



JUNE 2002

Northern News

NORTHERN SECTION, CALIFORNIA CHAPTER, AMERICAN PLANNING ASSOCIATION

Planning Your Career

By Warren W. Jones and Natalie Macris

If you have just begun your career in planning and have been working for a couple of years (or more), whether for a public agency, private firm, or non-profit organization, it might be time for you to plan, redirect, or restart your career. Making a career plan goes hand in hand with the process of taking stock and improving yourself. In this essay we do not suggest a model for everyone to adopt and follow, since that is up to you. But, we do suggest things that you can do to help yourself along as you ponder moving onward and upward.

This might give you a fresh perspective, or an opportunity to learn about a job that interests you ...

Taking Stock

Making a career plan begins with noting the following:

Your Skills. What are your skills and what do you most prefer doing?

Your Likes and Dislikes. Here we are referring to the things you like to do—or now think you might like to do—versus the things you avoid for whatever reasons, and the things that just don't describe who you are and what you will want to do in the future.

Your Strengths. Putting aside for a moment your likes and dislikes as you now know them, since tastes change over time, what are your real strengths as a person and as a professional?

Your Work Style. All of these skills, strengths, likes and dislikes usually translate into a personal working style and a working environment that you prefer. Are you someone who likes the security of staying with one employer for a long time, possibly until retirement? Or are you the restless type who likes to move from the public to the private sector, consult and then teach, or do both at once, and so on?

What You Still Need to Know. What skills do you want to improve on to accomplish your goals, to advance, or to survive in your chosen job or career?

Your Current Job

Next, try to define what you like and don't like about your current job. Does the job satisfy you? If you were to acquire new skills to do your job better, what would they be? What would you gain by having these new skills? Do you want to have them? What types of jobs would they logically lead to?

This exercise should help you decide whether you ought to stay with your current employer. If the answer appears to be "no" (or even "maybe"), your next step is to explore jobs and career directions you're really interested in.

Exploring New Directions

You may not know exactly what you're looking for yet; in fact, you may only have the smallest inkling of how your skills might correspond with a new job or speciality. What's important is to get out and about, through any or all of the means listed below.

Going to Conferences. If you don't know where you want to work next, conferences give you a chance to hear what others are doing, and think about how your skills might match up with a new job or specialty. If you already have some ideas for your next step, you can make useful contacts.

Informational Interviews. Many people will be flattered that you are interested in the work they do. Set up appointments with them to learn about their jobs and what they did to get themselves to the place where they are now.

Seeking Out a Mentor. There may be one person, or a handful of people, who

(continued on page 4)

(Note: This article is adapted from *A Career Worth Planning: Starting Out and Moving Ahead in the Planning Profession*, by Warren W. Jones and Natalie Macris, copyright 2000 by the American Planning Association. The book is available from the APA Planners Book Service (at www.planning.org).

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DIRECTOR'S NOTE

The Northern Section is hosting the State Board meeting in June. As I write this column the meeting has not yet taken place, and I will report back in the July column.

A big congratulations to **Anthony Drummond**, the Northern Section's Student Representative! Anthony has been elected the APA National Region 6 Student Representative. Anthony will be representing our Section as well as the Region on Student issues. It is great to work with students like Anthony who are enthusiastic about the profession and also want to give back to the greater planning community. Anthony is currently working on a student conference, sponsored by our Section to take place in the fall. This will be a first for our section and we all are very excited about it. When the Northern Section adopted its budget this year, sponsoring student events such as this conference was identified as one of our most important priorities.

Our Board is continuing to work on the website—one of our top projects for the year. Since our Section is so large and represents such a diverse geographic area, we would like to have this diversity incorporated into the website. So, please forward photos and descriptions of the photos to Pierce Macdonald, our *Northern News* editor, so they can be included in the website. Photos of the Golden Gate Bridge, Monterey, an attractive natural feature or building from your area would be great—I am going to include something from Dublin as well!

Good luck to all of the planners who are competing for the **APA Northern Section Awards!** See you at the Northern Section Awards Banquet on June 21 at the Fort Mason Officers Club (information and r.s.v.p. form inside) and the June 6 Northern Section Board meeting (contact Juan Borrelli at jborrelli@rbf.com for details).

—Jeri Ram

Career Notes

Congratulations to **Diana J. Painter** who has recently opened a consulting business specializing in architectural research, preservation planning and urban design! Ms. Painter was most recently with DC&E of Berkeley, and Carlile-Macy of Santa Rosa. She will be giving a presentation at the 2002 California APA Conference in October, entitled "Urban Design for Planners." Panel members will include **Rob Quigley** of Rob Wellington Quigley, FAIA of San Diego; **Mark Hinshaw**, Director of Urban Design for LMN Architects of Seattle; and **Pedro Arce** from the City of San Francisco.



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312/431-9100

The deadline for submitting materials for inclusion in the **Northern News** is the 16th day of the month prior to publication.



Thank you to Carol Barrett, FAICP, whose articles on professional ethics in the April and May issues took on important and challenging subject matter. The *Northern News* will follow up these articles with a third ethics article later in the year. In the meantime, please see the Ethics Update bulletin on page 6 in this issue.

I would like to take this opportunity to encourage all APA members to start reading. It is almost time to write a review for this year's **Summer Reading** issue of the *Northern News*! Like last year, we will publish articles and reviews of planning and planning-related books, new or classic, in August 2002. It was a popular issue last year, and I look forward to reading your articles.

In addition, I would like to apologize to the planner who submitted an article on a project cost-estimating which was accidentally omitted from the August 2001 issue. Please send it in again!

The deadline for articles and reviews is July 15, 2002. If you don't have time to submit an article, you can still participate by sending the name and author of your favorite planning book to piercemac@hotmail.com

—Pierce Macdonald

The 2002 Independence Day Build-A-Thon: Thursday, July 4 - Sunday, July 7

What could YOU do with one ton of 16 penny nails, 3500 2" x 4" studs, and 1000 sheets of OSB plywood?

In just four days East Bay Habitat for Humanity will frame six homes! Grab your hammer and join hundreds of volunteers who will come together in Crockett for this exciting event. You will see six homes rise up in just four days! That's incredible and you can do it even if you have never hammered a nail in your life. Volunteers participate one day or as many as four days and they collect pledges in support of their building efforts (much like a bike-a-thon or a walk-a-thon).

If raising pledges is daunting to you, check out the website for ideas on how to fund-raise, http://www.eastbayhabitat.org/volunteer/pledge_tips.shtml. It is a lot simpler than you think! You can win prizes if you raise over \$500. Now is the time to register and you can do it at the website: <http://www.eastbayhabitat.org/volunteer/buildathon.shtml> or call 510-251-6304. What better way to celebrate the Fourth of July Weekend than to help six families achieve the dream of home ownership! Spaces are filling up quickly and we can only have 150 volunteers per day. Register today.

New Pew Oceans Report Links Sprawl to Declining Coastal Health

With more than half the nation living along the coast, changes are needed to preserve aquatic habitats. In his report for the independent Pew Oceans Commission, Dana Beach of the South Carolina Coastal Conservation League details the effects of urban design and land-use practices on aquatic ecosystems in the United States. Beach presents new strategies and tools that communities may use to preserve the same ecosystems that attract residents, tourists, and businesses to the coasts. The report is available at http://www.pewoceans.org/oceanfacts/2002/04/12/fact_25649.asp

Open Space Protection: Conservation Meets Growth Management

This paper from the Brookings Center on Urban and Metropolitan Policy is a comprehensive review of existing federal, state, and local open space protection programs and their role in shaping metropolitan growth. The report primarily finds that, despite their widespread use, programs to protect and conserve open space are rarely integrated with strategies to manage growth.

The full report is available in PDF format at <http://www.brookings.edu/dybdocroot/es/urban/publications/hollisfultonopenspace.htm>

Increasing Access to Housing for Low-Income Families

A new Issue Brief from the National Governors Association (NGA) Center for Best Practices focuses on state efforts to improve access to affordable housing for low-income residents. States can use several tools to increase access to housing for low-income families and to increase the affordable housing stock. The Brief provides some options for states to subsidize families' rental costs, promote homeownership among low-income families, and provide incentives for developers to build and preserve affordable housing units. The Issue Brief is available in PDF format at www.nga.org/cda/files/032902HOUSING.pdf

represent a career ideal for you, or who are especially helpful in providing you with direction. See if they are willing to have you check in with them from time to time for guidance, support, brainstorming, and so on.

Seeking Out a Headhunter. If you have a clear idea of the type of work you want to be doing, a headhunter might be able to lead you directly to it, or have new possibilities that never would have occurred to you.

Volunteering. If you identify a place where you think you might like to work, see if you can get a volunteer (or even part-time paid) position there. This will give you a chance to get to know the organization and the work they do, and decide if it's for you.

Continuing Your Education. Taking a class in a subject you're interested in allows you to find out more about it without giving up your present job and diving into something new that might not be right for you after all.

Self-Education. Learn as much as you can about yourself and the career directions and jobs that interest you. This may mean reading lots of current affairs newsmagazines, subscribing to community or special-interest newsletters, reading books, or visiting with people at the coffee shop in the community where you want to work.

Seeking Career Counseling. Many career counseling services offer diagnostic tests, resume critiques, job-finding services, networking opportunities, and so on. A possible downside of this approach: most career counselors are not especially familiar with the planning profession, and therefore may not fully understand the skills you offer and

the type of work you are seeking. Nonetheless, you may find some value in the more general services these places provide.

Sabbaticals/Travel. Your current employer might be willing to grant you a sabbatical, during which you work somewhere else and return with knowledge useful to your organization. This might give you a fresh perspective, or an opportunity to learn about a job that interests you without quitting your current one.

Alternatively, if your personal and financial circumstances allow, you might take a more free-form "sabbatical," by traveling or otherwise taking time off with less of a stated purpose in mind. Who knows, you might discover that planning is not for you (and being a gourmet chef, marine biologist, or stand-up comedian is) or you might recommit to planning with a vengeance and a new sense of purpose.

Be aware that career planning, like the other forms of planning with which you are familiar, does not usually produce instant results. Delays, uncertainties, and slow, small changes are much more typical. While you are in the "treading water" stage, share your thoughts with colleagues and friends, focus on developing your skills, and above all, try to keep your sense of humor and perspective.

Warren W. Jones is CEO of Solano Press Books, a publisher of professional books on contemporary planning practice, planning law, and methods of environmental analysis and review. Natalie Macris is a San Francisco-based urban and environmental planner, writer, and editor.

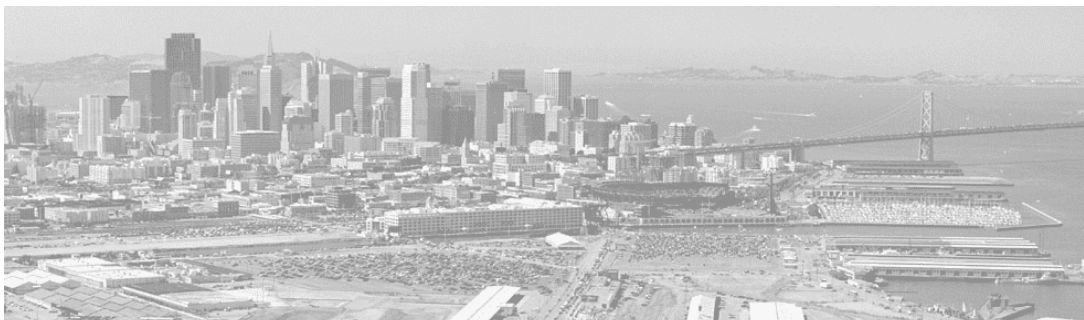


PLANNING MANAGER

City of El Cerrito, CA

(Salary: \$5,575 - \$6,777/mo., Excellent benefits: including pre-tax flexible benefits plan.)

A division head management position that reports to the Community Development Director, the Planning Manager is responsible for organizing and managing the planning activities for this San Francisco Bay City of 24,000, located five miles from U.C. Berkeley. Supervises a staff of one Management Assistant and one to two Associate Planners, and outside consultants as necessary. This position requires a thorough knowledge of urban planning and zoning practices, laws and literature; five years professional planning experience (some supervisory); and, the equivalent of a B.A. degree in planning/related field (M.A. plus four years experience will substitute). Ideal candidate must be able to work skillfully with public officials, staff and community. Computer applications knowledge and experience desirable. APPLY BY: Monday, June 24, 2002. City application and supplemental may be obtained from Employee Services, City of El Cerrito, 10890 San Pablo Avenue, El Cerrito, CA 94530. Phone: (510) 466-5005.





**SENIOR CIVIL ENGINEER (TRAFFIC ENGINEER)
COUNTY OF SACRAMENTO**

The County of Sacramento is seeking a seasoned Traffic Engineer to supervise a section of 11 professional engineers and technicians in a growing urban environment. The section identifies and implements accident reduction strategies, prioritizes funding programs and capital improvement projects, develops policies for the County's traffic engineering program and conducts a traffic education program for the public. The Senior Civil Engineer is a civil service position that reports to a Principal Civil Engineer in the Department of Transportation of the Public Works Agency. The Sr. Civil Engineer has frequent interaction with elected officials, citizens, citizen groups, boards and commissions, staff, California Highway Patrol and other agencies. The Sr. Civil Engineer for Traffic also serves as an expert witness.

Minimum qualifications include possession of a current, valid certificate of registration as a civil engineer issued by the California State Board of Registration for Professional Engineers. Also required for this non-exempt, 12-month probationary period position are three years of full-time experience performing duties which have included complex civil engineering projects, including two years in highway engineering. A Master's Degree in highway engineering

may be substituted for one year of the experience. A valid Class C or higher driver's license is required prior to appointment.

Excellent communication, customer service and teamwork skills are required, along with solid analytical and supervisory skills and a total quality management orientation. A long-term relationship with a highly qualified, upwardly mobile, professional is the County's goal.

The annual salary range is \$75,516 - \$83,268 with an expected 2+% COLA in July 2002. The County also offers a very attractive management benefits package including an enhanced retirement formula to be effective no later than 7/1/04. A 9/80-work plan and flex scheduling are available. The final filing date is June 7, 2002.

To be considered for this career opportunity, submit resume (a follow-up County application and supplemental will be required for final consideration), cover letter, current salary and three work-related references to David Harris at:

SHANNON EXECUTIVE SEARCH
241 Lathrop Way
Sacramento, CA 95815
916 263-1401 Phone
916-561-7205 Fax
Email: resumes@cps.ca.gov
www.cps.ca.gov/shannon
www.countyofsacramento.net

SANTA CLARA COUNTY PLANNING OFFICE

We are inviting applications to fill three planning positions. Planner Positions Currently Available:

Policy Planning (2 positions)

Conducts a wide variety of planning and implementation studies involving such issues as:

- natural resource
- greenbelt and viewshed

Conducts county wide workshops

Provides Census and other data to County agencies

Zoning Administration (1)

Analyzes development proposals and writes staff reports

Makes presentations to the Planning Commission and Board of Supervisors

Staffs the public counter

Each position will initially be assigned to a particular section and will have future opportunities to work in other sections. For more information about the Santa Clara County Planning office visit our web site at www.sccplanning.org

Applications are available from the County of Santa Clara Human Resources Department, 70W. Hedding Street, lower level, San Jose, CA 95110. (408-299-2341)

APA Northern Section Leads The Way

*W*ould you believe it? We are the only APA Section in the U.S. that has a Director of International Planning! I was stunned to hear this news at the National Conference in Chicago last month where I attended the annual meeting of the APA's International Division. I had hoped to meet other International Directors at the Conference, thinking to link our Section into a network of planners across the U.S. who were interested in international planning. Instead, it appears that forming such a network is on the "To Do" list. However, it is far down on my list for now. First, we need to strengthen our network here in the Bay Area (tomorrow, the Nation!), and what better way to do that than to plan something FUN! I know, how about a trip to CUBA!

World Town Planning Day/Trip to Cuba

Did you know that November 8th is World Town Planning Day (WTPD)? This day is celebrated in about 30 countries on four continents according to the AICP. It has been observed in many countries for 20-30 years and is promoted each year by the International Society of City and Regional Planners, headquartered at The Hague.

The International Section of NCCAPA is planning to celebrate WTPD by having twelve of our members leave for a seven night, eight day tour of CUBA. I mentioned this tour in our last newsletter and now have 14 people on the "Interested" list. If you are also interested in hearing more about this trip, please e-mail me at jandersen@ci.fremont.ca.us or call 510-494-4648. We are presently waiting for permission from our government, and as soon as we have that we will be accepting deposits. The trip will cost approximately \$3,000 per person, double occupancy, including airfare from Los Angeles, and all other arrangements.

Please note, the International Section meets the second Monday of the month at 6:30 pm in San Leandro (near the San Leandro BART station) and our meetings include a sumptuous dinner! International Planning Section Members have priority on our trips, so please join us if you can! For meeting location and directions send an email to jandersen@ci.fremont.ca.us or call me at 510-494-4648.

— Jennifer Andersen

Ethics Update

At the APA National Conference on April 14, 2002, the AICP Commission received the Salkin Report, an assessment of the AICP Ethics Program prepared by Patricia Salkin. The Commission commended Ms. Salkin on her work and referred the corrected report to the Ethics Committee Plus (including Carol Barrett, FAICP, and Jerry Kaufmann, FAICP) and to the Commission. The Ethics Committee is charged to review the draft, to identify additional issues from the draft report and provide additional issues to staff. Staff will prepare a report that addresses all issues. Working sessions will be held during the summer of 2002 to prepare final recommendations for AICP Commission review at the fall 2002 leadership meeting. The draft is expected to be approved by the AICP Commission in January 2003 at its Winter Meeting.

Emerging Preservation Leaders Scholarships for National Preservation Conference

The Emerging Preservation Leaders Scholarship Program provides financial assistance to historic preservationists from diverse racial, ethnic, and cultural backgrounds to attend the 2002 National Preservation Conference, to be held this year in Cleveland, OH, October 8-13, 2002.

The National Trust for Historic Preservation is seeking culturally diverse applicants whose attendance at the conference will benefit their community, whose commitment to historic preservation will be strengthened by their participation, who will contribute a valuable perspective to conference dialogue, and who will seek opportunities to participate in National Trust programs after the conference.

The theme is "Cities, Suburbs and Countryside," focusing on preservation-based revitalization of downtowns, inner-city neighborhoods, and older suburbs, as well as proactive strategies to protect and rejuvenate surrounding countryside. Attention will also be focused on broader strategies, such as Smart Growth models, that bring together the interests and issues of cities, suburbs and countryside.

June 15 is the deadline for scholarship applications. The application is available through the National Trust's fax-on-demand service at 202-588-6444 (document number 9006) or on the Web in PDF format at www.nthpconference.org/PDFFiles/EPL2002.pdf

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NORTHERN SECTION CALENDAR

June

- 6** APA Northern Section Board Meeting.* Contact jborrelli@rbf.com
- 10** International Section Meeting/Cuba Trip 6:30 p.m. Contact Jennifer Andersen at 510-494-4648 or jandersen@ci.fremont.ca.us
- 21** APA Northern Section 2001 Awards Banquet, Fort Mason Officer's Club

March 29–April 2, 2003: National Planning Conference, Denver, Co.

* There will be no Board Meeting in July.

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Amicus Curiae Committee

By Lora A. Lucero

Planners are no strangers to conflicts and disputes. From the council chambers, to the community centers, to the courtrooms around the country, more often than not we find ourselves in the middle of it. Why?

Can you think of another profession that must balance the aspirations for the future with the needs of today? ... protect community resources for everyone and ensure that the rights of the individual are safeguarded? ... regulate as well as educate? The very nature of our work requires a balancing of interests and finding ways to resolve differences of opinion. What happens when the disputes end up in court? Who speaks for the planning profession and the public interest in a forum where the parties are adversarial and the decision-maker is a judge or a panel of justices?

The American Planning Association, through the work of its *Amicus Curiae Committee*, is the only voice in the country that speaks up on behalf of both the public interest and the interest of the planning profession. Amicus curiae means, literally, "friend of the court". The APA's *Amicus Committee* is chaired by Dean Patricia Salkin from Albany Law School in New York and includes some of the most knowledgeable land use attorneys and planners in

(continued on next page)

2001 Northern Section Awards Banquet

Friday, June 21 Reservations deadline June 15th

The time has come to join your colleagues in honoring the excellent planning efforts conducted in the Northern Section. Northern Section award winners will go on to compete in the state, and, if successful, the national levels. The banquet affords you the opportunity to learn about these programs in a relaxed and enjoyable atmosphere.

Once again the awards banquet will be held at the Fort Mason Officers Club on the beautiful San Francisco waterfront. A social hour and no host bar is scheduled to begin at 6:15 with dinner and the awards presentations to follow at 7:15 on June 21. This is a popular event with about 75 planners attending each year, so sign up now.

To secure your reservations, mail your check made out to NSCCAPA for \$32/person by June 14th to:

Wayne Goldberg, AICP

Northern Section Awards Coordinator

P.O. Box 1678

Santa Rosa, CA 95402-1678

See you there!

Awards
Banquet
Reservation Form

Name: _____

Address: _____

Guest: _____

E-mail address: _____

Employer: _____

Amicus Curiae *(continued from previous page)*

the country who meet once each month, more frequently if needed, to review potential cases that might have significance for the planning profession. The other members include:

- Daniel R. Mandelker, AICP, Washington University School of Law: St. Louis, Missouri
- Vivian Kahn, FAICP, Kahn Mortimer Associates: Oakland, California
- Charles Wolfe, Foster, Pepper & Shefelman, PLLC: Seattle, Washington
- Deborah M. Rosenthal, AICP, Cox, Castle & Nicholson, LLP: Irvine, California
- Richard Lehmann, AICP, Boardman, Suhr, Curry & Field: Madison, Wisconsin
- Nancy Ellen Stroud, Weiss, Serota, Helfman, Pastoriza & Guedes: Boca Raton, Florida
- Rodney Cobb, Cobb and Associates: Scottsdale, Arizona

If the *Amicus Committee* decides to participate in a case, they work closely with an attorney who volunteers his or her time and expertise in drafting the brief which will be presented to the court. APA has been fortunate to draw upon a wealth of talent. The following attorneys have assisted in the past year:

Randal R. Morrison from San Diego, CA • Howard D. Cohen from Roseland, NJ • Scott D. Bergthold from Scottsdale, AZ • Richard A. Judd from Oakland, CA • Zane O. Gresham, William M. Fleishhacker and Aaron P. Avila from San Francisco, CA • Matthew R. Steinke from Dayton, OH • James E. Ryan from Charlottesville, VA • Timothy J. Dowling from Washington, DC • Robert H. Freilich, E. Tyson Smith and Jason M. Divelbiss from Kansas City, MO • John Hayes from Denver, CO • Doug A. Jorden from Scottsdale, AZ

Why is the work of the *Amicus Committee* so important?

Because decisions made in the courtroom:

- have a tremendous impact on our profession. Think what life would be like without *Village of Euclid, Ohio v. Ambler Realty Company*, 274 U.S. 365 (1926), the case in which Alfred Bettman filed an amicus curiae brief, influencing the U.S. Supreme Court to uphold zoning as a constitutional exercise of the community's police power.

- usually last a very long time, while decisions made by the planning commission or city council may last only as long as the next election. Generations of planners will be calculating the "rough proportionality" of their exactions and dedications.
- touch a much greater audience than just the combatants arguing the case. Appellate decisions have precedential value that lower courts must follow. Their sphere of influence extends much further than just city "X" or township "Y".

APA has intervened as a "friend of the court" in some of the most important planning-related cases in the past twenty years! Here are just a few of them:

- *Agins v. Tiburon*, 100 S.Ct. 2138 (1980), 32 ZD 256
- *First English Evangelical Lutheran Church of Glendale, Inc. v. County of Los Angeles*, 107 S.Ct. 2378 (1987), 39 ZD 206
- *Yee v. City of Escondido*, 112 S.Ct. 1522 (1992), 44 ZD 172
- *Lucas v. South Carolina Coastal Council*, 112 S.Ct. 2886 (1992), 44 ZD 93
- *Dolan v. City of Tigard*, 114 S.Ct. 2309 (1994), 46 ZD 232
- *Tahoe Regional Planning Association v. Tahoe-Sierra Preservation Council, Inc.*, No. 00-1167, oral argument was heard in the U.S. Supreme Court on January 7, 2002. See the February issue of Land Use Law & Zoning Digest for excerpts from that transcript. APA filed a brief in support of the Tahoe Regional Planning Association.

If you come across a case in your community or State that you think has national implications for the planning profession and APA's *Amicus Committee* should review it, please contact me. If you're an attorney interested in participating pro bono on some of the cutting-edge issues of our time, we want to talk with you!

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