "Locally Led Conservation".
- Conservation efforts through non-regulation.
- Programs should be voluntary.
- Active conservation districts delivering highly cost-effective programs, products and services.
- Resource solutions should be balanced – common sense.
- Producing and protecting our food and fiber and protecting the land that sustains us.
- The value of volunteers.

Election of District Supervisors

• NRS 548.285, Procedure for Election of Supervisors:
  - Biennial Nonpartisan Election
  - A Mass Meeting of Electors in a Centrally Located Public Meeting Place or Part of a General Election
  - Mass Meeting: nominations are made verbally from the floor; voting by secret ballot.
  - General Election: follow the election laws of the local county; you must engage your County Clerk.
  - More than one County: county with the largest representation on the district board is responsible for the election.

• NRS 548.290, Terms of Office:
  - Term of 2 Years; Beginning January 1 following the Election

Important Functions of District Supervisors

• NRS 548.315, Chair, Secretary, and Other Employees:
  - The board must designate a Chair (can change this during terms).
  - The board may employ a secretary, technical experts (officers, agents and employees, permanent and temporary) as needed.
  - The board may (not required) provide for the execution of surety bonds for all district employees and officers.

• NRS 548.320, Records, Annual Audit of Accounts:
  - The board must provide for keeping full and accurate records of all proceedings, all resolutions, regulations, and orders issues or adopted.
  - Must provide an annual audit of the district’s accounts of receipts and disbursements (annual review by the NCC meets this requirement).

• NRS 548.325, District Attorney to Provide Legal Services
Home Rule vs. Dillon’s Rule

Nevada Leadership Institute
Conservation District Leadership Development Workshop
March 26, 2015

Home Rule vs. Dillon’s Rule

- **Home Rule**: States that give local governments wide latitude to decide which policies are appropriate for their communities.

- **Dillon’s Rule**: States that give limited powers to local government to decide which policies are appropriate.

Home Rule

- “Local governments in home rule states are free to pass laws and ordinances as they see fit to further their operations, within the bounds of the state and federal constitutions.” (Wikipedia)

- Somewhat akin to the “Bill of Rights” in the U.S. Constitution wherein the powers not reserved to the Federal Government may be exercised by the states.
Dillon’s Rule

- **Merriam v. Moody’s Examiners** (25 Iowa 163 (Iowa 1868))
  
  Judge John F. Dillon of the Iowa Supreme Court established the common-law rule known as “Dillon’s Rule”.

- A local government is authorized to exercise only those powers that are:
  
  - Expressly granted.
  - Necessarily or fairly implied in or incident to the powers expressly granted.
  - Essential to the accomplishment of the declared purposes of the local government.

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Home Rule vs. Dillon’s Rule

A Continuum

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Home Rule vs. Dillon’s Rule

Factors along the Continuum that may determine if a state chooses Home Rule or Dillon’s Rule:

- Impact of one town or city’s decisions on surrounding communities.
- Citizens that travel through one community or reside there temporarily for work, recreation, or other activities, but due to lack of residency have no voice in that government.
- Involvement and awareness of a community’s citizens in governments.
- Fairness between wealthier and poorer communities.
- State-wide goals for various programs.
Home Rule vs. Dillon’s Rule

Issues Most likely to be “Home Rule”:
- The rate of property taxation and structure of fees paid exclusively by local residents and businesses.
- Level of government services provided to local citizens and businesses.
- Design and management of local service roads and streets.
- Creation of local laws and policies, as long as local laws and policies are made clear to visitors using signs or other documentation.

Home Rule vs. Dillon’s Rule

Issues Most likely to be “Dillon’s Rule”:
- A state bill of rights must exist to ensure that local governments both treat their citizens fairly, and most importantly visitors to the community fairly.
- Local laws need to be consistent enough so that visitors know what to reasonably expect when they visit a community and what those communities require.
- Inter-community highways need to be regulated by the state to promote the quick and convenient movement of goods and people.

Application of Dillon’s Rule In Nevada

- **Sadler v. Board of County Commissioners** (15 Nevada 39, 42 (1880)): County Commissioners in Nevada are authorized to exercise only those powers which are expressly granted and powers that are necessarily implied to carry out express powers.

- **Tucker v. Mayor of Virginia City** (4 Nevada 20, 26 (1868)): A Nevada city government is authorized to exercise only those powers expressly granted by the charter or laws creating the city, and the necessary means of employing those powers.
### Home Rule vs. Dillon’s Rule

**Nevada is a Dillon’s Rule State**
*(but is it uniformly so?)*

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**Nevada Leadership Institute**

Conservation District Leadership Development Workshop

March 26, 2015
Land Use Planning is NOT NEW in the U.S. or in Nevada

- Land Use Planning can be traced back to the earliest days of our nation
- Land Use Planning in Nevada laws enacted in the 1920’s
- Early references to Conservation Districts and planning authority appear in 1937 Nevada Statutes

Early Planning in the United States

Governments’ effect on land design and subdivision dates from the Land Development Ordinance of 1785 (authored by Thomas Jefferson – One of America’s earliest planners?)

- The Land Ordinance established the basis for the public land survey system.
- Land was to be systematically surveyed into square townships, six miles (9.656 km) on a side. Each of these townships were subdivided into thirty-six sections of one square mile (2.59 km²) or 640 acres. These sections could then be further subdivided for re-sale by settlers and land speculators.
1785 Land Development Ordinance
(should look familiar: Township & Range)

Shifting Trends to mid-19th Century

• **First**, American residential population was growing rapidly.
  – Revolution to 1790, 4 million per year.
  – 1790 to 1820, growth of 6 million people.
  – 1820, 10 million residents.
  – 1840, 17 million residents.

• **Second**, decline in eastern agriculture.
  – 1790: 1 in 30 persons lived in a city (8,000 or more).
  – 1820: 1 in 20 persons lived in a city.
  – 1840: 1 in 12 persons lived in a city.

• **Third**, growth in new urban centers (Buffalo, Detroit, Milwaukee, Cleveland, Chicago, San Francisco) with the move westward led to new industries and new opportunities.

Late 19th Century Changes

• By the late 1800’s, past political, economic, and social paradigms were beginning to change.

• Federal and State governments were (slowly) shifting their attention from the largely rural areas to the urban environment.

• New/shifting paradigms supported a more ACTIVIST role for both the federal and state governments.
The Response – Planning, Zoning, and Professional Management

- Planning – “Planning as a function of local government began in the early 20th century, stimulated by the wretched conditions of cities. The kinds of dirt, noise, and congestion of the city proposed by our first city planners consisted of physical alterations in the urban structure.” (David C. Ranney (1961))

- Planning as a precursor for the political and bureaucratic reform movement known as the PROGRESSIVE ERA (1890’s – 1920’s).

Two Important Early 20th Century Planning, Zoning, and Professional Management Responses

- Euclid v. Ambler Realty Co. (1926): “The biggest of them all” – US Supreme Court upheld the Euclid town comprehensive plan that outlawed the development of industrial uses and multi-family housing and established zoning as a legitimate exercise of the police power. [emphasis added]

- Standard State Zoning Enabling Act (SSZEA) of 1926. “The SSZEA gave state legislatures a procedure, based upon an accepted concept of property rights and careful legal precedent, for each community to follow.” (Cullingworth and Caves (2003))

Planning and Zoning – Early Nevada Efforts

- 1921 NRS 268.100 through 268.220 adopted by legislature, giving communities the ability to create city planning commissions; (This legislation was not compulsory.)

- 1924 NRS 268.230 through 268.300 adopted by legislature, giving to cities the process by which to adopt municipal zoning. (This legislation was not compulsory.)

- 1931 & 1937 State statute references to Conservation Districts

- 1941 Legislature adopted NRS 278.030 through 278.260 adopted by legislature, creating the procedure by which city and/or counties would create planning commissions. Legislation also allowed creation of a regional planning.

- 1947 Legislature adopted current NRS 278
Planning In Nevada - The Present and Enabling Legislation

- Nevada Revised Statutes (NRS) Chapter 268 enables planning commissions in cities and annexation by cities.
- Nevada Revised Statutes (NRS) Chapter 278 enables regional, county and city planning commissions, master planning, zoning, subdividing, variances, special use permits, etc.
- Nevada Revised Statutes (NRS) Chapter 278A enables planned unit development (PUD).
- Nevada Revised Statutes (NRS) Chapter 278B enables impact fees.
- Nevada Revised Statutes (NRS) Chapter 548 enables creation of Conservation Districts.

Master Planning and Zoning – An Important Distinction!

- Planning typically represented through a master plan document and master plan map(s).
- Zoning typically represented through a zoning ordinance and zoning map(s).
- Zoning is not planning, but a tool to implement a plan.

Master Plans in Nevada

- In Nevada Master Plan required for all counties over 45,000 population; all cities over 25,000 population.
  - Occurs because these jurisdictions required to have a planning commission and requirement of planning commission is to create a master plan.
- Planning commission must adopt the master plan; elected body can only amend after consulting with planning commission.
- Except for counties over 100,000 population (and the municipalities within these counties), jurisdictions free to choose what elements in 278.160 they wish to include.
Zoning in Nevada

- Generally NRS provides for master plan map as basis for land use control.
  - NRS states “…zoning regulations must be adopted in accordance with the master plan for land use”.
- Zoning considered most common method of implementing a master plan.
  - NRS does not require zoning map or regulations; only authorizes adoption of same.
  - NRS does state, though, if zoning adopted – must be in conformance with adopted master plan.
  - Over past legislative sessions, zoning authorization has been broadened.
    - Density bonuses; inclusionary zoning; minimum densities.

Zoning in Nevada

NRS 278 identifies 14 issues that zoning is designed to address, e.g.
- Conservation of air and water
- Views and access
- Character & physical limitation of land
- Adequate supply of housing
- NRS 278.260:
  - “The governing body shall provide for the manner in which zoning regulations and restrictions and the boundaries of zoning districts are determined, established, enforced and amended.”

Types of Zoning

- Euclidian
- Planned Unit Development (a variation on Euclidian)
- New Urbanism
- Form Based
NRS 548: Legislature’s Declaration

- [R]enewable natural resources of the State of Nevada are basic assets.

- [R]enewable natural resources] are being affected by the ever-increasing demands of farm and ranch operations and by changes in land use from agricultural to nonagricultural uses, such as, but not limited to, residential and commercial developments, highways and airports.

- [C]onservation, protection, and controlled development of these renewable natural resources are necessary at such rate and such levels of quality as will meet the needs of the people of this State.

NRS 548: Legislature’s Policy

- Consequences. [T]he consequences of failing to plan for and accomplish the conservation and controlled development of the renewable resources of the State of Nevada are to handicap economic development and cause degeneration of environmental conditions important to future generations.

- Appropriate corrective methods. [P]ersons in local communities are best able to provide basic leadership and direction for the planning and accomplishment of the conservation and development of renewable natural resources through organization and operation of conservation districts.

- Conservation and control. [R]ecognize the ever-increasing demands on the renewable natural resources of the State and the need to conserve, protect and develop such resources at such levels of quality as will meet the needs of the people of the State.

Conservation Districts’ Planning Powers

- NRS 548.345: “Surveys, investigations and research. … a district and the supervisors thereof shall have the power to conduct surveys, investigations and research relating to the conservation of renewable natural resources and the preventive and control measures needed, to publish the results of such surveys, investigations or research, and to disseminate information concerning such preventive and control measures.…”

- Similar to process for master planning (NRS 278) in that an initial "environmental scan" is conducted to determine what exists and what might be possible.
Conservation Districts’ Planning Powers

NRS 548.355: Preventive and control measures; repair and restoration of property… a district and the supervisors … may:

– Carry out preventive and control measures within the district, including, but not limited to, engineering operations, methods of cultivation, the growing of vegetation and changes in the use of land.” [emphasis added]

– Similar to the zoning authority conferred on local governments through NRS 278

Conservation Districts’ Planning Powers

- NRS 548.360: “Cooperation and agreements with agencies for conserving renewable natural resources. … supervisors … may cooperate or enter into agreements with and, within the limits of appropriations made available to it by law and any money it acquires from any other source, furnish financial or other aid to any governmental or other agency, or any occupier of land within the district, in conserving renewable natural resources within the district, subject to such conditions as the supervisors may deem necessary to advance the purposes of this chapter.”

- Similar to cooperative inter-agency agreements for conservation districts to supply recommendations for erosion control for projects

Conservation Districts’ Planning Powers

- NRS 548.375 “Comprehensive plans for conservation. … a district and the supervisors … shall have the power:

1. To develop comprehensive plans for the conservation of renewable natural resources within the district, which plans shall specify in such detail as may be possible the acts, procedures, performances, and avoidance which are necessary or desirable for the effectuation of such plans, including the specification of engineering operations, methods of cultivation, the growing of vegetation, cropping programs, tillage practices, and changes in the use of land; and

2. To publish such plans and information and bring them to the attention of occupiers of lands within the district.”

- Similar to the master planning process authorized through NRS 278
Conservation Districts’ Planning Powers

- **NRS 548.410** "Petition; formulation; hearings; determination of whether referendum to be held.
  - 1. The supervisors of any district may file petitions with the State Conservation Commission at any time to request it to formulate land use regulations applicable to the district."

- **NRS 548.420** "Approval of proposed ordinance; effect of regulations.
  - 3. Land use regulations prescribed in ordinances adopted pursuant to the provisions of NRS 548.410 to 548.435, inclusive, by the Commission shall have the force and effect of law in the conservation district and shall be binding and obligatory upon all occupiers of lands within such district."

- **Similar to the zoning process authorized through NRS 278**

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Exception

NRS 244.361: "[County] Regulation and control of smoke and pollution of air:

1. [Boards of county commissioners of the counties of this state may, by ordinance regularly enacted, regulate, control and prohibit, as a public nuisance, the excessive emission of dense smoke and air pollution caused by excessive soot, cinders, fly ash, dust, noxious acids, fumes and gases within the boundaries of the county.]

2. If an ordinance adopted pursuant to subsection 1 involves or affects agricultural operations, any plan or program to carry out that ordinance must allow for customarily accepted agricultural practices to occur on agricultural land. A governmental entity which is considering the adoption of such a plan or program shall consult with the State Department of Agriculture or local conservation districts to determine the customarily accepted agricultural practices that may be affected by the proposed plan or program."

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Concluding Observations

- There are many powers of Conservation Districts that mirror master planning and zoning authority in NRS 278

- Conservation Districts can offer services to municipalities and counties in the form of advice, or even regulation, when it comes to conserving agricultural land, land subject to severe erosion, and even the appropriate use of certain land forms

- Cooperation between local government planning authority and conservation districts’ planning authority can be a very positive symbiotic relationship
Nevada Leadership Institute
Conservation District Leadership
Development Workshop
March 26, 2015
What Ethics Is

“...ethics may be understood as the study of moral conduct and moral status. Ethics and morality are often used interchangeably, but here I will distinguish them.

Morality assumes some accepted modes of behavior that are given by a religious tradition, a culture (including an organizational culture), a social class, a community, or a family. It involves expected courses of conduct that are rooted in both formal rules and informal norms.

Ethics, then, is one step removed from action. It involves the examination and analysis of the logic, values, beliefs, and principles that are used to justify morality in its various forms."
What Ethics Is

“Ethics considers what is meant by principles such as justice, veracity, or the public interest; their implications for conduct in particular situations; and how one might argue for one principle over another as determinative in a particular decision.

Ethics takes what is given or prescribed and asks what is meant and why.

Ethics also deals with the moral status of entities such as families, organizations, communities, and societies.”

What Ethics Is

Dealing with Ethics Descriptively or Normatively:

– Descriptively, ethics attempts to reveal underlying assumptions and how they are connected to conduct. (What we believe as individuals, as a society, as an organization).

– Normatively, ethics attempts to construct viable and defensible arguments for particular courses of conduct as being better than others in specific situations. (Infer a conflict between choices).

What Ethics Isn’t
What Ethics Is

An analytical tool to help us determine what course of action to take when we are confronted with two or more equally good or two or more equally bad choices when we are forced to choose.

Building an Ethical Decision Making Model

Levels of Ethical Reflection:

– The Expressive Level: “You should know better!”
– The Moral Rules Level: “Always be a good team player.”
– The Ethical Analysis Level: “Always tell the truth unless innocent third parties are harmed.”
– The Postethical Level: “Why should I be moral?”

Nevada’s Code of Ethical Standards
Code of Ethical Standards

- NRS 281A.400 – NRS 281A.480
- Applies to Public Officers and Employees
- The Ten “Do-Nots”

1. Seek or accept any gift, service, favor, employment, etc. which would tend to improperly influence or cause a departure from faithful and impartial discharge of duties…

“Do-Nots” (continued)

2. Use position in government to secure or grant unwarranted privileges for self, business interest in which one has significant pecuniary interest, or person to whom one has a commitment in a private capacity…

3. Participate in negotiation or execution of contract in which one has a significant pecuniary interest…

“Do-Nots” (continued)

4. Accept anything of value from a private party for the performance of public duties…

5. Use non-public information to further pecuniary interest of self, business entity or person…

6. Suppress government report or document because it might affect pecuniary interest of self, business entity or person…
“Do-Nots” (continued)

7. Use governmental time, property or equipment outside of any “limited use” policy adopted by entity represented or by whom employed…

8. Attempt to benefit personal or financial interest through the influence of a subordinate…

9. Seek employment or contracts through use of official position…

10. Represent or counsel, for compensation, any person on issue before his/her entity or for one year after leaving entity on any issue under consideration at the time of leaving…

Definitions – Nevada SB 228

“Commitment in a private capacity to the interests of another person” means commitment, interest or relationship to a person:
- Spouse or domestic partner
- Member of household
- Related within third degree of consanguinity or affinity
- Employs self, spouse, domestic partner or member of household
- With whom self has a substantial and continuing business relationship
- With whom self has a commitment, interest or relationship substantially similar to above
Definitions - Nevada SB 228 (continued)

- "Pecuniary Interest" means any beneficial or detrimental interest that consists of or is measured in money, economic value and includes payments for government service and gifts.

- The determination regarding gifts is whether gift is token vs. sufficient to affect conduct of job or office…

Conflict of Interest
NRS 281A.420

If the matter under consideration involves:
- A gift or loan to member;
- An economic or money interest of member; or
- The same with regard to a person to whom I have a commitment in a private capacity

DISCLOSE!! DISCLOSE!! DISCLOSE!! DISCLOSE!!

Conflict of Interest (continued)

- Disclosure means:
  - Specific identification of conflict; and
  - Specific identification of relationship involved in conflict

- Disclosure must be made when matter considered:
  - If member, publicly to chair and other members
  - If appointed, to supervisor/superior in charge
Voting/Abstaining

- Public policy favors participation and voting...
- Whether one votes, participates or abstains involves consideration of “the independence of judgment of the reasonable man”...
- “Reasonable man” means a consideration of whether a reasonable person would be materially affected by disclosed conflict...

Voting/Abstaining (continued)

- After disclosing, conduct “reasonable man” analysis to determine whether to participate and vote or to abstain from matter...
  - Handout
  - If not a clear conflict, participate and vote...
  - If a clear conflict, abstain...
  - If abstaining, leave table for duration of item...
  - Caveat...

Voting/Abstaining (continued)

- If abstaining, quorum requirement is reduced accordingly... but
- Quorum not reduced for elected boards...
Violations

- Civil penalties – for willful violations
  - $5,000 for first violation
  - $10,000 for second violation
  - $25,000 for third violation
- May be referred to AG or DA for criminal review…
- SB 228 – Balancing on part of Commission
- Other actions…

Opinion Requests

- First Party Advisory
  - Forms/opinions on Commission website;
  - Confidential unless waived – how waived;
  - Type of request;
  - Effect of request;
- Third Party Complaint
  - Forms on website;
  - Investigation/hearing/representation

Opinion Requests (continued)

When in doubt…
- Ask entity attorney for opinion…
- As soon as you are aware of potential conflict…
- Preferably in advance of meeting…
- Call for short recess to allow discussion with attorney…
- If you abide by opinion, no willful violation…
Why Hold Open Meetings?

"...together we craft for ourselves, through discourse and deliberation, conventions such as values, beliefs, and ethical norms to give meaning and order to our lives. Collective decision making in the governance process, including public administration, works best in a postmodern society when it emerges out of an inclusive conversation about how to create order and meaning in our lives together. Hence, democratic governance provides mechanisms and arenas for this social process."

- Terry Cooper, The Responsible Administrator

Definitions (NRS 241.015)

- "Action"
- "Meeting"
- "Public Body" - Designation of substitute to attend meeting must be authorized by law or on the record of a public meeting in order to count towards quorum or to participate in vote - new with AB 65
Definitions (NRS 241.015)

- "Quorum"
- "Deliberate" – to collectively examine, weigh and reflect upon reasons for or against a proposed action
  - Added by AB 65

New Authorization

- AB 65 authorizes a member of a public body to participate by electronic means
- Participation must allow the public to hear the member so participating and the member so participating to hear statements made by the public

Meetings (NRS 241.020)

- Open
- Noticed
  - Accommodation
  - Notice to include:
    - Time, place and location of meeting
    - List of locations where notice was posted
    - An agenda
Meetings (continued)

Agenda must include:
- Clear and complete statement of matters to be considered
- “for possible action”
- Public Comment periods
- Notifications that (items may be taken out of order, may be combined, may be removed or may be delayed)
- Any restrictions on public comment

Meetings (continued)

Minimum Notice
- Posting at principal office or where meeting is to be held
- Three additional prominent places
- Copies to persons requesting notice
- Email notice okay if agreed to by requestor

Meetings (continued)

• Include name and contact information of person able to provide supporting materials and locations where supporting materials may be obtained – new in AB 65

• In counties of 45,000 or more, supporting materials to be posted on website – new in AB 65
Meetings (continued)

- Website, if maintained, must include notice of meetings
- Free copies to requesting public
- Supporting materials to be provided to public at same time provided to public body
- May provide by email
- “Emergency”

Meetings (continued)

- AB 445 requires that all public body meeting notices be posted on the State’s website at the same time posted in local area and to persons requesting notice
- AB 445 requires such posting by public bodies to commence no later than July 1, 2014
- AB 445 requires that the State Department of Administration have the State website prepared no later than January 1, 2014.

Exceptions (NRS 241.030)

- Personnel Matters
- Prepare, administer or grade examinations
- Appeals of examinations
EXCEPTIONS (continued)

• Subject may waive

• Agenda must state statute authorizing closed session and nature of business to be considered

• Exception may not be used to:
  – Prevent removal of disruptive persons
  – Prevent removal of witnesses
  – Discuss appointments
  – Discuss member (NRS 241.031)

Closed Meetings (NRS 241.033)

• Written notice to subject – proof of service
  – In person – 5 working days
  – By certified mail – 21 working days

• Must include topic to be discussed and right of person to attend and be represented

• Chair or public body decides attendees

• Copy of record available to subject

• Casual or tangential mention…

Administrative Action/Eminent Domain (NRS 241.034)

• Notice same as in NRS 241.033

• Proof of service

• Must be on agenda

• Not required separate from notice per NRS 241.033

• If eminent domain, real property described
Record of Meeting (NRS 241.035)

- Minutes
  - “substance” of matters considered
- Available within 30 days – retained for 5 years
- May be recorded by public
- Must tape or transcribe meeting – 1 year – available to public or AG
- Same for closed meetings

Statements Privileged (NRS 241.0353)

- Voting (NRS 241.0355)

  - Privilege applies to both member and public
  - Action by Majority Vote of Entire Body
  - Abstention not an affirmative vote
    - Legal counsel opinion

Action in Violation Void (NRS 241.036)

- Action by AG or Person (NRS 241.037)

  - AG may seek injunctive relief – no damage or harm required
  - Person may sue to:
    - Void an action
    - Require compliance with law
    - Seek determination of applicability of law to action
  - Suit to require compliance – 120 days
  - Suit to void action – 60 days
Action by AG or Person (continued)

• AB 65 authorizes the AG to forgo prosecution of a violation if there is a correction within thirty days of the alleged violation if in the best interests of the public

• AB 65 requires that if taking corrective action, agenda must state “for corrective action” - but such posting is not an admission of a violation

Role of AG (NRS 241.039)
AG Finding (NRS 241.0395)

• AG to investigate and prosecute violations

• AG may issue subpoenas

• If violation found, AG opinion must be included on following agenda

• Inclusion on agenda is not admission

• Re-do/ratification of questioned action

Penalties (NRS 241.040)

• Violation, with knowledge, is misdemeanor

• Wrongful exclusion – misdemeanor

• Civil penalty - $500
  – Must be sought by AG
  – sections
  – Prohibits the designation of a substitute unless authorized by statute or the legal authority (ordinance/resolution) creating the entity.
Additional Supporting Material

Nevada Conservation District Map
Fact Sheet: Director Powers and Responsibilities
Fact Sheet: District as Employer
Fact Sheet: Effective Board Members
Fact Sheet: Ethics for Public Officials
Fact Sheet: Open Meeting Law
Fact Sheet: Public Records Law
Glossary of Key Planning Terms
Nevada Conservation Districts

Map prepared by:
Nevada Division of Forestry
911 Falcon Ln
Elko, NV 89801
GIS/Resources: Ryan S. Shane

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Director Powers and Responsibilities

Overview

“District Supervisor” is the title given to individuals who have been elected or appointed to serve on a Conservation District board. Nevada Conservation Districts are political subdivisions of state government but are not state agencies. They are considered municipal corporations, a form of local government that is required to follow many of the same laws that govern state agencies. Conservation Districts work with landowners, communities, federal, state and local agencies, and organizations to protect natural resources and maintain a healthy environment.

Key Points

Powers of the Board

- Dillon’s Rule: A local government may exercise powers that are expressly provided for by law or are necessarily implied.
- Individual Board members do not have individual powers and authorities.
- Individual Board members may be given authority or power to act on behalf of the Board.
  - Power is granted through Board action and must be recorded in the Minutes.

Responsibilities of Supervisors to the Board

- Attend and actively participate in all Board meetings.
- Come to the meetings prepared, informed and on time.
- Carry out committee responsibilities.
- Represent the Board positions and actions.
- Treat fellow Board members, staff and public with respect.
- Stay abreast of local conservation issues.
- Attend area and state meetings of the state Association.
- Participate in training opportunities.
- Promote the District’s work to local landowners, local and state agencies, legislators, and other organizations.

Surety Bonds, Liability and Worker’s Compensation Insurance

- The District may provide for the execution of surety bonds for all employees and officers who shall be entrusted with funds or property.
- Liability and Worker’s Compensation insurance can be provided for by the District. This insurance is currently available to districts, at a reduced rate, from the State of Nevada.

Resources

Conservation Districts Program
Contacts:
Tim Rubald 775-684-8600
Doni Bruland 775-738-8431
Steve Weaver 775-623-5025
Anita Lahey 775-289-4065

Publication: Nevada Conservation District Guidebook

Applicable Laws and Rules

Governing Statutes
Nevada Revised Statutes (NRS) Chapter 548 and Chapter 241
Nevada Administrative Code (NAC) Chapter 548 – Conservation

Basic Legal Requirements in NRS 548
- Hold at least (3) regularly scheduled meetings in different calendar months.
- Give proper Notice of meetings with agendas (NRS 241)
- Annual Work Plan and Budget
- Annual Report
- Annual Financial Report
- Annual Meeting and Notice
District as Employer

Overview

When a district hires an employee, the district is subject to the legal responsibilities of being an “employer”. There are a number of required personnel obligations and compliance requirements ranging from hiring practices to tax reporting. It is important to have well defined district policies and procedures, trained staff, and directors knowledgeable in personnel matters.

Key Points

Basic Legal Responsibilities

- Register as an employer.
- State and Federal withholding tax.
- Federal Medicare and Social Security taxes.
- Unemployment tax.
- Worker’s Compensation Insurance.
- Employment eligibility verification.
- New hire reporting.
- Year-end tax reporting responsibilities.
- State and Federal posting requirements.

Additional Responsibilities of an Employer

- Correctly classify and compensate employees.
  - Exempt vs. non-exempt
- Adequate and appropriate supervision of employees.

Employee vs. Independent Contractor

- Common law Rules – Three Categories
  - Behavioral: Does the district control or have the right to control what the worker does and how the worker does his or her job?
  - Financial: Are the business aspects of the worker’s job controlled by the district?
    - These include things like how the worker is paid, whether expenses are reimbursed, who provides tool/supplies, etc.
  - Type of Relationship: Are there written contracts or employee type benefits (i.e. pension plan, insurance, vacation pay, etc.)? Will the relationship continue and is the work performed a key aspect of the district?
- The IRS has numerous “tests” that must be met in order to call an employee a contractor.
Effective Board Meetings

Overview

Board meetings are fundamental to conducting conservation district business. They are often long, inefficient and discouraging. Effective board meetings can be conducted with planning and good facilitation by the Board Chair and participation by Supervisors.

Key Points

General Tips

- Send a clear and detailed agenda to board members at least one week before the meeting. Include a draft copy of the previous meeting’s minutes, staff reports and other needed information.
  - Put the person responsible for each agenda topic on the agenda.
  - Write an “anticipated action” for each agenda item.
  - Put a timeline for discussion and action on the agenda.
- Start and End on time.
- Have staff submit written reports that are sent with the agenda. Use the staff report time at the meeting to highlight important items in the report and/or ask for feedback and decisions.
- Use at least a modified version of Robert’s Rules of Order to keep the meeting moving and on track.
- Make sure the room is comfortable (temperature, chairs, etc.).
- Write up draft minutes and distribute them to board members as soon as possible after the meeting.

Responsibilities of Individual Board Supervisors

- Come prepared and have read Board packet before the meeting.
- Arrive on time.
- Respect fellow Supervisors and staff, their opinions, and the decisions of the board.
- Represent the board decisions and positions even when they are not the individual Supervisor’s position.

Responsibilities of the Board Chair

- Keep the meeting on schedule. Ask permission to extend discussions.
- Manage side discussions and help board stay focused.
- Encourage “dumb” questions.
- Manage dissent and disagreements firmly and with respect.
- Recap each agenda item and the resulting action.
- Make sure each Supervisor has input on at least one thing at every board meeting.
- Don’t be afraid to be creative!

Nevada Department of Conservation and Natural Resources
Conservation District Program
775-684-8600
http://dcnr.nv.gov

A Good Board Will:
- Have all members contributing.
- Trust each other.
- Work through conflict.
- Have immediate resolution.
- Be accountable.
- Question practices.
- Understand the financials.
- Read and research topics before the meeting.

A Good Board Member Will:
- Turn off cell phones and refrain from using personal electronic devices during the meeting.
- Be conscious of body language and non-verbal responses. Body language can be as disrespectful as words.
- Keep an open mind and focus on the facts. Do not attack other board members, staff or public.
- Be respectful of differences and seek to reach a consensus.
- Listen to and respect others while they speak.
- Participate in discussions respectfully and in a constructive manner.

A Good Board Chair Will:
- Be interested and enthusiastic.
- Set and keep ground rules for the meeting.
- Ask open-ended questions.
- Listen carefully to each person.
- Avoid stating that a person is wrong.
- Clarify assumptions.
- Summarize the discussion.
- Ask for feedback and take action.
Overview

Public officials are held personally responsible for complying with the provisions in Nevada Ethics in Government law. This means that each public official must make a personal judgment in deciding such matters as the use of official position for financial gain, what gifts are appropriate to accept, or when to disclose the nature of conflicts of interest. If a public official fails to comply with the operative statutes, a violation cannot be dismissed by placing the blame on the public official’s government employer or the governing body represented by the public official.

Key Points

Who is covered

- Public Officials.
- Volunteers with regular duties.
- Relatives, members of the household, and businesses with which you are associated.

Prohibited Uses

- Using or attempting to use an official position to obtain financial gain, or avoidance of financial detriment, which would not otherwise be available, but for the holding of your official position or office.
- Solicitation or promise of future employment based on decisions made or actions taken.
- Use of confidential information for personal gain.
- Conflict of interest.

Conflict of Interest

A “conflict of interest” is the private or personal interest of a public officer or someone close to a public officer that is sufficient to affect his or her independence of judgment or the objective exercise of public duty.

Public officers must disclose conflicts of interest at the time a matter is being considered – often at the opening of an item on a public meeting agenda. (NRS 281A.420)

Who is a public official?

A public official is a person elected or appointed to a position established by the Nevada constitution, state statute, or county or city ordinance who exercises a public power, trust or duty (NRS 281A.160)

In Nevada, a public office is a public trust held for the sole benefit of the people.
Open Meeting Law

Overview

The Nevada form of government requires an informed public aware of the deliberations and decisions of governing bodies, and the information upon which such decisions are made. It is the intent of the Open Meeting Law that decisions of governing bodies be arrived at openly. Thus, Open Meeting Law provides that any member of the public must be permitted to attend any meeting of the governing body, except for “closed sessions”.

Key Points

Basic Requirements

- Open to the public. (closed sessions exemption)
- Advance Notice is given.
- Minutes are taken.
- Votes are made publicly and recorded.
- Audio recordings of all public meetings.

Notice

- Posted at the principal office of the public body, or if no principal office, at the building in which the meeting is to be held.
- Posted at not less than three other separate, prominent places within the jurisdiction of the public body.
- Posted no later than 9 a.m. of the third working day before the meeting. (the day of the meeting does not count)
- Notice must include time, place and agenda.
- Agendas and support material must be made available to the public.
  - The name and contact information for a designated person who keeps supporting material for the public body and a list of locations where the supporting material is available to the public must be included on every agenda.

Minutes

- Written Minutes must be provided of all meetings.
- Contents:
  - All persons present.
  - All motions, proposals, resolutions, orders, ordinances, and measures and the dispositions.
  - The results of all votes.
  - The substance of any discussion on any matter.
  - A reference to any document discussed at the meeting.

Resources

Conservation Districts Program
Contacts:
Tim Rubald 775-684-8600
Doni Bruland 775-738-8431
Steve Weaver 775-623-5025
Anita Lahey 775-289-4065

http://dcd.nv.gov/index.htm

Applicable Laws and Rules

Governing Statutes
Nevada Revised Statutes (NRS) Chapter 548 and Chapter 241

Definitions

- Governing bodies are two or more members of any public body that makes decisions or recommendations.
- Public bodies include committees, subcommittees, and advisory groups that have authority to make decisions for or recommendations to a public body.
- A meeting is the convening of a governing body for which a quorum is required to make a decision or deliberate toward a decision.
- Quorum:
  - A majority of Board members must be present.
  - Majority vote of all members of a Board must occur to make a decision.
Public Records Law

Overview

The policy that underlies the Public Records Law is that the public is entitled to know how the public's business is being conducted. The Public Records Law details this policy by granting the public a broad right to examine records created, maintained, cared for, or controlled by public bodies. This law is primarily a disclosure statute, not a confidential statute. Public Records Retention rules provide for the retention and disposition of public records.

Key Points

Basic Law

- “The purpose of this chapter is to foster democratic principles by providing members of the public with access to inspect and copy public books and records to the extent permitted by law”. (NRS 239.001(1))

Definitions

- **Governmental entity**: Governmental entity means any elected or appointed officer of this State or of a political subdivision of this State and an institution, board, commission, bureau, council, department, division, authority or other unit of government of this State or of a political subdivision of this State.
- **Public Records**: Public record includes any information relating to the conduct of public business that is prepared, owned, used, or retained by a public body regardless of medium in which the public record is readily available.
- **Privatization contracts**: Privatization contracts executed by or on behalf of a governmental entity is a public record and must be open to inspection.

Public Records Requests

- An officer, employee or agent of a governmental entity who has legal custody or control of a public record shall not refuse to provide a copy of that public record.
- Must segregate confidential material from public material and disclose the non-confidential material.
- Must be open at all times during office hours to inspection by any person, and may be fully copied or an abstract or memorandum may be prepared from those public records.
- May consult with counsel before responding to a request.
- May establish fees to reimburse for the actual cost in making records available, but may not exceed the actual cost.

The Conservation Districts Program provides the service of maintaining records for the Districts and providing them to Libraries and Archives when appropriate.

Resources

Conservation District Program
Contacts:
Tim Rubald 775-684-8600
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http://dcd.nv.gov/index.htm

Applicable Laws and Rules

Governing Statutes
Nevada Revised Statutes (NRS)
Chapter 239

Public Records Retention and Disposition

- A Records Retention and Disposition Schedule identifies the minimum time period the listed records must be retained in accordance with NRS 239.080
- Copies of minutes and agendas are retained for a period of (5) calendar years from the date submitted.
- Disposition will be through transfer to the State Archives.
- Do not “selectively retain” some records longer than others.
- “Disposition holds” may occur that require a stop to the regular disposition of records.
**Glossary**

**Arbitrage:** The simultaneous purchase and sale, as of stock, in two financial markets to profit from a price difference. (source: Webster’s New World Dictionary 2nd Edition; 2001)

**Density:** “The number of dwellings or principal buildings or uses permitted per net (or gross) acre of land.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

**Deontological Approach to Ethics:** focus on one’s duty to certain ethical principles, such as a justice, freedom, or veracity, without regard to the consequences of one’s actions.

**Division of Land into Large Parcels:** “1. Except as provided in subsections 2 and 3, a proposed division of land is subject to the provisions of NRS 278.471 to 278.4725, inclusive, if each proposed lot is at least:

   (a) One-sixteenth of a section as described by a government land office survey; or
   (b) Forty acres in area, including roads and easements.

   2. The governing body of a city, the board of county commissioners with respect to the unincorporated area, may by ordinance elect to make NRS 278.471 to 278.4725, inclusive, apply to each proposed division of land where each proposed lot is at least:

   (a) One-sixty-fourth of a section as described by a government land office survey; or
   (b) Ten acres in area, including roads and easements.

   3. A proposed division of land into lots or parcels, each of which contains not less than one section or 640 acres, is not subject to NRS 278.471 to 278.4725, inclusive.” [emphasis added] (source: Nevada Revised Statutes, NRS 278.471).

**Economic Development Marketing and Attraction:** marketing can be used to help attract, retain, and expand businesses, improve a community’s image both inside and outside the community and promote policies and programs. Marketing is neither an end in itself nor is it a panacea; it cannot make up for a community’s shortcomings. Rather, marketing is a tool to help economic development practitioners reach their short and long term economic goals.

**Euclidean Zoning:** “A convenient nickname for traditional as-of-right or self-executing zoning in which: district regulations are explicit; residential, commercial, and industrial uses are segregated; districts are cumulative; and bulk and height controls are imposed.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

**Ex Parte Contact:** “Some form of communication between one party to a proceeding (e.g. an applicant for a permit) and a public official with some responsibility for making a decision affecting that proceeding occurring outside the formal decision-making process and without the knowledge of the other party to the proceeding.” [Comment: Such contacts are usually prohibited or circumscribed by codes of ethics to preclude conflict of interest or the appearance
of favoritism to one party in a proceeding] (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

Form-Based Zoning (aka Contextual Zoning, Flexible Zoning): “Allows market demand to determine the mix of uses within the constraints of building type set by the community. The community establishes zones of building type and allows building owners to determine the uses. The look and layout of a street is carefully controlled to reflect neighborhood scale, parking standards, and pedestrian accessibility, but building owners and occupants are allowed maximum flexibility to determine how the building will be used.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

Line-Item Budget: also known as object-of-expenditure budgets; these budgets are input-oriented that optimize the control function; typically consist of three broad areas: (1) Personnel Categories, (2) Operating Expenditures, and (3) Equipment and Materials.

Lot: “Lot” means a distinct part or parcel of land which has been divided to transfer ownership or to build. The term does not include a parcel of land used or intended solely for use as a location for a water well.” (source: Nevada Revised Statutes, NRS 278.0165).

Master Plan (aka General Plan, Comprehensive Plan): “A comprehensive long-range plan intended to guide growth and development of a community or region and one that includes analysis, recommendation, and proposals for the community’s population, economy, housing, transportation, community facilities, and land use.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

Subject Matter of Master Plan (NRS)

1. Except as otherwise provided in subsection 4 of NRS 278.150 and subsection 3 of NRS 278.170, the master plan, with the accompanying charts, drawings, diagrams, schedules and reports, may include such of the following subject matter or portions thereof as are appropriate to the city, county or region, and as may be made the basis for the physical development thereof:

   (a) Community design. Standards and principles governing the subdivision of land and suggestive patterns for community design and development.

   (b) Conservation plan. For the conservation, development and utilization of natural resources, including, without limitation, water and its hydraulic force, underground water, water supply, solar or wind energy, forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals and other natural resources. The plan must also cover the reclamation of land and waters, flood control, prevention and control of the pollution of streams and other waters, regulation of the use of land in stream channels and other areas required for the accomplishment of the conservation plan, prevention, control and correction of the erosion of soils through proper clearing, grading and landscaping, beaches and shores, and protection of watersheds. The plan must also indicate the maximum tolerable level of air pollution.
(c) Economic plan. Showing recommended schedules for the allocation and expenditure of public money in order to provide for the economical and timely execution of the various components of the plan.

(d) Historic neighborhood preservation plan. The plan:

1. Must include, without limitation:
   (I) A plan to inventory historic neighborhoods.
   (II) A statement of goals and methods to encourage the preservation of historic neighborhoods.

2. May include, without limitation, the creation of a commission to monitor and promote the preservation of historic neighborhoods.

(e) Historical properties preservation plan. An inventory of significant historical, archaeological, paleontological and architectural properties as defined by a city, county or region, and a statement of methods to encourage the preservation of those properties.

(f) Housing plan. The housing plan must include, without limitation:

1. An inventory of housing conditions, needs and plans and procedures for improving housing standards and for providing adequate housing to individuals and families in the community, regardless of income level.

2. An inventory of existing affordable housing in the community, including, without limitation, housing that is available to rent or own, housing that is subsidized either directly or indirectly by this State, an agency or political subdivision of this State, or the Federal Government or an agency of the Federal Government, and housing that is accessible to persons with disabilities.

3. An analysis of projected growth and the demographic characteristics of the community.

4. A determination of the present and prospective need for affordable housing in the community.

5. An analysis of any impediments to the development of affordable housing and the development of policies to mitigate those impediments.

6. An analysis of the characteristics of the land that is suitable for residential development. The analysis must include, without limitation:
   (I) A determination of whether the existing infrastructure is sufficient to sustain the current needs and projected growth of the community; and
   (II) An inventory of available parcels that are suitable for residential development and any zoning, environmental and other land-use planning restrictions that affect such parcels.

7. An analysis of the needs and appropriate methods for the construction of affordable housing or the conversion or rehabilitation of existing housing to affordable housing.

8. A plan for maintaining and developing affordable housing to meet the housing needs of the community for a period of at least 5 years.

(g) Land use plan. An inventory and classification of types of natural land and of existing land cover and uses, and comprehensive plans for the most desirable utilization of land. The land use plan:

1. Must address, if applicable:
   (I) Mixed-use development, transit-oriented development, master-planned communities and gaming enterprise districts; and
(II) The coordination and compatibility of land uses with any military installation in the city, county or region, taking into account the location, purpose and stated mission of the military installation.

(2) May include a provision concerning the acquisition and use of land that is under federal management within the city, county or region, including, without limitation, a plan or statement of policy prepared pursuant to NRS 321.7355.

(h) Population plan. An estimate of the total population which the natural resources of the city, county or region will support on a continuing basis without unreasonable impairment.

(i) Public buildings. Showing locations and arrangement of civic centers and all other public buildings, including the architecture thereof and the landscape treatment of the grounds thereof.

(j) Public services and facilities. Showing general plans for sewage, drainage and utilities, and rights-of-way, easements and facilities thereof, including, without limitation, any utility projects required to be reported pursuant to NRS 278.145.

(k) Recreation plan. Showing a comprehensive system of recreation areas, including, without limitation, natural reservations, parks, parkways, trails, reserved riverbank strips, beaches, playgrounds and other recreation areas, including, when practicable, the locations and proposed development thereof.

(l) Rural neighborhoods preservation plan. In any county whose population is 700,000 or more, showing general plans to preserve the character and density of rural neighborhoods.

(m) Safety plan. In any county whose population is 700,000 or more, identifying potential types of natural and man-made hazards, including, without limitation, hazards from floods, landslides or fires, or resulting from the manufacture, storage, transfer or use of bulk quantities of hazardous materials. The plan may set forth policies for avoiding or minimizing the risks from those hazards.

(n) School facilities plan. Showing the general locations of current and future school facilities based upon information furnished by the appropriate local school district.

(o) Seismic safety plan. Consisting of an identification and appraisal of seismic hazards such as susceptibility to surface ruptures from faulting, to ground shaking or to ground failures.

(p) Solid waste disposal plan. Showing general plans for the disposal of solid waste.

(q) Streets and highways plan. Showing the general locations and widths of a comprehensive system of major traffic thoroughfares and other traffic ways and of streets and the recommended treatment thereof, building line setbacks, and a system of naming or numbering streets and numbering houses, with recommendations concerning proposed changes.

(r) Transit plan. Showing a proposed multimodal system of transit lines, including mass transit, streetcar, motorcoach and trolley coach lines, paths for bicycles and pedestrians, satellite parking and related facilities.

(s) Transportation plan. Showing a comprehensive transportation system, including, without limitation, locations of rights-of-way, terminals, viaducts and grade separations. The plan may also include port, harbor, aviation and related facilities.” (source: Nevada Revised Statutes, NRS 278.160).
Neighborhood and Community-Based Development Strategies: Economic development activities at the neighborhood level deal with both place and people. The fundamental underpinning of neighborhood and community-based development strategies is building assets both individually and collectively for the community. Traditional economic development activities are key, and involve the attraction, expansion, and retention of businesses, new business development and job creation. In some ways, neighborhood and community-based development strategies go beyond traditional economic development. Attention must be devoted to increasing wealth at the individual household or family level.

New Urbanism (aka Neo-traditional Development, Traditional Neighborhood Development): “The process of reintegrating the components of modern life—housing, workplace, shopping, and recreation—into compact, pedestrian-friendly, mixed-use neighborhoods linked by transit and set in a larger regional open space framework. Initially dubbed ‘neo-traditional planning’, the principles that define new urbanism can be applied successfully to infill and redevelopment sites within existing urbanized areas.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

Parcel Map: “1. Except as otherwise provided in this section, a person who proposes to divide any land for transfer or development into four lots or less shall:
   (a) Prepare a parcel map and file the number of copies, as required by local ordinance, of the parcel map with the planning commission or its designated representative or, if there is no planning commission, with the clerk of the governing body; and
   (b) Pay a filing fee in an amount determined by the governing body.” [emphasis added] (source: Nevada Revised Statutes, NRS 278.461).

Performance Budgets: a type of budgeting focused on the work being done in public agencies; they seek to enhance efficiency – that is, to maximize production at a given level of resources. Resources allocated to specific activities that produce immediate outputs, rather than the line-items that indicate the materials consumed in the production process. Can be either input-oriented or output-oriented depending on whether the work activities are viewed as inputs to public policy outcomes or organizational outputs in their right.

Planned Unit Development (aka PUD): “An area of minimum contiguous size, as specified by ordinance, to be planned and developed as a single entity containing one or more residential clusters or planned unit residential developments and one or more public, quasi-public, commercial, or industrial areas in such ranges of ratios, and nonresidential uses to residential as shall be specified.” (source: A Planners Dictionary, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004)

Planned Unit Development (NRS): 1. “Planned unit development” means an area of land controlled by a landowner, which is to be developed as a single entity for one or more planned unit residential developments, one or more public, quasi-public, commercial or industrial areas, or both.
2. Unless otherwise stated, “planned unit development” includes the term “planned unit residential development.” (source: Nevada Revised Statutes, NRS 278A.065)
Program Budgeting: the polar opposite of line-item budgeting; used in the pursuit of valued societal outcomes rather than the control of expenditures assumes center stage; the simultaneous pursuit of effective government and controlled public administrators.

Real Estate Development and Land Reuse Strategies: whether it is brand new development on a vacant parcel of land, the redevelopment of previously occupied parcels and/or the reuse of previously occupied buildings, real estate development and land reuse strategies tend to be central to the practice of economic development. Vast majority of these strategies happen through private sector transactions, supported by the use of public-private partnerships, with private developers acting on supply and demand market forces.

Small Business and Entrepreneurial Development Strategies: these strategies typically include activities aimed at assisting new small businesses and entrepreneurs to start-up a new business or venture.

Subdivision (aka Subdivision Map, Subdivision Plat): “1. “Subdivision” means any land, vacant or improved, which is divided or proposed to be divided into five or more lots, parcels, sites, units or plots, for the purpose of any transfer or development, or any proposed transfer or development, unless exempted by one of the following provisions:

(a) The term “subdivision” does not apply to any division of land which is subject to the provisions of NRS 278.471 to 278.4725, inclusive.
(b) Any joint tenancy or tenancy in common shall be deemed a single interest in land.
(c) Unless a method of disposition is adopted for the purpose of evading this chapter or would have the effect of evading this chapter, the term “subdivision” does not apply to:
   (1) Any division of land which is ordered by any court in this State or created by operation of law;
   (2) A lien, mortgage, deed of trust or any other security instrument;
   (3) A security or unit of interest in any investment trust regulated under the laws of this State or any other interest in an investment entity;
   (4) Cemetery lots; or
   (5) An interest in oil, gas, minerals or building materials, which are now or hereafter severed from the surface ownership of real property.
2. A common-interest community consisting of five or more units shall be deemed to be a subdivision of land within the meaning of this section, but need only comply with NRS 278.326 to 278.460, inclusive, and 278.473 to 278.490, inclusive. [emphasis added] (source: Nevada Revised Statutes, NRS 278.320).

Tech-Transfer and Technology-Based Strategies: an important element of a community’s overall economic development strategy leading to business creation, expansion of existing businesses through new products or services, and increased business efficiency and competitiveness with improved manufacturing or management processes. Usually dependent upon four main factors: (1) a community’s capacity to create an environment that attracts and retains technology industries and workers into the local area, (2) a community’s policies and programs that help promote the development of technology into marketable products and
services, (3) a community’s ability to deploy technology in more traditional business sectors of the economy, and (4) ability to support entrepreneurial efforts.

**Teleological Approach to Ethics:** involves a certain concern for the ends or consequences of one’s conduct. This is the position most notably associated with utilitarianism and its calculus of the greatest good for the greatest number.

**Use, Accessory:** “A use incidental to and customarily associated with a specific principal use, located on the same lot or parcel.” (source: *A Planners Dictionary*, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

**Use, Conditional (aka Special Use):** A use which, because of special problems of control that the use presents, requires reasonable, but special, unusual, or extraordinary limitations peculiar to the use for the protection of the public welfare and the integrity of the land-use plan.” (source: *A Planners Dictionary*, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

**Use, Permitted:** A use permitted in a district without the need for special administrative review and approval, upon the satisfaction of the standards and requirements of an ordinance.” (source: *A Planners Dictionary*, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).

**Workforce and Job Training Development Strategies:** the basic component of workforce and job training development strategies initially entails examining the potential employees and existing employers in a community to assess how to best bring them together. Providing the skills needed to obtain a job and addressing additional, often overlooked, issues such as childcare, language training, transportation, and housing, can increase the chances of the workforce of a community in seeking and retaining good jobs. A common goal of economic development and workforce and job training development strategies is to strengthen the local talent pool of workers to match the needs of local and regional employers.

**Zero-Base Budgeting:** this type of budget seeks to encourage non-incrementalist thinking and the re-allocation of resources while maintaining a bottom-up approach to budget development. Zero-base budgeting differs from line-item and performance budgeting on this criterion, and from the Program Planning and Budgeting System (PPBS) on the basis that program managers have a prominent role in the policy-making process.

**Zoning:** “A police power measure in which the community is divided into districts or zones within which permitted and special uses are established as are regulations governing lot size, building bulk, placement, and other development standards” (source: *A Planners Dictionary*, Davidson, Michael & Dolnick, Fay, Editors; Planning Advisory Service Report Number 521/522; American Planning Association; April 2004).