

WESTERN PLANNING RESOURCES BOARD HANDBOOK & POLICY MANUAL

2023



Mission

Western Planner brings together communities and planners from across the Western U.S. to create and share unique planning solutions that improve life in the West.

Vision

In 10 years, we are a stronger, better connected Western U.S., united through partnerships, collaborative planning, and positive outcomes for rural Western communities, states, and Tribes.

Core Functions

Connect. Educate. Support.

History

Organized in 1979, the Western Planner connects planners and shares information about the practical solutions, experiences, and unique aspects of planning in the West.

Core Geography

Communities, Tribes, Organizations in Western States ("the West"), especially rural places in Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming.

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INTRODUCTION

Welcome to the Western Planner Resources Board. This handbook is a living document designed to provide you with essential information and resources to navigate your role as a board member. As a small organization dedicated to supporting Western communities and the people who plan them, we believe that effective governance is crucial to achieving our mission. Whether you are a seasoned board member or new to the organization, this handbook will serve as a valuable tool to help you understand your responsibilities, make informed decisions, and contribute to the success of our initiatives.

Within these pages, you will find an overview of the Western Planner's history, mission, and strategic goals, providing you with a solid foundation of our organization's purpose and direction. We will delve into the key roles and responsibilities of board members. You will also gain insights into the structure of our organization and the importance of effective board governance. In addition, we have included valuable resources, templates, links to other handbooks, and best practices to support your engagement and decision-making processes.

As a board member, you play a pivotal role in shaping the future of Western Planner. Your dedication, expertise, and commitment to our shared goals will contribute to the development and prosperity of counties, towns, cities, tribes, and rural areas in the Western United States. We hope this handbook will serve as a valuable resource throughout your tenure, empowering you to make informed decisions, foster strong relationships, and champion the values of our organization. Together, we can create a brighter future for rural communities.

ORGANIZATIONAL STRUCTURE

Western Planning Resources (WPR) is a 501(c)3 non-profit organization incorporated in Wyoming, serving as an affiliation of Western planning associations. The various state associations within the organization's region appoint members to the WPR Board of Directors, collectively sharing control and influence over the organization. This collaborative structure allows WPR to leverage the expertise, resources, and perspectives of participating associations to support planners and for regional initiatives.

Western Planning Resources organization is known colloquially as "The Western Planner", which is also the name of the publication, conference, and other activities of WPR.

The goal of WPR is to foster a network of planning professionals and citizen planners across the vast open spaces of the West. The appointed members of the WPR Board of Directors, representing the diverse state associations within the region, play a critical role in guiding strategic direction, decision-making, and overall governance. This inclusive board composition ensures that the interests and priorities of different state associations are considered in WPR's initiatives.

BOARD STRUCTURE & COMMITTEES

The Western Planner Resources Board of Directors (WPR Board) oversees all functions of the organization. The board consists of representatives from different planning organizations, primarily state planning chapters and organizations, as well as At-Large members, which may represent specific planning interests (Emerging Planners; County Planning; Legislative; etc.). A list of participating organizations is listed [in the bylaws](#). Each organization selects a representative to participate on the WPR Board. At-Large members are appointed by the board. The board generally meets in person twice a year, at the Summer/Fall conference and in the Winter/Spring at a specified location, along with monthly teleconferences and other times throughout the year as necessary.

In addition to the WPR Board, there is an Editorial Board. The Editorial Board similarly consists of representatives from each state. The Editorial Board selects one of its members to be the chair, who also serves as a liaison to the WPR board. These members are selected by the Editor together with the Chair of the Editorial Board and approved by the WPR Board. The duties of this board continue to evolve over time to meet the needs of the organization. Currently, they serve to edit submitted articles to the Western Planner, as well as source content.

The President can organize as many subcommittees as required for the business of the organization. Currently, there are six current committees: Professional Development; Content Resources; Board Development; Development & Marketing; Conferences; and Executive

Committee. In addition, each year a significant amount of energy is directed towards the annual conference with various members participating with the host state. There are two other boards which are currently being organized: an emerging planner board, and a regional conferences board. The activities of the subcommittees is outlined in Appendix XX.

ORGANIZATIONAL ACTIVITIES

eJournal: Since 1979, the Western Planner has produced a monthly double peer-reviewed journal written by planners for planners on practical solutions and experiences. This free, digital journal covers western planning issues with pragmatism and humor. This is emailed to over 3,500 planners in the Western United States.

Providing quality content, information, news and networking is a primary goal of WPR and the biggest responsibility for board members. WPR encourages the submission of content from all organizations. WP doesn't pay for articles. Please submit articles to the Editor. For help, reference the article guidelines listed on westernplanner.org/submitting-articles.

Website: WPR has an extensive website which offers numerous resources for planners including job ads, RFP's, planning news and a searchable database of over 2,500 historical WPR journal articles. The website is free to access by anyone interested in planning issues in the west: westernplanner.org.

Annual Conference: The WP Conference is the must-attend conference for small city, town, rural, county, and tribal planners in the West. The Western Planner Conference brings together planners from multiple states, providing rich learning opportunities, unforgettable networking events, and an awards ceremony honoring planners, communities, and organizations. The annual conference provides an opportunity for planners to get together, talk about Western planning issues, and enjoy the company of other planners.

The annual conference is also a key part of the income for the yearly WPR budget. Historically, WP has contracted for a 50/50 split of profits between the host organization and WPR; however, we have adapted to other arrangements as needed (revenue per attendee). It is important for conferences to be successful in generating income for WPR and the host organization. The conference is held in a different location every year in order to allow all of the organizations involved with WPR to participate in the Western Planners Conference.

See Appendix XX for past conference locations.

 Conference Planning Handbook - DRAFT (edit)

Awards: WPR gives out annual awards to planners and planning projects in the west. The President-Elect is in charge of the awards each year, which includes sending out the call for

nominations, convening an award review committee for selection of winners and presenting the awards at the annual conference.

Annual award categories include Planner of the Year, Rural Innovation Award, Citizen Planner, Article of the Year and others. The Editor can provide the President-Elect with historic award information to assist in creating the yearly award nomination forms. There is also information on the website.

For information and a list of past winners, [visit westernplanner.org/awards](http://westernplanner.org/awards).

Annual Report: The board is responsible for generating an Annual Report at the end of each fiscal year which outlines and highlights the organizational goals and accomplishments. This is an important document to provide to your organization and tout the benefits of participation in WPR. It is available [from the website](#).

As an overview, here are some statistics tracked annually by WP.

Subscribers: ~3500

Open Rate: >23%

Click Rate: >20%

Web Visits: ~24,000

Job Postings: 120+ avg

Out-of-State Conference Attendees: 30-50%

Annual Fundraising Drive: In addition to the income from the annual conference, WPR is dependent on donations from our users and affiliated organizations. As a non-profit 501(c)3, all donations to WPR are tax deductible. Larger donations from organizations and companies include several benefits. A complete list of donation level benefits is available [on the website](#) or from the Editor: westernplanner.org/sponsorship

The board is responsible for conducting the annual fundraising drive each fall. The drive lasts a month and usually occurs in the month following the annual conference. This is a time to push sponsorships, donations, and any other direct fundraising activities.

WPR Endowment Fund: On January 17, 2004, the Western Planning Resources, Inc., Board of Directors conducted their annual winter retreat meeting in Missoula, Montana. A major agenda item for the meeting was an update to the organization's Strategic Plan, originally developed in 1994. Within the Strategic Plan, a major issue discussed by the Board was the financial stability of the organization.

In October of 2003, WPR Emeritus Board member Robb McCracken contacted several current Board members about the establishment of an endowment, or trust fund, to provide a permanent source of revenue for the organization. Robb had several detailed conversations with WPR Treasurer Ken Waido about establishment of the endowment fund, making some contributions, and eventually committing some of his to estate to WPR, Inc., as his personal legacy to the organization. Robb is hopeful that his gesture will inspire other planners, conservationists, planning board members, foundations, and consulting firms to also make contributions. Ken brought the proposal for an endowment fund to the entire WPR Board during the recent summer conference also held in Missoula. At the conference, the Board voted unanimously to establish a WPR Endowment Fund as one method to bring financial stability to the organization in line with the Strategic Plan's objectives.

The Endowment Fund will work similar to other endowment/trust funds where the principal is not touched, but the interest, dividends, or other returns on investment, will be used to help support the organization. While the fund will be small at the beginning, the Board hopes that over time the fund would grow and become a stable source of ongoing revenue.

A general announcement of the creation of the Endowment Fund was made at the Missoula conference and several individuals pledged to make contributions. Western Planning Resources, Inc., is an IRS approved 501C-3 non-profit organization so contributions are tax deductible. The WPR, Inc., Tax ID Number is 36-3705952. For further information, or to make a contribution, contact the WPR Treasurer.

BOARD ROLES & RESPONSIBILITIES

Board members serve on the WPR Board with no financial compensation as a service to their respective planning organizations and to other Western Planners.

Organizational Administration: Board members should be actively engaged with the organization, even if only for a few hours a month. As a board member, you play a vital role in overseeing the organizational administration of WP. It is your duty to ensure the effective governance and management of the organization, working in collaboration with fellow board members and the executive team. This includes providing strategic guidance, setting policies and goals, monitoring financial sustainability, and evaluating the overall performance and impact of the non-profit. By engaging as a board member, you contribute to the long-term success of WP and the people we support.

Liaison: It is critical that the organization representatives communicate regularly with their organization board and members and with WPR. Ideally, the representatives become familiar

with their members' expertise and with important planning issues and activities going on in their area. The main goal of WPR is creating networks sharing information and providing assistance to other planning organizations in the west. It is key to communicate this back to your organization and show the benefits of participation with WPR.

Maintaining a strong relationship with local planning chapter leadership is essential. As a board member, it is important to regularly meet with your liaison organization, fostering open communication and collaboration. During these meetings, it is crucial to regularly present and emphasize the value of the WPR (Western Planning Resources) organization to your organization. This includes highlighting the benefits and opportunities that WPR provides to its members. Building upon past conferences and events held in partnership with the chapter, board members can encourage future conferences, identify ways to support state conferences, or work on small regional conferences. While organizational sponsorship is not required, we encourage each liaison to work towards some level of sponsorship to help support WP.

To help facilitate progress with each liaison organization, we've developed brief action plans. These are to document basic information, set a goal, and work towards that goal. Please contact the editor for more information.

State Plan Template

Conference: The WPR Board plays a crucial role in organizing the annual conference in collaboration with other planning organizations. They are responsible for various tasks, including soliciting conference proposals, selecting a winning proposal, and establishing a contract with the co-host organization. It is essential to secure conference locations well in advance, typically 2-3 years beforehand. To aid in conference planning, [a comprehensive handbook](#) containing vital dates and information is distributed to all board members and provided annually to the conference host committee.

As a board member, it is your responsibility to secure at least one sponsorship for the annual conference. Prior to each conference, relevant information regarding sponsorships will be disseminated. Additionally, board members will be called upon to volunteer and support the conference host committee. While the local hosts bear the primary responsibility and authority, it is crucial for the WPR board to offer unwavering support and assistance in their conference planning endeavors.

eJournal: The WP could not survive and operate without board members. As a board member, one of your primary responsibilities is to provide content for WPR. This content includes original news articles, soliciting and editing articles from your association's membership, represent your association, communicate your organization's interests at WPR Board meetings, and help plan

and participate in the annual Western Planner Conference. Board members are also responsible for submitting one (1) article a year, whether original and written by them or solicited from a member of their organization. Board members are responsible for submitting at least one (1) item to the Editor each month. The representatives and editorial board members volunteer their time and efforts to produce content that concentrates on planning issues in the West. Producing and providing quality content is the most important job of the board members.

Succession Planning: Western Planning Resources views succession planning as vital to the future strength and well-being of the organization and to enable the organization to continue its mission of being ". . . a network for providing information and education about the unique aspects of planning in the west." It provides a means for identifying and mentoring prospective board members and grants them an opportunity to increase their knowledge, experience and abilities that will prepare them for a leadership role in the future. The succession plan also encourages current board members to succeed to the leadership positions of Secretary, Treasurer, President-elect and President. The WPR succession planning guidelines are as follows:

- WPR has [a strategic plan](#) to which it is committed (see website)
- The following items are described in the bylaws (included as an appendix to this handbook):
 - Board member responsibilities and expectations
 - Officers and their responsibilities
 - Standing committee descriptions and responsibilities
- WPR maintains close communication with member organizations through the organizations' representatives and by Executive Board contact with the organizations' officers
- WPR At-Large Directors are selected on the basis of skills to complement the organization's future board leadership needs
 - Organizational expertise
 - Representation
 - Community/region/issue knowledge
 - Financial/fundraising ability
 - Commitment to WPR purpose and goals
 - Interpersonal and teamwork skills
 - Historical perspective of the organization
 - Future vision of WPR's role in planning in the West
- WPR has a board recruitment plan
 - WPR Board has 3-year board recruitment/board succession outlook
 - WPR Board has developed succession planning application form (online)

- Board members annually self-evaluate commitment to meet responsibilities and expectations and forewarn when they may not be seeking reappointment
- WPR Board utilizes committees as stepping stones to the board
- Each representative of member organizations searches for interested individual(s) that may be appointed by that organization at the appropriate time
- WPR Board assists representatives to identify interested individual(s)
- Representatives provide organizational information and mentor prospective board member(s)
- Representatives encourage prospective board member(s) to attend Western Planner Conferences
 - WPR Board develops and maintains an up to date list of board member prospects for open board positions which can be appointed at the appropriate time; a mentoring program is in place
- WPR has taken steps towards a more diverse and multi-generational board that recognizes the differing ethnic, gender and professional composition of its members

BOARD MEETINGS

The WPR Board tries to meet in-person twice a year. The annual business meeting is held in conjunction with the annual conference. The Board also meets early in the year for a winter board meeting, sometime between January and March. The location for the winter board meeting is usually that year's conference location or a central location like Denver, CO. It is expected that board members be able to attend the in-person business meetings, however a virtual meeting can be made available.

Monthly virtual board meetings are also held. These are a regularly scheduled day and time, currently the 4th Friday at Noon (MST). Monthly board meetings are intended to last about an hour and provide general updates and board continuity.

Topics at the business meetings cover a full range of activities undertaken by WPR, including the development of an annual operating plan and budget, conference and other project updates.

Each board member is also asked to participate in one or more of the subcommittees, which meet monthly for 30-60 min.

Winter and Summer Board Meeting General Agenda Items

- Roll Call
- Minutes of the Preceding Meeting
- Communications

- Report of the President
- Report of the Secretary
- Report of the Treasurer
- Report of the Committees
- Old Business
- New Business
- Adjournment

Summer Board Meeting Protocol

Meet on the 1st day of the Conference or during lunches, whatever the Board decides based on the schedule of the Conference Agenda.

Winter Board Meeting Protocol

The board meets on Saturday to allow for weekend travel for board members.

BOARD MEMBER ONBOARDING & DEVELOPMENT

To assist in board member onboarding, WP has developed a mentorship program that matches up veteran board members with new board members. The program and responsibilities are outlined in this document: [WPR board mentorship handbook](#) .

HISTORY & TRADITIONS

The WPR organization has a strong set of traditions and values that guide this commitment to a professional network

On November 29, 1979, Stan Steadman, Art Greenburg, Jim Richard, and Fred Roach, from Montana; Allan Merta from North Dakota; Ben Orsbon from South Dakota; and Dale Pernula from Wyoming met at the office of the Western Coal Planning Assistance project in Billings, Montana, and established *The Western Planner* (WP). The WP was established in newspaper form as a “journal of information and ideas for planners, their boards and commissions, and their multiple publics.” Since its inception, WP has attempted, as a founding principle, to raise the general quality of planning in the Mountain-Plains area, through the sharing of ideas, planning news, and practical planning methods.

Starting in 1980, other state planning associations recognized the usefulness of the professional newspaper and quickly requested to affiliate with the WP. From 1980 to 1984, the following state associations joined the WP family, in various forms of affiliation.

Colorado—1980; Utah—1980; Nebraska—1981; Washington—1982; the Western Central Chapter of the APA—1983; Alaska and Idaho—1984. The WP actually assisted in founding the South Dakota and Idaho Planning Associations and the Western Central Chapter of the American Planning Association (APA).

For most of the first nine years of existence, 1979 to 1988, the WP operated as a sole proprietorship owned by **Stan Steadman**, the Managing Editor. As the sole proprietor, Steadman directed the paper's finances, supervised the layout and printing, and coordinated the day-to-day activities associated with managing a professional newspaper.

Although operated as a sole proprietorship, the policies of the WP were directed by the affiliated member states through editorial board members along with Stan Steadman. The state associations shared control of the WP and each mutually benefited. Most WP business was conducted by telephone and through the mail. The one or two business meetings during the year were usually held in conjunction with the Annual Western Regional Planners Conference (WRPC). The business meetings usually focused on the development of an operating plan and a budget for the newspaper.

In 1987, at the Western Regional Planning Conference in Billings, after discussing the concept for several years, the editorial board voted to create Western Planning Resources, Inc. (WPR). The board adopted a set of bylaws and voted in officers. Ben Orsbon, one of the initial founders of the WP, was elected first President of WPR. The intent of WPR was to build on the solid foundation of the WP, but also broaden its mission to include continuing education seminars and the publication of educational materials.

In January 1989, at a special meeting of the WPR Board of Directors in Littleton, Colorado, WPR negotiated a purchase agreement with Stan Steadman to obtain ownership of the WP. Since 1989, the ownership of WP has been in the hands of WPR, and under the direction of the WPR Board of Directors. In 1989, the WP changed from a newspaper format to a journal or booklet format. In 2016, the WP further adapted to new technology by becoming a digital journal and brand new website, available to everyone.

Many changes have occurred in the Mountain-Plains region, and with planning in general, since the beginning of the WP in 1979. However, the WP family remains a strong, vibrant collegial group dedicated to its founding principle.

CONTACTS

A current Board Member list shall be kept on the website at westernplanner.org/wpr-board

Find a current contact list of board members here:

 WP BOARD CONTACT

The editor provides all organizational administration.

Editor: Paul Moberly, AICP PCED

editor@westernplanner.org

607-339-8259

APPENDIX X: STRATEGIC PLAN

ADOPTED - WPR 2022-2025 Strategic Plan - 9-13-2022

APPENDIX X: BYLAWS

WPR BYLAWS 2022

APPENDIX X: Awards

WP Awards Policy

APPENDIX X: Conference Handbook

Conference Planning Handbook - Loras Draft - EDIT THIS ONE

Appendix X: Conference History

Western Planners Conference Past, Present and Future

1980's 1981 Bozeman, MT 1982 Spearfish, SD 1983 Logan, UT 1984 Jackson, WY 1985 Coeur d'Alene, ID 1986 Fort Collins, CO 1987 Billings, MT 1988 Bismarck, ND 1989 Boise, ID	1990's 1990 Bozeman, MT 1991 Lincoln, NE 1992 Rapid City, SD 1993 Homer, AK 1994 Cody, WY 1995 Park City, UT 1996 Idaho Falls, ID 1997 Red Lodge, MT 1998 Wenatchee, WA 1999 Lincoln, NE	2000's 2000 Spearfish, SD 2001 Santa Fe, NM 2002 Evanston, WY 2003 Las Vegas, NV 2004 Missoula, MT 2005 Midway, UT 2006 Boise, ID 2007 Dickinson, ND 2008 Cheyenne, WY 2009 Spearfish, SD	2010's 2010 Vancouver, WA 2011 Santa Fe, NM 2012 Billings, MT 2013 South Lake Tahoe, NV 2014 Salt Lake City, UT 2015 Laramie, WY 2016 Great Falls, MT 2017 Spearfish, SD 2018 Ft. Hall, ID 2019 Santa Fe, NM
2020's 2020 Bismarck, ND (cancelled) 2021 Scottsdale, AZ 2022 Bismarck, ND			

2023 Anchorage, AK 2024 Cheyenne, WY			
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Appendix X: Subcommittees

Professional Development Committee

Professional Development Committee - Notes

1. Provide support for the president-elect in their execution of award duties
2. Recommend tactics, activities, and policies to the WPR Board to implement the applicable WP goals and strategies pertaining to planner, citizen-planner, and planning advocate professional development.
3. Assist in the execution of approved activities
4. Provide recommendations to the WPR Board around issues pertaining to planner professional development.

Board Development Committee

(Nominating Committee in Bylaws)

Board Development Committee - Notes

1. Nominate individuals to serve as board officers.
2. Nominate, coordinate with partners, and ensure all board positions are filled
3. Provide training and mentoring to new board members
4. Recommend tactics, activities, and policies to the WPR Board to implement the applicable WP goals and strategies pertaining to board capacity
5. Assist in the execution of approved activities
6. Provide recommendations to the WPR Board around issues pertaining to board activities and capacity

Development & Marketing Committee

Development & Marketing Committee - Notes

1. Recommend tactics, activities, and policies to the WPR Board to implement the applicable WP goals and strategies pertaining to organizational development and marketing
2. Assist in the execution of approved activities
3. Provide recommendations to the WPR Board around issues pertaining to organizational development and marketing

Conference Committee

☰ Conference Committee - Notes

1. Help organize, schedule, and conduct the upcoming Western Planner annual conference
2. Recommend tactics, activities, and policies to the WPR Board to implement the applicable WP goals and strategies pertaining to conferences
3. Assist in the execution of approved activities
4. Provide recommendations to the WPR Board around issues pertaining to conferences

Content Resources Committee

☰ Content Resources Committee - Notes

1. Provide support and oversight for publication of the WP Journal
2. Recommend tactics, activities, and policies to the WPR Board to implement the applicable WP goals and strategies pertaining to the WP Journal and other content.
3. Assist in the execution of approved activities
4. Provide recommendations to the WPR Board around issues pertaining to the WP Journal and other content.

Executive Committee

☰ Executive Committee

The Executive Board shall conduct the day- to- day business of the corporation between meetings of the Board of Directors subject to the adopted budget, policies of the Board of Directors, and these By-Laws of WPR.

The Zoom Login is the same for all meetings

<https://zoom.us/j/92687887855?pwd=cjNiMnpSdDhIbUs0di9XK0pBSXFNdz09>

Meeting ID: 926 8788 7855

Passcode: WP4U&We

One tap mobile

+13462487799,,92687887855#,,,,*0388545# US (Houston)

Dial by your location

+1 346 248 7799 US (Houston)

+1 408 638 0968 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 926 8788 7855

Passcode: 0388545

Find your local number: <https://zoom.us/j/adDj7Y17Ox>

Appendix X: Western Planner Board Ten Commandments

1. Thou Shalt post these Commandments by Thy workstation and review them daily.
2. Thou Shalt make the commitment to a minimum and appropriate level of effort as a Board member to carry the load of the Board or get Thyself replaced.
3. Thou Shalt consider WP as Thine efforts to support and improve Thy profession and Thouest own career.
4. Thou Shalt remember that a network requires communication and that when thou hast a good idea, it can be improved and expanded through communication with others in the network. Thou Shalt post the Board list with these commandments.
5. Thou Shalt be alert at conferences, in meetings, and reading, of speeches and articles that would be good to print in WP. Thou Shalt compliment the author on a good job and request they submit their article to Thine Publication for publication. Thou Shalt contact the Editor with the author's name and phone number. Thou Shalt use the same approach with Advertisers.
6. Thou Shalt set a goal to recruit two articles per year for Thine Publication through conferences, reading, noticing the need for an article about a particular topic.
7. Thou Shalt consider ideas that would benefit thine Planning Commission or Board.
8. Thou Shalt recruit members to thine state planning association
9. Thou Shalt read the schedule and submit Thine Featured Planner, Planner's Toolbox, Planning Commissioner's Corner, and Book Reviews at the Appointed Time.
10. Thou Shalt volunteer for WPR Board Committees where thou hast experience, do what Thou doest best for Thine Publication, and don't waste time on things that Thou doest not well.

Pat Thyself on the back for being an important part of a unique and meaningful organization and know that others need and appreciate Thine efforts.

APPENDIX X: History of the Editor

For most of the first nine years of existence, 1979 to 1988, the WP operated as a sole proprietorship owned by **Stan Steadman**, the Managing Editor. As the sole proprietor, Steadman directed the paper's finances, supervised the layout and printing, and coordinated the day-to-day activities associated with managing a professional newspaper.

In January 1989, WPR entered into a professional services agreement with **Dave Conine** to fulfill the role as Managing Editor. In 1991, **Steve Kurtz** became the Editor of *The Western Planner*. Steve was the Editor through December of 2006. Under Steve's direction, the journal thrived. Although Steve's relationship with the WP started out as a business-oriented professional one, he became personal friends with many of the board members. Steve said that "those who have served on the Western Planning Resources Board, the Editorial Board, and others with whom I have worked on *The Western Planner* became and will remain some of the best friends I have ever had."

In 2007, **Debbie Ehlers** took over as Editor of the WP. Debbie served as Assistant Editor for several years with Editor Steve Kurtz. In 2012, Rachel Girt took over as Editor of the WP. She helped the Journal keep up with changing times and technology.

