

PRIVATE PRACTICE PERSPECTIVES

APA

American Planning Association
Private Practice Division

Making Great Communities Happen

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Moonlighting Becomes Her

Summer has passed into Fall and I am still struggling to bring in enough planning work to keep me busy. As I look into the future, I am concerned that our Federal budget issues may result in even more economic upheaval for the planning profession. Personally, I am starting one new project (a comprehensive plan update) that uses state

grant funding, which doesn't pay anything until it is 60% complete. So while I am "earning" a fee for my work, I won't be seeing any payment for a few months. In the meantime, to keep my business and my family afloat financially, I am taking on a temporary part-time non-planning job. This is a different kind of moonlighting than most planners are used to considering!

At a recent group interview, I found I was competing for a temporary retail position against 2 realtors, a librarian, a teacher and several others who had lost their jobs in their chosen professions. Most of us were on the gray hair side of our careers. My planning experience and skills must have given me an edge, because I won the position. I am lucky to be working for a "Top 100 Places to Work" retail company that is close enough for me to bike or walk to. This company pays over 50% more hourly than the minimum wage, but it is still well below my hourly planning consulting rate.

In addition to some regular income and a 40% discount, I am going to use this next several weeks in the workplace as a chance to see what I can learn from a company that is known for good customer service.

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My Third Place Writing Campaign

The Urban Design & Preservation (UDP) Division of the American Planning Association (APA) has opened a new writing campaign for all APA members titled 'My Third Place'.

The Third Place is a concept espoused by Urban Sociologist Ray Oldenberg in his book *The Great Good Place* (1989, 1991) which refers to the notion that social surroundings are separate from the tacit social environments of home and work; the first two places. Oldenberg's premise is that third places provide for and contribute to civil society, democracy, civic engagement, and creating a sense of place.

As part of the 2011 writing campaign, the UDP Division extends the question to its membership and other like-minded professionals: "What is your third place?"

In 700 to 1,000 words, please describe your "Third Place" and include one to three images that best represent your interpretation of that place. All submissions received shall be considered for use in UDP-sponsored communications, including but not limited to future newsletter editions, the UDP library, and the UDP website.



This writing campaign is open to all APA members with dues current. Submissions are due by January 31, 2012. The winning submission will receive an iPad2 wi-fi, or the newest iteration available, at the time of the submission deadline. Please email submissions in Microsoft Word or PDF format to: info_udp@planning.org

The Future of Planning Consulting

FROM THE EDITOR:

This is the second article in a series based on “The Future of Planning Consulting,” a popular educational session sponsored by the Private Practice Division at the 2011 National Planning Conference in Boston. The session panelists have shared their insights on this topic for a series of articles in the division newsletter.

CYNTHIA E. WINLAND, AICP

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Professional background:

Cynthia E. Winland, AICP has worked as a planner for 25 years, spending her first 10 years in the public sector writing zoning ordinances, Master Plans, grants, managing solid and hazardous wastes and finally beginning a Community Corrections program in the county where she worked. She comments, “Planners have many skills and I learned early on that it is important to know how to apply them to the problem at hand in the community.” She has a Bachelors in Economics and a Masters in Planning from the University of Michigan.

The past 15 years she has been in private consulting, specializing in resort, water and rural zoning and planning in Michigan. She teaches, writes training materials, mediates difficult land issues and diverse groups of people, and works with communities to find equitable and replicable solutions to land use issues.

She explains, “Our firm strives to make planning relevant by writing in terms and about subjects that are important to the community, making regulations easy to understand with links to relevant resources and laws, forms, flow charts and illustrations. We teach as we draft documents with communities so that they understand what they have, how to use it and the importance of making the zoning and development process consistent, concise and concrete.”

CONSULTING PLANNING PRACTICE

APA-PPD: *How has competition for winning work ramped up in the last two years? Do you think it will stay that way, or change in the near future?*

Winland: In Michigan the competition has changed. Many firms have downsized significantly and several have gone out of business. I see firms travelling farther to bid and stepping farther out of their niche to find projects. I think competition will even out again as the economy rebounds, although Michigan does not show real signs of rebounding yet.

Communities are choosing not to start planning projects knowing there are no developers willing to carry out their plans or worse, choosing not to enforce their ordinances and plans thinking it will deter development. This mindset really decreases the value of planning that has been done and the perception of the value of planning for the future.

APA-PPD: *What is “contract planning”? Do you see this practice increasing and why? Will this compete with “regular” consultants?*

Winland: Contract planning is the practice of hiring a planner for a specific project or number of hours. This is generally a practice used by public agencies to supplement their regular staff or to be the staff, in the case of smaller communities. Engineering firms, attorneys, and Realtors may also hire contract planners. It is more cost effective to hire the expertise needed instead of being tied to paying the overhead of a full time or regular employee.

I see this practice increasing. Our firm staffs public offices on a regular basis and on an as needed basis. We fill in for short term leaves such as pregnancy or illness or provide services for specific functions such the Zoning Board of Appeals or to take on larger, more complicated projects the regular staff does not have time or the expertise to complete.

I don't see contract planning as competition with regular consultants. This is part of my consulting business and I had to compete with other consultants to get it. I'd rather see a community have some planning that they can afford than no planning at all. I think communities benefit from the experience of someone who works in a variety of settings and has experiences beyond the counter of their municipality. Consultants as contractors also can help to mentor newer planners, do the unpopular thing locally when necessary, and offer support and camaraderie for municipal planners who work alone or in an unsupportive environment.

APA-PPD: *At the Federal level, there are a number of new Federal funding programs that continue to require WBEs, MBEs, etc. Is this encouraging more women and minorities to start their own firms rather than stay with a larger consulting firm? Is this opening up a new niche for contractors or is the same condition as now?*

Winland: I don't see more women and minorities starting their own firms, nor are there any real benefits to being a WBE or MBE most of the time unless the firm works primarily with federal contracts. Occasionally I am solicited to partner on a project because I am a WBE, but the process of obtaining this status is onerous, expensive and generally not valuable on a project by project basis. I don't seek out bids that are skewed toward WBEs yet, truthfully, I am happy to have projects come my way because of WBE status but I prefer to be hired for my more meaningful skills.

APA-PPD: *Due to the long recession and the slow economic recovery, what types of new skills have you had to develop to stay relevant and competitive?*

Winland: I've had to find ways to employ traditional planning skills to varying types of projects in communities. If our firm does not have a specific skill, we've found those who do and assemble a team to bring expertise to the problem at a lower cost.

It's been important to understand where the grant funds and low interest loans are so that we can bring a source of funding for a part of my firm's fee with us to the bid or the project.

Educating clients about what planners do is a key component to staying relevant. Planners often look at problems from a solutions/equity standpoint instead of a win/lose standpoint. This outlook can offer a community a variety of solutions to a

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The Future of Planning Consulting (cont'd from page 2)

problem that may address their immediate need in an efficient and cost effective way versus undertaking a large, expensive project for what may be a small or isolated problem.

APA-PPD: *How is your bottom line? Is it more difficult to make profit these days? How do you deal with scope creep that can eat into your profit? What trends do you see in the business of planning consulting with regard to increasing or decreasing profit margins?*

Winland: My bottom line has remained stable, but largely due to pricing work differently and taking more varied types of work. I now offer a more cafeteria style bid so that the client can see what each component costs, how they can save costs and what drives up the cost. Some examples are that we set a maximum number of meetings for the bid price with an adder for additional meetings called by the client that could be handled during planned meetings. We offer discounts for meetings during specific times of day when we have more staff available, or if the client is willing to meet at a halfway location if there is a great distance involved. We itemize meals we used to bring to every meeting as a matter of course.

Scope creep can be managed by a clear understanding up front about what the scope means. This can include the location, length, printed materials distributed, updating maps, follow up actions, or anything else that adds to costs. We also offer things that we think will make the project more efficient as part of the bid and while not specifically requested, may save the client money in the long run.

APA-PPD: *Is there a trend that planning work is decreasing in quality?*

Winland: I don't think the quality of planning has declined but I do think that new planners need to have better oral and written skills that are applicable to the public realm. Interviewing skills, facilitation skills, and presentation skills set the tone for the project at the outset. Less experienced planners can be costly to the process if they don't have a command of these skills. I see newer planners being thrown into situations that may cause the project to lose credibility either because they are the face of the project or interactions are not handled professionally. It seems that using newer planners as primary staff on a project is a cost savings but actually it can make the project more expensive in the end.

CLIENTS

APA-PPD: *What are future clients' needs?*

Winland: In Michigan there is a push at the state level toward regional solutions to local problems. This is quickly becoming the new need of the municipal client. It will be important for planners to understand service delivery at various levels and how to save money by cooperation. Other needs include streamlining the development process to save money locally and encourage developers to work in your community. In rural areas regionalism is especially challenging both from a financing and delivery standpoint.

APA-PPD: *How to successfully counter client's "push down" pressures on fees?*

Winland: I appreciate it when the client is able to tell the bidder an accurate budget for a project. That way the consultant can offer a variety of options for producing the maximum product

from the proposed scope. If a project is prioritized by the importance of tasks, fees can be directed at the most important aspects of the job. Once again, education, and a clear, direct discussion of what a scope entails at the outset can pay off later.

Sometimes there is political pressure to alter the project fee during the course of the work. The client may not think they are getting what they paid for, the community is being criticized for spending the money in the first place or any of the many other reasons clients choose to change course during the project. If a consultant has to change the fee, the scope needs to change with it and still provide value.

APA-PPD: *How do you retain good clients?*

Winland: Communicate. Find out what is important to them and be sure they are educated on the subject from your efforts, paid or unpaid. For example, medical marijuana has been legalized in Michigan in the past few years and communities are struggling to know how or if to try to regulate distribution. The evolving landscape of case law, regulations, and unintended consequences are all of interest to clients, even if they don't hire our firm to do the work. It is a way for us to stay up to date with their needs and provide a meaningful service.

APA-PPD: *Why is retaining good clients becoming more essential?*

Winland: This is essential because communities are bidding out work they used to just give us, eliminating planning services as non mandated and choosing not to have to defend an expense that often has no measurable results. Consultants need to be in front of clients and give them the reasons to hire them to solve their problems with measurable results.

APA-PPD: *Some public agencies have shifted from issuing RFQ's to issuing RFPs. Why is that and is that good for the consulting practice? Isn't it more expensive to prepare a proposal than a statement of qualifications?*

Winland: Skipping the RFQ process saves time and money for smaller communities. I think it is good for the consulting practice and lets planners offer solutions, putting the time and expense of preparing a proposal into one document instead of two. Qualifications shine better when they are applied to a specific set of tasks and opportunities.

APA-PPD: *Do employers look at the AICP credential becoming more important for their planners?*

Winland: I hope the AICP is gaining strength as a credential. There are many planners and others who obtain the AICP certification without the necessary knowledge or experience to be a practitioner. Possibly a combination of changes in planning education, necessary experience and the content of the exam will help this. In Michigan is it generally an accepted minimum standard for a planner.

THE FUTURE OF PLANNING CONSULTING

APA-PPD: *What is the future of small and large planning consulting firms? Do you see a trend for more mergers and acquisitions? What does this mean for the sole proprietor type firm?*

Winland: There is a promising future for small firms because they can be more nimble and adjust costs more quickly and easily. There is also greater risk for the same reasons. When

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Reflections on Haiti

By Vanessa Leon

When a 7.0 earthquake hit my Haitian homeland on January 12th, 2010, its fault line disrupted my personal and professional ambitions forevermore. I was blind-sighted as I watched news of the tragedy unfold, especially since my father was visiting family in Haiti at the time. After several days of indescribable turmoil and uncertainty, I was able to confirm that my father was alive. Relieved, my concerns gradually moved on to the daunting challenges of rebuilding a struggling nation already plagued with seemingly insurmountable woes. Though I had not considered international urban planning prior to the earthquake, my resolve has not allowed me to focus on anything else since. While the earthquake was certainly a natural occurrence, the level of destruction that it caused was very much due to decades of human failings. At the same time, it is important to set Haiti in an historical context before attempting to plan for its future.



Haiti is a country that is not unfamiliar with suffering. Having stood as “The Jewel of the Antilles” in the 18th century, the brutal slavery that Haitians endured provided France with almost fifty percent of its gross national product. Haitian slave labor provided the rest of Europe with sixty percent of its coffee and forty percent of its sugar. The average lifespan for a Haitian slave in the 1750s was twenty-one years old. Despite this grueling existence, Haiti has also known great triumphs. In a twelve-year war, Haitian slaves brazenly overthrew Napoleon Bonaparte’s army. This unprecedented revolt ultimately led to the famous Louisiana Purchase, which doubled the size of the United States, since the French were cash strapped and no longer had a colonial base in the Western Hemisphere to govern from. All in all, Haiti became the first Black republic in the world and only the second country in the Western hemisphere to declare its independence after the United States of America. For this glorious victory in 1804, Haiti has been paying ever since.

After independence, there was a concerted effort by the leading world powers to nullify Haitian progress. The United States and England, major slaveholders at the time, feared that their societies would be disrupted if their slave populations learned of the successful slave revolt in Haiti. Thus, an international boycott

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revenue wanes and costs are fixed, small firms can suffer sooner. Small firms that specialize may need to be more aggressive marketing their skills both directly to clients and to other firms as subcontractors.

There have been fewer mergers of planning firms of any size and more dissolution of firms of all sizes in Michigan. This is simply due to the small pool of work available, particularly in metro Detroit. Bigger size will not create the work load necessary to support more planners.

Most planners that are byproducts of the dissolutions or downsizing are working independently while looking for jobs in other firms. Successful sole proprietors tend to have virtual networks of other firms and individuals, essentially operating as a small firm. They stand to do better when the work load increases than the larger firms that have tremendous overhead.

APA-PPD: Will role of planners change?

Winland: It already has. Those still standing have found that they need to sell their skills in many new environments, specifically as solution makers and consensus builders. The product may no longer be a document but a process, an outcome, and most importantly of all, a measurable, money saving result. I have found myself facilitating discussions among departments, among municipalities and among quasi governmental agencies, helping them to come to terms with the idea that protecting turf in the world of service delivery is really sacrificing control and funds. Test driving logical, money saving scenarios and then implementing these changes before they are thrust upon you by default or statute is much more palatable and generally a welcome service. This is applicable to land use, zoning, emergency services, capital improvements, downsizing and many other areas that municipalities manage. ■

PRIVATE PRACTICE DIVISION

The Division strives to provide services to meet the needs of private practitioners. The division offers its members access to networking opportunities, resources, timely information and technical support. This includes: addressing standards for private practice professionals; providing an information exchange; examining issues related to consultant selection, contracts, et al: Contributing to the education of future private practice professionals; examining issues related to organizational change, acquisitions, mergers, marketing, merchandising, ethics, contract and other consultant matters; and other issues which contribute knowledge to and promote cooperation among private sector planners and the larger planning community.

The Private Practice Division was established in 1988. We have organized to:

- Promote the quality of private practice.
- Improve the quality of life as a private practitioner.
- Increase the recognition of the value of planning in the private sector.
- Improve the manner in which consultants are used.
- Improve the image of the planner/private practitioner.

We welcome your interest in the special issues of private practice. Please join us in our efforts to promote quality private practice.

Reflections on Haiti (cont'd from page 4)

of Haitian goods ensued. The United States did not acknowledge Haiti's sovereignty until 1862 when it sent Frederick Douglass to establish diplomatic relations with the Black nation. France, however, refused to recognize the newly independent country unless Haiti paid a fine. In 1838, France charged Haiti \$150 million francs, equivalent to over \$20 billion U.S. dollars today, as reparations for the profit France lost because of the Haitian revolution. Up to eighty percent of the Haitian economy, in addition to loans taken out from other countries, were spent on this payment throughout Haiti's early years. The debt to France was not paid off until 1922.

The United States occupation from 1915-1934 initiated the centralization of political power and resources of the country in the capital. Port-au-Prince was built to hold a population of a few hundred thousand, not the two or three million people inhabiting it at the time of the earthquake. The United States ruled Haiti with dreadful force, rewriting the Haitian constitution and establishing a Haitian militia that did not exist prior to the occupation. With the concentration of economic activity in Port-au-Prince, thousands of people emigrated from the countryside seeking better opportunities. The father and son regime of 'Papa Doc' and 'Baby Doc' Duvalier, lasting from 1957-1986, further reinforced Port-au-Prince's centralization through their dictatorial rule. In the 1990s, attempts at democracy were fraught with political instability and civil unrest.

As we know, the 21st century brought Haiti its share of natural disasters. In 2008, the successive tropical storm Fay and hurricanes Hannah, Gustav and Ike created a Hurricane Katrina-like situation in the city of Gonaïve that claimed almost 1,000 lives. Last year, we witnessed the earthquake that claimed up to 300,000 lives in about 35 seconds with over 600,000 people displaced even today. The struggle to contain a cholera outbreak, introduced to Haiti from a United Nations peacekeeping mission after the earthquake, recently gave Haiti a newfound status of having the worse cholera rate in the world.

It is a challenge not to look at Haiti's present situation, riddled with abject poverty, a lack of infrastructure, deforestation, and soil erosion, among other concerns, without a feeling of hopelessness. Haiti is about the size of Maryland and its total population is 9,648,924. With eighty percent of the population living below poverty, Haiti's gross domestic product for 2009 was only \$6.558 billion. Of this amount, \$1.2 billion is remittances that flow back to the country every year from the Haitian Diaspora. For starters, one should not look at Haiti as a monolith. The country is divided into ten departments (or regions). The heavily concentrated Ouest (West) and Sud-Est (Southeast) departments sustained the most quake-related damage and loss. Given that development efforts will be concentrated in these areas for the foreseeable future, it is important to build up the capacity of the other departments as a way of facilitating the overall development of the county.

The Nord (North) and Nord-Est (Northeast) departments are areas that have been tapped for extensive redevelopment. This region is rich with history; it is where the battle for Haitian independence was fought. There are several ongoing projects in this department already. In the weeks before the quake, a Venezuelan-Cuban firm took the lead in financing and building Haiti's second international airport. The airport is to be located in Cap-Haitien - the capital of Nord and the second largest city in the country. Additionally,

the Dominican Republic is building a modern university in Nord-Est as a gift to Haiti. It will eventually educate about 10,000 Haitian students. Furthermore, the United States and South Korea announced in January 2011 that they are building an industrial park in the region. These major developments will indubitably change the face of this region and the expertise of planning and design professionals is strongly needed to coordinate these efforts. At the same time, it is important to not impose prefabricated planning solutions to Haiti's land-use challenges without sufficiently engaging the Haitian people in the process.

Haiti lost almost all of its government buildings and a significant portion of its municipal employees when the earthquake struck at 4:53pm – the end of the workday. The collapsed University of Port-au-Prince, where my cousin perished, also buried an overwhelming majority of professors and students. This reality underscores the fact that planners looking to assist Haiti must take specific action to simultaneously invest in strengthening the local governance structures of the country. Our success as planners is not dependent solely on our ability to develop good plans for struggling communities. Haiti has seen its fair share of plans, especially in the wake of the quake. The true measure of our contributions is determined by our ability to constructively assist communities in turning those plans into reality.

Vanessa Leon is principal planner of Pinchina Consulting, an international urban planning firm devoted specifically to communities in developing countries, like Haiti. For more information, contact the author at Vanessa@pinchinaconsulting.com.

Note: A version of this article originally appeared in the Spring 2011 newsletter of the Planning in the Black Community Division of APA. ■

Coming Soon: Different Ethics?

By PPD Chair K.K. Gerhart-fritz, AICP

I do quite a bit of training in my practice, including ethics training, so I was intrigued when our PPD Vice-Chair, Deborah Myerson suggested that our Division develop an ethics themed session as our "by-right" session for the upcoming national conference in Los Angeles. When the Indiana Chapter asked me to provide the CM required ethics training at their recent fall conference, I knew it was an opportunity too good to pass up.

I took Deborah's outline and used it to pull together a facilitated discussion session that we called, Planning Ethics: Private Sector VS Public Sector. My Hoosier panelists (most of whom were Private Practice Division members) had both private and public sector planning experience. We took a look at the AICP Code and discussed whether it was interpreted differently based on "which side of the table we were sitting on". We worked through a few scenarios and had some very lively audience discussion.

What were our conclusions? We all agreed that this would be a great session for the APA Conference. As to whether the Code is viewed differently depending on whether you are in the public or private sector... I won't give the answer away. Plan to attend the session in Los Angeles to weigh in yourself! ■

Networking to the Hidden Job Market

By Steve Piazzale, Ph.D.

Published with permission from Northern News, APA California – Northern, Sept. 2010

“It’s who you know.” You’ve heard that one before, right?

Research tells us that 80 percent of jobs are obtained through personal contacts, yet most job hunters spend 80 percent of their time answering computer job board ads. So what can you do to get that job you want and deserve?

All job seekers or changers need to get out and meet people. Start by making a list of everybody you know who might even remotely help you find out about a job or career in which you’re interested. This includes former co-workers, employers, family members, friends, customers, suppliers, vendors, professionals (such as your doctor, lawyer, or accountant), members of your church and alumni—the list is almost infinite.

Once you’ve made this list and are clear about the kind of work you’re pursuing, start contacting these folks and clearly and succinctly tell them what you’re looking for. Ask them if they have some time to chat about what they do and your search strategy. It’s best not to directly ask for a job because most likely they’ll just say they have no openings. Instead ask for information—how to improve your résumé, any additional training you need, specifics about current industry trends, other people you could contact, what meetings you should attend, and what you should be keeping up to date with.

Not everyone will give you new contacts, but slowly and surely you’ll build a large network of folks with whom you can stay in touch. The beauty of this is that none of your calls will be cold calls—you’re always contacting people using the name of someone they know. This network then becomes your eyes to the “hidden” or emerging job market. By staying in touch with these new contacts, you’ll hear about opportunities as they emerge and before they’re listed on job boards, giving you first crack at them! Plus your contacts are now beginning to know you and can speak to your qualifications, in essence serving as a reference.

Bottom-line, get out and interact with people, attend professional association and alumni functions as well as other get-togethers. This might be a bit outside your comfort zone, but give it a try even if it’s a bit at a time. I think you’ll find it’s well worth the effort. And remember as Woody Allen once said: “80 percent of success is just showing up.”

“Being able to do the job well will not necessarily get you hired; the person who gets hired is often the one who knows the most about how to get hired.” — Richard Lathrop, author of “Who’s Hiring Who?” (1989, Ten Speed Press)

Steve Piazzale has a Stanford University Ph.D. in sociology with extensive training in psychology, and is a career/life coach. If you are in need of career counseling services, Steve is offering California APA members one hour of coaching at a 50 percent discount. Contact him at Steve@BayAreaCareerCoach.com. His website is www.BayAreaCareerCoach.com ■

In the Spotlight

Rutgers University Professional Development Institute (PDI)
Learning Lab Archives

The Professional Development Institute builds leaders for planning and public affairs in the 21st century through continuing education, technical assistance, research and publications. The Professional Development Institute was created in July 2006 to enhance the Edward J. Bloustein School of Planning and Public Policy’s commitment to the profession of and professionals in planning and public policy

PDI provides a variety of resources on leadership, diversity, and other issues in urban planning and public affairs. This site contains downloadable articles, links to publications, and archived webinars. The Private Practice Division is a PDI partner.

Here are some recent additions to PDI Resources that may of interest. You can access these programs at: <http://policy.rutgers.edu/pdi/resources/lab.php>

EVENT/PROGRAM: *Planning to go out on your own? Building a solo consulting practice*

SPEAKERS: Deborah Brett, AICP, Bob Kull, PP/AICP, Gary Minkoff

LOCATION: Edward J. Bloustein School of Planning and Public Policy

ABOUT: Whether by choice or necessity, many urban planners are becoming consultants. What are keys to success in this challenging, competitive field? If you have started your practice in the past few years, or are planning to become a consultant, a panel discussion and question and answer session with successful solo practitioners can help you. This event is co-sponsored by ASLA New Jersey chapter.

EVENT: *Building Professional Networks -- Tips for Those Who Hate Networking*

ABOUT: Would you like to be better at networking and building professional relationships? PDI Director Leonardo Vazquez, AICP/PP will offer tips and techniques that work for practically anyone. The tips can also help planning professionals build the professional relationships that help them to build consensus and get more resources for their projects. ■

Private Practice on the Fritz (cont’d from page 1)

Have any of you out there been faced with the same cash-flow dilemma? It seems like I know more and more underemployed and unemployed planners who are holding down jobs in other areas. How many of us consulting planners are moonlighting in non-planning related jobs to make ends meet? How many of us will be forced to give up and consider other non-planning careers? This is an important discussion for our profession, and I am going to use PPD’s Listserve in the coming weeks to focus on this issue.

Wish me luck in the retail world – it has been over 25 years since I have worked at anything that wasn’t a planning job. Let’s see what I can learn out there that might help me in my chosen profession. ■

PRIVATE PRACTICE DIVISION LEADERSHIP

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American Planning Association
Private Practice Division

Making Great Communities Happen

PRIVATE PLANNING PERSPECTIVES

is the newsletter of the Private Practice Division of the APA

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Private Practice Perspectives is a benefit of membership in the Division. The newsletter is published quarterly: Winter, Spring, Summer, and Fall.

CONTRIBUTIONS ARE WELCOME

Submit articles, letters-to-the-editor and announcements two-months before the month of desired publication to the editor.

SUBMISSION REQUIREMENTS

Submit text files in MS Word or Rich Text Format. Diagrams, charts and photos should be .jpeg or .tif files at 300 dpi. If available, submit an editable PDF of original document for reference. The author[s] e-mail address is necessary for contact, and will appear in the newsletter. If the article is excerpted from a document, report or book, please forward copyright release to Ramona at: ramona.mullahey@hud.gov.

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DIVISION MEMBERSHIP DUES

APA regular members: \$25 per division. APA Student and New Professional members \$10 per division. Nonmembers: \$40 per division.