Appendix B

Interview conducted with Catherine Lorbeer, Planning and Redevelopment Director for the City of Mesquite. Conducted on 6/19/09.

**UNLV PUA 791 Research Project Interview Questions**

**General Background:**

1. How many years have you been in your current position? 4 years
2. How many years have you been directly involved with public policy issues? 17 years
3. How many employees work in your organization? 180
4. How many employees do you directly manage? 12
5. What is the average annual operating budget for the planning department?
   - Planning & Redevelopment Department made up of following program areas:
     - Planning FY09/10 = $542,525 Average last 5 years = $407,287
     - Redevelopment FY09/10 = $17,496,800 Average last 5 years = $11,499,005
     - Environmental FY09/10 = $1,498,100 Average last 5 years = $1,280,927
6. What is the size of the population the planning department serves? 19,754

**Definition of Policy Analysis:** Policy analysis is any research or form of expertise used to make well-informed decisions about policies, programs, or projects.

For the following questions, think of the three most significant public policy decisions you made in the last year:

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.

   a. Do you make new policy? yes
   b. Evaluate existing policy? yes
2. As a department/division head, what kind of information/recommendations are you typically requested to provide for public policy decisions and to whom?

Technical info (site design, circulation, etc.), legal (fed, state, local laws), environmental processes and impacts, past practices, tools used by other jurisdictions, financial (budget, expenses, development incentives), geographic information systems, dept procedures and application review process. This information usually goes to City Manager and or City Council.

3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

Website of other jurisdictions, American Planning Association advisory service, historical city documents and prior council actions, educational background and experience dealing with similar issues. Most forms are electronic.

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

   a. Committees/commissions yes
   b. Attorneys yes
   c. Contractors yes
   d. Analysts
   e. Management staff yes
   f. Public yes
   g. Staff yes
   h. Other sources yes, consultants

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options?

   a. Gantt charts yes
   b. Flow charts yes
   c. Performance indicators
   d. Cost-effectiveness analysis
   e. Surveys yes
   f. Monitoring yes
   g. GIS mapping, etc. yes
   h. Other

6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

   City Manager, Department Head, or Political and Citizen Pressures.
UNLV PUA 791 Research Project Interview Questions

General Background:

1. How many years have you been in your current position?
   
   I have been in my current position for 1 1/2 years; became Director 11/2009

2. How many years have you been directly involved with public policy issues?
   
   I have been involved in public policy decisions for approximately six years. Although I have worked at the City of Henderson for 14 1/2 years, it was not until I became Long Range Planning Manager that I more directly became involved in policy decisions.

3. How many employees work in your organization?
   
   There are 53 employees in the Community Development Department and approximately 2,000 employees city-wide.

4. How many employees do you directly manage?
   
   I directly supervise four employees; Assistant Director, Redevelopment Manager, Executive Assistant, Sr. Administrative Analyst.

5. What is the average annual operating budget for the planning department?
   
   Approximately $5 million from the general fund; approximately $10 million from the redevelopment fund, which is based on tax increments and fluctuates due to losses claimed by hotels and other growth.

6. What is the size of the population the planning department serves?
   
   Approximately 270,000 people

Definition of Policy Analysis: Policy analysis is any research or form of expertise used to make well-informed decisions about policies, programs, or projects.

For the following questions, think of the three most significant public policy decisions you made in the last year:

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.
As department director, my responsibility is to keep track of trends and changes and work with our elected and appointed officials to determine the best course for the City and find ways to implement policies that make sense for our community. Act as liaison between community and elected officials.

a. Do you make new policy?
   yes
b. Evaluate existing policy?
   yes
c. Create alternatives for policy?
   yes

2. As a department/division head, what kind of information/recommendations are you typically requested to provide for public policy decisions and to whom?

Best practices from across the Country, peer city comparisons, pros and cons regarding impacts to the community, industry representatives. Typically requested to conduct research of other jurisdictions to determine what others are doing. There is currently no jurisdictional overlap, between, city, Henderson, clark county, etc., but it is always good to know what your neighbors are doing. It is also good to know what neighboring states are doing.

3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

Various sources, such as American Planning Association, Planning Advisory Services, research conducted by staff, and other jurisdictions. Formats vary from verbal briefings, memorandums, to white papers w/pros pointing out cons.

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

Staff planners in conjunction with City Attorney.

a. Committees/commissions- no research, but helps with recommendations and reviews
b. Attorneys – no research, but verifies legality in recommendations and consistency with code
c. Contractors – yes; home builders for consensus building
d. Analysts – yes, staff planners who serve as analysts
e. Management staff –yes, provides recommendations to Mgr, who may use it in final recommendation to elected officials
f. Public – no; feedback, public outreach and hearings, open houses, HOA meetings. Some recommendations have been due to these public forums
g. Staff – yes, they put it together
h. Other sources -
5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options?

   a. Gantt charts  
   b. Flow charts – occasionally to help explain something  
   c. Performance indicators  
   d. Cost-effectiveness analysis – very important due to budget constraints  
   e. Surveys - occasionally  
   f. Monitoring –ongoing monitoring  
   g. GIS mapping, etc. – yes to demonstrate areas or boundaries  
   h. Other  

   Cost effectiveness analysis and monitoring, mostly. I try to build a collaborative trust based relationship with the community and outside interests. If something doesn’t work, we revisit it. If there are constant exemptions being requested, perhaps it needs more attention and we’ll take another look at it. Once a recommendation is made and adopted, doesn’t mean it was right. There can be other alternatives that weren’t considered. It’s ok to revisit it.

7. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

   Developing a supportable policy….City Council. It is important to note that all work is not solicited from the City Council. Staff may look at the development code, see that we aren’t doing something we should be (or vice versa) and prepare a recommendation that we start (or stop) doing something in a particular way.

Final comments: The department was previously called Planning and Zoning. It was changed about 13 years ago to add Neighborhood Services and Long Term Planning. Now the focus is on the big picture, Community Development.
UNLV PUA 791 Research Project Interview Questions

Interview conducted on June 9, 2009:
Jack Lohman, Planning Director, Nye County
Steve Osborne Principal Planner (Pahrump)

General Background:

1. How many years have you been in your current position?
   JL: 2 yrs, 4mos        SO: 4 yrs, 8mos

2. How many years have you been directly involved with public policy issues?
   JL: Over 30 yrs        SO: 15 yrs

3. How many employees work in your organization?
   JL: Total 18 (including director; hard copy of org chart provided). Planning Dept includes various functions/staffing, including air quality, environmental & natural resources, code enforcement, and building permits. Planning itself includes current and long-range. Entire dept was reorganized about a year ago.

4. How many employees do you directly manage?
   JL: All 17, though director has subordinate supervisors (see org chart)

5. What is the average annual operating budget for the planning department?
   Approx. $1.3 million. About one million is revenue from building permits.

6. What is the size of the population the planning department serves?
   As of March 2009, total population served is 46, 236.

Definition of Policy Analysis: Policy analysis is any research or form of expertise used to make well-informed decisions about policies, programs, or projects.

For the following questions, think of the three most significant public policy decisions you made in the last year:

A. Implemented comprehensive zoning for Pahrump proper 2 yrs ago. Prior to then, no zoning for entire Nye County. 50 yrs behind. Required dividing Pahrump into 4 regions and notifying residents/businesses for public hearings. During last year, committee was established to avoid using consultants.

B. Division of land ordinance outside Pahrump due to subsequent parceling of land occurring.
C. Streamline the permit process within the dept to allow public to experience more seamless process.

1. Describe your role and responsibility for developing public policy recommendations and/or decisions. Don’t really make policy. Policy is made by the Board of Commissioners. Do recommend policy changes and decisions.

   a. Do you make new policy? No. Policy is set by the Board.

   b. Evaluate existing policy? Yes if asked by Board. Provide input if something is worth amending.


2. As a department/division head, what kind of information/recommendations are you typically requested to provide for public policy decisions and to whom? Starts with staff level. May also come from an applicant presenting project proposal to change land use, which if appears to be compliant/acceptable, then will make recommendation to the board. Takes information and makes recommendations to planning commission (Pahrump Regional Planning Commission or RPC), who reports to board of commissioners. They evaluate and may agree, disagree, or modify proposal. If RPC disagrees with what Planning Dept recommended, does not go over their head to the Board; that would be unethical. Chain of command is followed.

   Director and staff provide pure clinical analysis, no politics or political input. Board members focus 75% on actual planning, 25% on politics. Ex. Public complains about hog farm being located next to daycare center. May look good on paper when Planning Department drafts recommendations but at public hearing, realize doesn’t make sense. RPC makes recommendations to the Board. Then, Board makes final decision and there is no appeal process.

3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

   Codes, applicant proposals, policies. All of these are compared. Planning waivers for variances can be issued.

   Planning Dept staff write reports that are submitted to RPC. Written report is formal and professional. Files and archives are kept.
4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?
   a. Committees/commissions – Occasionally both of these
   b. Attorneys – Input from District Attorneys office
   c. Contractors – No, unless they are applicants themselves
   d. Analysts – No. (Then began discussing whether his executive secretary functions as a mgmt analyst because she evaluates initial applications. Not sure about this one).
   e. Management staff – Public Works Director, Principal Planner, and Director are top 3
   f. Public – N/A
   g. Staff – States this is primary source
   h. Other sources – N/A

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options?
   a. Gantt charts - No
   b. Flow charts – Occasionally
   c. Performance indicators – Do not have these
   d. Cost-effectiveness analysis - No
   e. Surveys - No
   f. Monitoring – Dept does monitor. Has a Site Development Plan Review process that monitors compliance of use permits to ensure compliance with what was approved and per building code.
   g. GIS mapping, etc. – Yes. Use aerial photographs and then provides color maps in formal reports.
   h. Other

6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

Obviously, the Board of Commissioners. Secondly, input from the county manager, who can make recommendations, modify, or give feedback.
Development Services

The Department of Development Services handles the county’s development review, permitting and inspection processes.

Interview Questions:

1. How many years have you been in your current position? 32 years in the line of business, 28 years at the County, and 8 years in current position

2. How many years have you been directly involved with public policy issues? 32 years

3. How many employees work in your organization? 3 AD’s, 1 PIO, 1 annalist, 1 exec assistant, 1 admin assistant. 7 total, but oversee entire department

4. What is the average annual operating budget for the planning department? Over 43 million and we operate with a surplus annually.

5. What is the size of the population the planning department serves? Over 900,000 thousand.

For the following questions, think of the three most significant public policy decisions you made in the last year (list them if you like).

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.
   - Heavily involved in meetings, committees, the community, the public, etc....
   - Ultimate decision maker, however, prefers joint decision making.
   - Leader for all jurisdictions to follow—a role model to other organizations.
   - I set standards and establish code (mainly by working with committees, the community, field experts, local jurisdictions, etc...).

   a. Do you make new policy? Yes
   b. Do you evaluate existing policy? Yes
   c. Do you create alternatives for policy? Yes
2. As a department/division head, what kinds of information/recommendations are you typically requested to provide for public policy decisions and to whom?

"Provide the info to myself primarily," because he is the ultimate decision maker. "We are in the business of making money. We have an obligation to the public, and we ensure and promoting safety."

- "Don’t make policy decisions based on reaction but rather based on dynamic.”
  So basically, they aren’t requested they just do!

- "We fix it even if it’s not broken.”

- "We model the future and aim high to be the best. Work for the public and for a profit and this is what forms our policy.”

3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

- The director is involved in a lot of networking both political and non political.

- He has contacts with experts both in-house and throughout the country.

- The director is involved has a huge network of contacts, and has a strong relationship with the business community, jurisdictions, national and international committees (they are aggressive people and conduct good analysis).

- He leverages analysts from his own staff and throughout the country to perform various analysis “computer analysis, financial, testing, cost benefit, etc.…”

- He exchanges information with professionals in the field. Mainly he taps into his own resources: engineers, architects, managers, and staff.

- He empowers and trusts staff, and when they bring ideas and recommendations to the table, the logistics, financial analysis and so on is established.

- Code committees (state and local), national and international evaluation committees

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division? I mentor my staff and encourage them to provide information and ideas.
• Individual experts and teams of experts provide the various analyses.
• Most of the staff is in-house—various experts depending on the policy. But also exchange information with private contractors, home builders, other jurisdictions, committees...

• Leave division heads to make their own public policy

  a. Committees/commissions (tons of them) National, international, regional, in-house (technical, safety, energy, building, etc...) Jurisdictional committees.
  b. Attorneys—yes (on staff)
  c. Contractors—limited—we use outside resources to justify not develop.
  d. Analysts—subject experts
  e. Management staff--yes
  f. Public--some
  g. Staff—yes and encouraged
  h. Other sources-- a matrix of public, lawyers, product manufacturers, other jurisdictions, developers. Network to obtain feedback. Formal strategic plans that are constantly updated.

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options.

• The director ways out options and assigns staff and resources.

• Individuals and teams work on the analysis and provide various forms of analysis depending on the issue at hand and look at alternatives and consequences of decisions.

• Some analysis is quantifiable and some is un-quantifiable.

• Performs logistics, financial analysis, cost benefit analysis, planning designs, maps, engineering drawings, reports.

• Analysis isn’t a long drawn out process, rather, when there is a window of opportunity, they take it. If something fails, the director is accountable.

• When staff has an idea, he lets them run with it.

  b. Gantt charts--yes
  c. Flow charts--yes
  d. Performance indicators--yes
  e. Cost-effectiveness analysis--yes
  f. Surveys—not so much
g. Monitoring—audit inspections and evaluate projects and services, code requirements, conduct inspections, etc...

h. GIS mapping, etc...all the time

i. Other—mathematical models, monthly, quarterly, annual reports, financial analysis...exchange of information with staff and outside professionals. Evaluate and establish criteria. Approval criteria

6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

Himself foremost, and has an obligation to the public, jurisdictions, and to elected officials.

Additional notes: They haven’t been impacted by the economy because they have a living and breathing strategic plan consistently changes and gets improved. All external forces are taken into account and they plan for the future. They are currently operating with capital surplus. They run the department like a business. It’s the most successful department in the US.

My notes in comparing both departments:
One department is more “out of the box” type decision making with processes in place depending on the issue, where the other one is more structured with limited processes, but sound steps/standards in place. Two very opposite department functional areas. One is affected by economy and the other is not. One has more community collaboration, where the other has it, but desires more and better communication. One is more public oriented versus profit.

Background:

Development Services

The Department of Development Services handles the county’s development review, permitting and inspection processes. They ensure all structures in unincorporated Clark County are built according to locally adopted building codes and standards.

The Department of Development Services works to ensure minimum safety standards are met in the construction of the buildings in unincorporated Clark County.

The department’s plans examiners, engineers and inspectors not only play a key role in ensuring the safety of new construction, but they also oversee the demolition of structures—including the hotel/casinos on the Strip that are built one day and demolished the next to make room for the next greatest mega-resort project.

Development Services operates as an enterprise fund supported only by fees collected for the review of plans, issuance of permits, and performance of inspections.
As Clark County continues to expand, Development Services works diligently to provide sufficient plans examiners, inspectors, engineers, permit specialists, information technology specialists, and administrative staff to meet the needs of growth in our jurisdiction.

Development Services consists of several divisions: Administration, Building Services, Civil Engineering and Building, Laughlin office, Major Projects, Overton Office, Permit Applications, and Records.

Development Services issues permits for building, mechanical, plumbing and electrical inspections.

The Building Division performs annual inspections of resort properties and bi-annual inspections of life-safety systems within high-rise structures, and to regulate ongoing maintenance at hotel/casinos within unincorporated Clark County. Development Services has an In-Facility Plan Review program to assist large hotel/casino developments by providing on-site plans examination services and structural reviews.

Development Services has building services in Laughlin and is capable of providing a one-stop shop for permit issue at the Laughlin Regional Government Center.

Development Services’ Building Division works with northern Nevada jurisdictions to establish a program similar to the Building Division’s long-standing Master and Journeyman Card Program, which helps raise the level of competence at local construction sites by ensuring plumbers and electricians obtain Clark County licensing as a master or journeyman. The creation of a similar program in northern Nevada, which involves testing plumbers and electricians on local codes, includes reciprocity between the southern and northern jurisdictions.

VISION
Clark County Development Services will be the leader in providing state-of-the-art services to enhance the built environment.

OUR MISSION
We will provide timely, progressive and effective plan review, permitting and inspection of construction to ensure compatible and safe development for citizens and visitors of Clark County.

OUR GUIDING VALUES AND PRINCIPLES: Accountability, excellence, innovation, integrity, open and inclusive government, and respect.

OUR GOALS
» Provide exceptional internal and external customer service
» Apply statutes, codes and procedures in a fair and consistent manner
» Be fiscally responsible and accountable
» Enhance employee excellence and development
» Enhance technology and other job-related tools
Comprehensive Planning

Core Services are: Land use planning, growth management, population and demographics, impact assessment, public participation/outreach, zoning administration, regional planning, transportation planning, plan implementation, nuclear waste program oversight.

Interview Questions

1. How many years have you been in your current position? 23 years planning experience, 18 years at the County, and 3 in current position.

2. How many years have you been directly involved with public policy issues? 23 years. As a planner, you are always involved in some way.

3. How many employees work in your organization? In good times is was over 90 but with the cost containment, positions aren’t being filled so it’s now in the mid to low 70’s

4. How many employees do you directly manage? Directly would be approx 5 but he oversees teams of planners and their work before anything goes to the BCC (20 planners and managers)

5. What is the average annual operating budget for the planning department? 10 million

6. What is the size of the population the planning department serves? Over a million

For the following questions, think of the three most significant public policy decisions you made in the last year.

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.

   - Oversees all recommendations made by departmental staff before they go through the planning process and to elected officials.

   - Interpret and implement land use plans, develop and implement land use regulations, development code regulations, hold up and amend title 30, provide support staff at various meetings and hearings.

   - Consistently updates standards, goals, and policy, aligning them to the planning process in place.
- Key player in developing a process/standard for policy decision making (13 step-process).

- Ensures that the decision making process is followed.
  
a. Do you make new policy? Yes

b. Do you evaluate existing policy? Yes—look at past ordinances to existing land use areas

c. Do you create alternatives for policy? Yes

2. As a department/division head, what kinds of information/recommendations are you typically requested to provide for public policy decisions and to whom?

  - The core policy is the land use areas, goals, and the map (the adopted map shows the assigned land use categories). “These three work in sync.” The maps are the policy that gets adopted. Revisions and updates to these core products are provided as proposals (recommendations).

  - To the planning commission (appointed by the Board of County Commissioners (BCC), the BCC, other the public, town boards, steering committees (24 members).

  - The BCC is the final decision maker.

3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

  - Staff creates recommendations based on customer applications (planner and manager teams).

  - The format is in maps, official write-ups, proposals and recommendation reports.

  - Jurisdictions where areas overlap and services are involved.

  - Updates on existing land use policy is incremental.

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

  a. Committees/commissions (PC, BCC, steering, jurisdictions and community service providers)

  b. Attorneys—in-house
c. Contractors—limited

d. Analysts—mainly planners

e. Management staff—all the time

f. Public—all the time

g. Staff—planners and managers

h. Other sources—lots of coordination and exchange with: town boards, jurisdictions, service providers

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options.

Policy updates (amendments), changes, new policy, code changes, new codes all go through a sound process.

   a. Gantt charts—yes
   b. Flow charts—yes
   c. Performance indicators—yes
   d. Cost-effectiveness analysis—yes
   e. Surveys—no
   f. Monitoring—yes
   g. GIS mapping, etc...—is a core element of the policy
   h. Other—12 step process:

1. Open house
   a. Draft community issues, opportunities and goals

2. TAB (town board) meetings
   a. Prioritize list of issues, opportunities and goals

3. BCC/PC Public Hearings (formalize community goals)
   a. Concept plan is drawn up

4. Planning Advisory Group Meeting
   a. Preliminary draft plan

5. TAB Meeting (review preliminary draft plan)
   a. Steering Committee, Neighboring TAB, review, comments

6. BCC/PC Briefings (educational seminar, gather an additional info)
   a. 2nd draft plan

7. Open House (comments on 2nd draft plan)
   a. Final draft plan

8. TAB Meeting (recommendations regarding adoption of plan)

9. Steering Committee (recommendations regarding adoption of plan)

10. BCC/PC Public Hearings (adoption of Plan)
    a. To be or not to be adopted plan?

11. Plan Monitoring (evaluate effectiveness of plan)
    a. List potential problems and improvements

12. Plan Amendments if necessary
To speed up the process for amendments to policy, the steps may be reduced.

6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

A combinations of the public, planners, town boards, and jurisdictions. BCC, however, help direct, advise, and formulate all policy decisions, standards and processes.

Notes... Problems occur with planning that involves all jurisdictions. It is recommended that one regional planning team (state level) be assigned with a rep from each jurisdiction to conduct the planning efforts to avoid bias and overlap of resources.

Background:

Clark County Comprehensive Planning Background

The Department of Comprehensive Planning was created in 1978 to guide land use, zoning and growth in Clark County. The Department has grown from the original staff of seven planners to the current eighty planners and other staff responding to the increased demand for services resulting from consistent, rapid growth in the county. The Department handles zoning administration, land use plans, demographics, plan elements, ordinances and Title 30, Development Code. The Department provides industry leadership in the planning field by developing innovative and progressive land use planning practices.

Core Services are: Land use planning, growth management, population and demographics, impact assessment, public participation/outreach, zoning administration, regional planning, transportation planning, plan implementation, nuclear waste program oversight.

The County serves all of Clark County and unincorporated areas:
Comprehensive Planning
LAS VEGAS VALLEY
Clark County
Urban Planning Areas

CLARK COUNTY
RECREATIONAL AREAS

LINCOLN COUNTY
RURAL PLANNING AREAS MAP
Vision: Innovation, collaboration, leadership. "Planning with our Community"

Mission: Develop and implement plans and programs for a diverse, vibrant community.
Interview Questions:

For the following questions, think of the three most significant public policy decisions you made in the last year (list them if you like).

1. **Describe your role and responsibility for developing public policy recommendations and/or decisions.**

   Administration of zoning ordinances and planning through a two-step approach (below). Present new policy ideas/solutions to City Council for decisions.

   - Identify problems through monitoring
     - Inconsistencies
     - Unexpected consequences

   - Watching current trends compared to past trends – address accordingly
     - Economic
     - Environmental
     - Societal changes

In addition please answer the following:

a. **Do you make new policy?** Yes

b. **Do you evaluate existing policy?** Yes

c. **Do you create alternatives for policy?** Yes
2. **As a department/division head, what kinds of information/recommendations are you typically requested to provide for public policy decisions and to whom?**

They are usually required to formulate proposals for changes based on their findings. Proposals based on data gathered through various research.

Proposals are presented to City Council, interest groups (builders, development community, other agencies, etc), and public.

3. **Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?**

- Planning literature – literature on American standards, planning and urban design standards
- Professional contacts
- American Planning Association
  - Wheeler is an officer
  - City Planning Management Division (approx. 30 cities)
  - Meet regularly, meet with others
  - Guest speakers
- Monitoring trends within the State
- Look at other cities and learn from their experiences
- Staff have their own contacts
  - Peers in other cities
  - School contacts
4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

- No change is proposed/put forth unless sponsored by either a City Council or Wheeler
- No contract services – no outsourcing
- Management analysts
- Staff rotate primary assignments
  - 1 – 3 year rotation
  - Different groups with focus areas
- Public participation
- Available to review by all once documented

a. Committees/commissions: Yes – internal groups
b. Attorneys: Occasionally involved
c. Contractors: Occasionally involved
d. Analysts: Yes
e. Management staff: Yes
f. Public: Yes
g. Staff: Yes
h. Other sources
5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options.

- Go to national standards
- Census data
- GIS mapping – population/demographics
- Local economy
- County tenure/date of original housing

- Prepare data
- Take to decision makers (City Council, other departments)
- Support conclusions, if they agree
- Public review/participation
- Public hearing
- Address comments

a. Gantt charts
b. Flow charts
c. Performance indicators
d. Cost-effectiveness analysis
e. Surveys
f. Monitoring
g. GIS mapping, etc...
h. Other
6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

- City Council must approve all policy
- City Council and Mayor rarely initiates/proposes a change. If so, it's usually something very small.
- The department prides itself in being ahead of the economic/demographic trends so policy is never politically driven.
- Wheeler utilizes management team that she brings ideas to determine whether they pursue. If so, how. Will not pursue policy decision if the team does not concur.
- Wheeler gave examples of how they are always driving change and how it's never from the Mayor or Council.

Additional Questions

1. Number of years in current position
   Answer: 5

5. Number of years dealing with public policy issues
   Answer: 20+

6. Number of employees in their organization
   Answer: 49

7. Number of employees they manage
   Answer: 8

8. Average annual operating budget for the planning department
   Answer: $6.7 MM

9. Cities population
   Answer: 600K
City of North Las Vegas

UNLV PUA 791 Research Project Interview Questions

General Background:

1. How many years have you been in your current position?
   2 years

2. How many years have you been directly involved with public policy issues?
   26 years

3. How many employees work in your organization? 22

4. How many employees do you directly manage? 3

5. What is the average annual operating budget for the planning department? $3.4 million

6. What is the size of the population the planning department serves? 218,000

Definition of Policy Analysis: Policy analysis is any research or form of expertise used to make well-informed decisions about policies, programs, or projects.

For the following questions, think of the three most significant public policy decisions you made in the last year:

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.
   Department makes recommendations for land use – current & future development
   a. Do you make new policy? No, City Council makes policy
   b. Evaluate existing policy? Yes
   c. Create alternatives for policy? Yes

2. As a department/division head, what kind of information/recommendations are you typically requested to provide for public policy decisions and to whom?

   Make recommendations regarding land use, ordinances, rezoning land, plans, and development. Provide information to City Council.
3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

Research comes from different sources – internet, collecting information/data from similar cities/other jurisdictions. Format is either hard copy or electronic.

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

City has focus groups and stakeholder meetings with citizens, attorneys, business owners/representatives, etc.

   a. Committees/commissions - Yes
   b. Attorneys - Yes
   c. Contractors
   d. Analysts - No
   e. Management staff
   f. Public
   g. Staff - Yes
   h. Other sources

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options?

   a. Gantt charts
   b. Flow charts
   c. Performance indicators
   d. Cost-effectiveness analysis
   e. Surveys – yes, as needed
   f. Monitoring
   g. GIS mapping, etc. - yes
   h. Other – public participation process if the largest

6. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

Politics has the most influence on decisions. City Council has the most influence.
Boulder City – Brok Armantrout

UNLV PUA 791 Research Project Interview Questions

General Background:

1. How many years have you been in your current position? 20 years working in city planner, 5 years as Boulder City’s Director

2. How many years have you been directly involved with public policy issues? 20 years

3. How many employees work in your organization? 10

4. How many employees do you directly manage? 10

5. What is the average annual operating budget for the planning department? $900,000 Boulder City only, $450,000 to oversee Boulder City airport, $1.1mil to include the RDA

6. What is the size of the population the planning department serves? 16,684

Definition of Policy Analysis: Policy analysis is any research or form of expertise used to make well-informed decisions about policies, programs, or projects.

For the following questions, think of the three most significant public policy decisions you made in the last year:

1. Describe your role and responsibility for developing public policy recommendations and/or decisions.
   Recommends new policy, policy changes, and implements policy. City planning focuses policy relating to ordinances and fiscally related such as fees and land lease rates.
   a. Do you make new policy? No, that is for the City Council
   b. Evaluate existing policy? Yes, all the time
   c. Create alternatives for policy? Yes, always offers benefits and consequences

2. As a department/division head, what kind of information/recommendations are you typically requested to provide for public policy decisions and to whom?

Provide recommendations and research to City Council.
3. Where do you get information you need to develop public policy for either decisions or recommendations and in what format is it provided?

From peers, internet and websites, professional publications, research similar cities. Federal and State court decisions are a very important source.

4. Who conducts research analysis and provides recommendations for public policy decisions for your department/division?

a. Committees/commissions – Yes. Committees brainstorm decide what and how to present policy to City Council
b. Attorneys
c. Contractors
d. Analysts
e. Management staff
f. Public
g. Staff - Yes
h. Other sources

5. What methods of analysis or processes are used within your department/division to develop public policy recommendations and/or decide between alternative public policy options?

a. Gantt charts
b. Flow charts
c. Performance indicators
d. Cost-effectiveness analysis
e. Surveys
f. Monitoring
g. GIS mapping, etc. - Yes
h. Other – research from similar cities

7. Ultimately, what or who has the most significant influence when it comes to making final public policy decisions for your department/division?

Decisions for the department - self. Decisions for the use of policy analysis for city, the City Manager and City Council.