

# Susan J. Harden, AICP, CMSM, LEED AP, CNU-A

Vice President, Planning

Ms. Harden has a broad background in community development and planning. She is primarily involved in directing a team of planners and urban designers for RBF's Urban Design Studio. She has 16 years of experience developing innovative public participation programs and working with public agencies on community revitalization and planning projects.

Before joining RBF's Urban Design Studio, Ms. Harden volunteered with the Peace Corps in Senegal, West Africa and with the AmeriCorps National Service Program in Kansas City. Additionally, she led several neighborhood-based planning projects for a Kansas City-based not-for-profit environmental organization involved in local sustainable development, transportation, and environmental justice. Ms. Harden has also worked with the State of Arizona as a community planning specialist, providing technical planning support and assistance to Arizona's rural and tribal communities.

Ms. Harden co-taught a graduate planning studio in neighborhood revitalization at CalPoly Pomona University and is currently on the faculty of the CalState Fullerton University Extension Education program as well as the NeighborWorks® Training Institute. She co-authored an APA Planners Advisory Service Report entitled *Placemaking On A Budget*. Ms. Harden has presented at numerous conferences, including the American Planning Association National Conference, National Town Meeting on Main Street, New Partners for Smart Growth, Neighborhoods USA, and Arizona Governor's Rural Development Conference. She serves on the board of H.O.M.E.S., Inc., a not-for-profit organization dedicated to providing affordable housing for people with mental illness. Her passion has always been and continues to be to directly involve communities in protecting and improving their physical, natural, and social environments.

## RELEVANT EXPERIENCE:

**State Route 4 Realignment and Highway Safety Improvements (Calaveras County, CA) 2008-2011** – Community Outreach Lead. RBF Consulting is providing the Calaveras Council of Governments (CCOG) and Caltrans District 10 project approval and environmental documentation for the realignment of a 6-mile rural highway through a 12 square mile area. Several hundred alternatives will be utilized in assessing the environmentally sensitive project site. RBF is assisting CCOG with the public outreach, including workshops, flyers, and a project website.

## Registration:

American Institute of Certified Planners, #015065

2002, Certified Main Street Manager

2005, Professional Certificate in Neighborhood Revitalization from NeighborWorks Training Institute

2007, Certificate in Dialogue, Deliberation and Public Engagement from Fielding Graduate University

2008, Leadership in Energy and Environmental Design (LEED) Accredited Professional

2009, Congress for the New Urbanism (CNU-A)

## Years of Experience: 16

## Education:

M.E.P., 1998, Environmental Planning, Arizona State University

B.A., 1993, Architectural Studies, University of Kansas

B.A., 1993, Environmental Studies, University of Kansas

## Professional Affiliations:

Member, American Institute of Certified Planners (AICP)

Member, National Main Street Center

Member, American Planning Association (APA)

Member, California Planning Association

Member, Arizona Planning Association

Member, Oregon Planning Association

Member, Washington Planning Association

Member, International Association of Public Participation

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**La Mesa Downtown Streetscape Improvement (La Mesa, CA) 2009** – Community Outreach Lead. RBF Consulting was selected to provide urban streetscape improvements to beautify and invigorate the City of La Mesa downtown core which is connected by major arterial roads (University Avenue and Spring Street) and a network of peripheral roads. With the use of handheld polling devices, the community outreach program will act as a catalyst to bring together the pedestrian neighborhoods, commercial areas, and civic center into a cohesive village core streetscape design.

**Buena Park General Plan and EIR (Buena Park, CA) 2009** - Planning and Facilitation Lead. RBR/UDS has been working in close collaboration and participation with the City staff during the process. Staff Summits were held with key department heads to review existing goals and policies. The process has included focus area strategies, logo and branding, and workshops. An Environmental Impact Report is scheduled to be prepared in accordance with CEQA guidelines.

**Rosecrans Corridor Mobility Study (San Diego, CA) 2009** - Public Outreach Coordinator. The City of San Diego selected RBF Consulting to provide mobility planning and preliminary engineering services for the Rosecrans Corridor project. The project area extends from I-8/I-5 to Kellogg Street. Over a nine month period, RBF will work closely with City staff, a project working group and community to select improvements to improve traffic flow, pedestrian connectivity and facilities, bicycle linkages, and access to transit. As part of this project, the team will review multiple alternatives and conducted technical analysis to support a Preferred Concept Plan. Pedestrian improvement projects, implementation plan, and cost estimates will be provided to the community in order to establish short-term and long-term improvement projects for the corridor. The public outreach process includes three workshops, four community walk audits and numerous stakeholder interviews along with monthly meetings with a project working group. The project was funded through a Caltrans grant.

**State Route 22 / Interstate 405 / Interstate 605 Interchange (West County Connector) (Orange County, CA) 2009** - Community Outreach / Facilitator. This project will widen and reconstruct six existing bridges, construct two new bridges that will connect HOV travel between the freeways, widen the existing traveled ways, upgrade freeway monitoring and traffic control systems, construct soundwalls and rehabilitate the existing landscape. RBF, as a primary subconsultant, was responsible for developing the aesthetics concept and theme for the entire project area. RBF created architectural and structural aesthetic plans for the bridges including outrigger bent, railings, abutments, return walls, and slope paving details. Additionally, on the eastern portion of the corridor, RBF was responsible for the design of the Intelligent Transportation Systems (ITS), including development of an Ethernet based ITS communications system, drainage plans, irrigation, and landscaping, from east of Seal Beach Boulevard to the westbound off ramp to Valley View Street.

**Perris Downtown Specific Plan (Perris, CA) 2009** - Project Director. With approval of a new Metrolink station in Downtown Perris, the City of Perris hired RBF to update the Downtown Perris Specific Plan to encourage transit-oriented development into the Downtown. The Plan includes an extensive community outreach program and community-based vision plan, form based code, façade rehabilitation design guidelines, implementation strategy, and promotions strategy to revitalize Downtown Perris.

**Pueblo Viejo Revitalization Plan (Coachella, CA) 2009** - Project Director. RBF/UDS is working with the community to provide a viable Compass Blueprint Demonstration project for downtown Coachella. The City is experiencing rapid overall growth and deterioration of the historic downtown core. The project design will be consistent with a traditional downtown neighborhood. It is envisioned as a potential

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SunLine Transit Agency hub for passenger rail station and bus facility and a downtown which includes better utilization of infill opportunities, mixed-use, smart growth, walkability, and sustainable community development. The project team will meet with stakeholders, assist the City identify realistic opportunities, and develop implementation strategies. (10106454)

**Downtown Indio Infrastructure (Indio, CA) 2007-2009** – Contributing Planner. RBF Consulting was selected to assist the City through restructuring the city streets, lighting, and streetscapes, as well as moving overhead utilities into underground locations and adding a 12,000 lineal foot water main. In addition, RBF provided traffic and parking studies for the anticipated land use plan and circulation analysis for a Transportation Center also planned for the downtown area. In addition, RBF provided construction management and staking during construction activities. Environmental clearance and the Specific Plan Amendment will address the changes in land use plans.

**Fullerton General Plan Update and EIR (Fullerton, CA) 2008/ongoing** – Project Manager/Director. RBF/UDS is assisting the City of Fullerton to update their General Plan policy documents, goals, and maps. The process includes an extensive community outreach program with an array of community activities, charrettes, youth activities, and interactive media. The innovative policy update will include public health and safety and transportation among other community topics. An Environmental Impact Report will be prepared in accordance with CEQA guidelines.

**Downtown and Urban Corridor Revitalization Plan (Mesquite, NV) 2008** - Project Director. Mesquite is a small community experiencing rapid growth and development. RBF/UDS is working with the City to develop a community-based revitalization plan that will incorporate urban design improvements, promotions and marketing strategies, and enhancement of local organizations that will be dedicated to the revitalization of downtown. (50101012)

**San Andreas Rural Livable Mobility Plan (Calaveras, CA) 2008** - Outreach Coordinator/Urban Planner. RBF is working with the Calaveras Council of Governments to complete the San Andreas Rural Livable Mobility Plan to assist the town of Calaveras improve safety and circulation along State Route 49 which passes through the downtown area. Ms. Harden is coordinating the intensive community outreach program that includes the “San Andreas Mobility Week”, a week of activities ranging from corridor walks and workshops to interviews and educational open houses. Ms. Harden is also leading the development of land use and urban design recommendations for the corridor. (10106298)

**Anaheim Housing Element (Anaheim, CA) 2008** - Community Outreach Coordinator. RBF/UDS is providing comprehensive planning services to the City of Anaheim to assist in policy planning and regulatory framework addressing the desired increase of housing units set forth in the Southern California Association of Governments’ (SCAG) Regional Housing Needs Assessment (RHNA) five-year forecast. (10105703)

**Artesia Housing Conditions Survey (Artesia, CA) 2008** - Project Manager. As part of the General Plan Update, RBF/UDS conducted a housing survey to assess the existing stock of housing and to evaluate potential needs for the effectiveness the 15-year plan. (10105039)

**Lancaster Homeless Needs Assessment and Continuum of Care - Phase II (Lancaster, CA) 2008** - Project Director. RBF has been working with the City of Lancaster Redevelopment Agency as a consultant for redevelopment planning. Included in the City’s planning is a goal for strong neighborhoods

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and a desire to determine how to address the issue of homelessness. The City has approved a second phase to develop a local continuum of care plan, which expands upon HUD's definition and is specific to local needs. This will be accomplished by an inventory of services, understanding gaps, developing a vision, setting goals, and developing strategies and timelines for effective implementation. The plan long-term strategies will include a process to evaluate and monitor measurable outcomes and consistency with goals. To develop the Continuum of Care plan, RBF will convene and facilitate monthly meetings of a working group comprised of service providers, public agencies, local businesses, educators, and other stakeholders.

## **Advance Planning Public Participation Facilitation (Scottsdale, AZ) 2008 - Project Manager.**

RBF/UDS was selected to develop a Visioning Workshop series and Public Participation Plans for the Southern Scottsdale and the Greater Airpark Community areas, as a precursor to the city's comprehensive General Plan Update. Ms. Harden is responsible for developing an approach, outreach materials, workshop materials, and facilitating the Visioning Workshop efforts, as well as conducting a two-day Facilitator Training for City staff.

**Foothill Parkway Westerly Extension (Corona, CA) 2008 - Community Involvement Coordinator.** RBF is providing professional services for a Project Report, Environmental Document, and Final Plans, Specifications and Estimates (PS&E) for the extension of Foothill Parkway. In addition, RBF provided community involvement and outreach services which included the development of informational materials and facilitation of community workshops. RBF facilitated one workshop that was attended by 300 participants, as well as seven smaller neighborhood discussion groups. A summary of general facts was posted to the project website for review and additional comment; a project hotline was established to funnel comments from callers. The project will include the design of two miles of roadway and two new local street intersections located at the south end of the City adjacent to the Cleveland National Forest.

**Poway Park Assessment (Poway, CA) 2008 - Lead Community Involvement Planner.** RBF is assisting the City by conducting a study to determine whether Poway's 30-year-old Community Park meets the recreational needs of a changing population. The groundwork for a future master plan for the park includes a survey, both online and through outreach, to gauge current and future use of the park followed by two community workshops.

## **Fullerton Bicycle Master Plan (Fullerton, CA) 2007-2008 - Lead Community Involvement Planner.**

RBF is currently assisting the City with a first time Bicycle Plan element for the General Plan. The plan will assess the existing 300 miles of roadway segments and bicycle facilities, and make provisions for improvement and growth. An extensive community outreach and participation program is currently underway to determine the needs of the City's bicycle commuters, residents, and visitors, through interactive mapping activities, visioning exercises, presentations, opinion surveys, and educational programs.

## **Habitat for Humanity: Neighborhood Action Plan Template and Training Forum (Nationwide) 2007**

– Training and Education Lead. RBF/UDS was identified by Thrivent Builds Neighborhoods with Habitat for Humanity (TBN) to develop a Neighborhood Action Plan template for use by neighborhoods across the United States as part of a \$105 million, 5-year neighborhood revitalization program. RBF/UDS prepared a template, which was used by TBN in a competitive 4-neighborhood pilot program. RBF/UDS worked with TBN to deliver a 2½-day training on neighborhood action planning with the pilot neighborhoods.

**Southwest Industrial Park Specific Plan Amendment and EIR - (Fontana, CA) 2007 – Contributing Planner.** RBF is currently managing the update to the existing Southwest Industrial Park Specific Plan in

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the City of Fontana. The current Plan is composed of four project areas totaling approximately 1,863 acres within the southern portion of the City. As proposed, the updated Specific Plan would expand to approximately 3,200 acres, encompassing a mixture of residential, commercial, and industrial uses recently annexed by the City. As part of this work effort RBF/ UDS is preparing an updated set of Design Guidelines as part of this Specific Plan.

**Poway Town Center Outreach (Poway, CA) 2007** – Project Director. RBF/UDS is assisting the City with Phase II of the Poway Town Center project which seeks to create a community "Town Center" for the City. RBF/UDS will be assisting in formulating a development yield study, guideline development standards, a park needs assessment and community outreach workshops in support of forthcoming developer solicitations through the City's Redevelopment Agency.

**Strong Neighborhoods Initiative Multi-Family Demonstration Projects (San Jose, CA) 2007** – Project Manager. The City of San Jose selected RBF/UDS to prepare neighborhood enhancement strategies for three neighborhoods which will serve as models for future projects within the Strong Neighborhood Initiative program. RBF/UDS worked with City staff from various departments and facilitating a design charrette that included local organizations and property owners in the process to arrive at vision concepts for each neighborhood. RBF/UDS is also providing on-call design and implementation assistance to the City.

**Beyer Community Park General Development Plan (San Diego, CA) 2007** - Outreach Coordinator. Ms. Harden coordinated the community outreach and participation program for the City of San Diego as part of a general development plan create a 43-acre park in San Ysidro. The park will include soccer fields, ball fields, restroom structures, enhanced restored environmentally sensitive areas, walking paths, interpretive and signage areas, viewing areas, covered picnic areas, benches, parking lots, and an access road. (10104805)

**Scottsdale Downtown Placemaking Community Outreach Plan (Scottsdale, AZ) 2007** - Project Manager. RBF/UDS was retained by Kevin Gardiner & Associates (the lead consultant hired by the City to update the Downtown Plan) to facilitate a community outreach series as part of the Downtown Scottsdale Plan Update. Ms. Harden conducted an initial three-day Placemaking series including a visioning workshop, two walking audits, a business forum, and a design charrette; and a second one-day Alternative Futures Workshop series with a business forum and an interactive open house.

**Poway Town Center Outreach and Facilitation (Poway, CA) 2007** - Project Manager / Community Involvement Lead. RBF was selected to prepare a comprehensive and effective outreach strategy for planning the new Town Center. Ms. Harden managed the program, which included: outreach and educational materials, PowerPoint presentations, organizing walking tours, and creating workshop agendas. A unique dimension of this project was RBF's role in training City staff to conduct and facilitate the outreach process.

**Trancas Canyon Park (City of Malibu) Ongoing/2007** - Community Involvement Manager. RBF is responsible for managing the preparation of the Park Master Plan and park construction documents for a 13.5 acres undeveloped site in Malibu, Ca. The landscape architectural and engineering services include schematic plans, community workshops, park master plan, final construction plans, specifications, cost estimates, and client coordination. The park improvements will consist of a multi-use turf field, children's



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play areas, picnic areas with shade structures, a dog park, ADA compliant walkways, parking, and a storage building.

**Old Town West Neighborhood Improvements Master Plan (Thousand Oaks, CA) 2007** - Project Manager. RBF was selected to prepare a Master Plan identifying infrastructure deficiencies and providing specific guidance to the City. The Master Plan will provide a planning framework for infrastructure, for pedestrian connections and activity, for drainage improvement, and for the aesthetic enhancements of the neighborhood anticipated to be implemented over a 10-year period through Community Development Block Grant funding. To develop the Plan, RBF will be working closely with neighborhood residents, facilitating a number of community workshops and neighborhood walks.

**Hillcrest Corridor Mobility Plan (San Diego, CA) 2006** - Outreach Coordinator. RBF was selected to prepare an operational analysis of three north-south bound streets in the Hillcrest neighborhood. The study included evaluation of Bus Rapid Transit (BRT), traffic calming, and parking. Ms. Harden worked closely with the City in developing an outreach program to involve residents and business owners throughout the planning and analysis process. The outreach process consists of interviews, discussion groups, website, information center, media campaign, newsletters, brochures / flyers / posters, mobility walks, various workshops, and an open house. (55100348)

**Solana Beach Neighborhood Traffic Calming (Carlsbad, CA) 2006** - Outreach Coordinator. RBF assisted the City of Solana Beach develop and implement a neighborhood outreach program focusing on traffic calming in a small neighborhood in the City. (55100337)

**Plan Santa Paula: Housing Workshop Series (Santa Paula, CA) 2006** - Project Manager. RBF developed a survey and designed and conducted a series of intensive, hands-on community workshops focused on future housing and development both in and adjacent to the City. The workshops were designed to involve hundreds of residents in community dialogue and deliberation about how the City can and should grow.

**Goleta General Plan (Goleta, CA)** - Ms. Harden assisted in coordination of community outreach efforts. The City of Goleta incorporated in 2002 and was in the process of preparing its first General Plan and Local Coastal Plan. City staff took the lead on preparing but the General Plan Elements, but hired RBF to prepare technical studies to support the Existing Conditions portion of the plan and help conduct community involvement.

**Lancaster General Plan Update and EIR (Lancaster, CA) 2006 - ongoing/2006** - Ms. Harden serves as Project Manager and Outreach Coordinator. RBF draws from experience gained through existing and past projects for the City of Lancaster and Redevelopment Agency. The City faces a potential for dramatic change by the year 2030 necessitating reevaluation of the general plan. In order to plan for growth and changes, RBF is working closely with the City to prepare a General Plan Update that is technically sound and responsive to community values and priorities. The process includes a community-based program to increase awareness through media, mailings, informational brochures, a project website, translation services and bilingual outreach materials, as well as encourage participation through various workshops, visioning and land use charrettes. Scenarios will be developed based on assumptions and comparing impacts for different land use alternatives. The final approach will result in a Master Environmental Assessment, Program Environmental Impact Report, General Land Use Map and General Plan 2030.

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**Vista Civic Center Master Plan (Vista, CA) 2006** - Ms. Harden served as the Community Outreach Coordinator. RBF is assisting the City of Vista to determine the baseline conditions and conceptual plan for a civic center and Lincoln Middle school site. During a hands-on community design charrette, the concepts for design, future development, and general principals for the master plan were established.

**Walnut Residential Village (Walnut, CA) 2006** - Ms. Harden is serving as the Project Manager. RBF was retained to assist the Los Robles Development Corporation with a community outreach program to develop plans for a 10-acre residential project. The outreach program includes the development of informational materials, compilation of stakeholder and resident database, and facilitation of neighborhood workshops.

**Santa Paula Youth Center Workshop (Santa Paula, CA) 2006** - Ms. Harden served as Project Manager and Youth Outreach Coordinator. The 2005 Citywide Visioning Report identified the need for a Teen Center, a safe environment for the youth of Santa Paula to congregate outside of school. Over 250 youth of primarily middle and high school age participated in this intensive four-hour workshop. A variety of activities were designed to determine their desires and needs. Results included preferred activities, hours of operation, to possible locations, type and size of facility and amenities. A summary report was provided to the City that included suggestions for steps to continue the momentum began by the workshop.

**Open Space Opportunities Plan (Seal Beach, CA) 2006** - Ms. Harden serves as Project Manager for this project that was funded by the Rivers and Mountains Conservancy to evaluate open space opportunities in the City based on the habitat value, water quality improvements, passive recreational opportunities, open space connections, environmental education, and implementation feasibility.

**San Gabriel River Trail and Bikeway Staging Area (Seal Beach, CA) 2006** - Ms. Harden serves as Project Manager on this project that includes a conceptual plan, construction documentation, environmental clearance and permitting, cost estimates, and community outreach to develop specific improvements along the San Gabriel River trail and parking area. This project is funded by the Rivers and Mountains Conservancy.

**Old Town Specific Plan (Yucca Valley, CA) 2004 - ongoing/2006** - Ms. Harden served as Project Planner and Public Outreach Coordinator to prepare a meaningful first-ever, two-pronged set of: the Old Town Yucca Valley Specific Plan and the SR62 Streetscape Master Plan. Through a community-driven process, RBF is working to craft a specific plan that taps existing downtown assets in Yucca Valley and leverages local and regional resources to uplift the vitality of the community's historic heart.

**Garden Grove General Plan Update and EIR (Garden Grove, CA) ongoing/2006** - Ms. Harden is the Community Outreach Coordinator. RBF is providing consulting services to the City of Garden Grove to update the General Plan by responding to change through a community-based vision and comprehensive blueprint for the future. The process is intended to evoke a sense of place, ensure strong neighborhoods, encourage a robust economy, and provide an exceptional quality of life for the residents. Primary components being considered in the culturally diverse community are revitalization of historically important SR-22; capitalization of tourists taxes for uses along Harbor Boulevard; enhancing the vibrancy of Downtown; provision for affordable housing; introduction and expansion of mixed use; responding to trends of urban environment; and updating infrastructure facilities for the changing future.

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## **Affordable Housing Neighborhood Implementation Plan (Long Beach, CA) 2005 - Ongoing/2006 -**

Ms. Harden serves as Project Manager. RBF Consulting is preparing an Affordable Housing Neighborhood Implementation Plan for three neighborhoods identified by the City as part of their Housing Action Plan. A comprehensive assessment through GIS mapping identified needs; secondly, strategies for redevelopment and revitalization were developed; thirdly, the final implementation plan will be presented for approval.

## **City of Vista - Santa Fe / Mercantile Revitalization Plan (Vista, CA) 2004 - Ongoing/2006 -**

Ms. Harden served as the Community Outreach Coordinator. The City selected RBF to assist with a plan that would encourage new investment and assist in revitalization of the Corridor. Intensive bilingual community outreach and involvement was key to the project success. The revitalization plan establishes parameters for building and streetscape design, identifies infrastructure and pedestrian needs and priorities, and outlines an Economic Development Action Plan, which will address both private and public investment opportunities.

**Long Beach Employer-Assisted Housing (Long Beach, CA) 2005 -** Ms. Harden facilitated a focus group for the City of Long Beach that included numerous major employers and key City staff. The focus group explored and discussed opportunities for employer-assisted housing in Long Beach to help address current housing issues.

**Rocklin Downtown Plan (Rocklin, CA) 2005 -** Ms. Harden served as Outreach Coordinator. The City of Rocklin retained RBF to prepare a vision plan, implementation strategy, and form-based development code that facilitates the creation of a vital and context-sensitive downtown. Through a community-based effort involving hundreds of residents, the Downtown Rocklin Plan is focused on leveraging public assets to encourage private investment in mixed use, office, retail, residential, and civic-oriented projects. A successful 4-day Community Immersion resulted in a City Council approved vision plan, implementation strategy, and form-based development code. The City is currently preparing environmental review and documents for these products.

**South Auburn Street Master Plan (Grass Valley, CA) 2005 -** Ms. Harden served as the Community Outreach Coordinator. The City of Grass Valley retained RBF to work with property owners to develop a master plan for 12 underutilized properties along South Auburn Street in Downtown Grass Valley. A 2-day community immersion program was essential to work with the business owners and community to determine opportunities for redevelopment and infill. Pattern Sheets were developed to illustrate a preferred progression and transition of the area.

**City of Irvine Bicycle Transportation Plan (Irvine, CA) 2005 -** Ms. Harden served as Community Outreach Coordinator. RBF provided professional consulting services to update the existing City of Irvine Bicycle Transportation Plan, a general plan level document that assesses the existing City bikeways network and sets policy direction for future bicycle facilities, bicycle safety education, and bicycle project funding and implementation. To best develop a Bicycle Plan that was supported by the community, an extensive public outreach plan was implemented, including a workshop to introduce the project to the public; a community survey to determine bicycle habits, perceptions, and issues in the community; and a community open house to present the project's progress, as well as glean community input on safety issues, bicycle education programs, proposed projects and their prioritization, and the design of bicycle facilities and amenities.



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**Imperial Downtown Corridor Master Plan (Imperial, CA) 2005 - Ongoing** - Ms. Harden is served as Project Manger and community involvement coordinator. The RBF/UDS was selected by the City of Imperial to assist in developing a vision and design guidelines to steer future redevelopment. The planning process consisted of a 3-phased approach: Phase I was a walking tour and workshop with citizen-based committees, stakeholder interviews, and a logo contest with Imperial High School students. Phase II was a “hands-on” design charrette. Phase III entailed a master plan and design guidelines review process and articulated short and long-term implementation. The Plan was unanimously approved by City Council.

**Lancaster Housing Needs Assessment (Lancaster, CA) 2005** - Ms. Harden served as Project Manager. In this two-part study, RBF Consulting collected neighborhood-level data through GIS mapping to help identify areas in need of new housing and other revitalization services, as well as those neighborhood and/or areas with the most opportunities for improvement. Data collected and analyzed includes case violations, crime, income levels, and housing stock age. These areas will ultimately be the focus of detailed revitalization and housing strategies.

**Sierra Madre Downtown Specific Plan (Sierra Madre, CA) 2005 - Ongoing/2006** - Ms. Harden served as a Project Manager and community outreach manager. The City of Sierra Madre selected RBF to develop a plan that increases housing opportunities through mixed-use areas in the commercial district and creates a live-work environment that complements the existing village atmosphere and public transit. The plan will include architectural design guidelines, commercial development standards, an implementation program, and program EIR. This project places a high priority on community involvement in order to ensure that the ultimate vision of the Downtown Specific Plan reflects the ideals, visions, and values of the community. During the first year of the project, State recognition was given through the *2005 CCAPA Leadership and Service Award*, and then the *2006 OCAPA Award for Educational Series* for an 8-week educational series.

**North Long Beach Dairy and Pacific Neighborhoods Traffic Enhancement Report (Long Beach, CA) 2005** - Ms. Harden served as Project Planner and Public Outreach Coordinator for this neighborhood traffic calming project. Walks, hands-on mapping experiences, and other interactive activities were held to engage a diverse group of residents in the project.

**Citywide Design Guidelines (Santa Ana, CA) 2005** - Ms. Harden contributed to the residential and historic design guidelines sections of the citywide document. The comprehensive design guidelines manual provides extensive design guidance for all development types citywide. The guidelines provide explicit design guidance and are supplemented by graphics, photographs and diagrams that clearly indicate the City’s expectations for quality design. Additionally, the document provides summaries of architectural styles indigenous to Santa Ana to ensure future rehabilitation and improvements of their existing historic resources reflect authentic detailing and design.

**Lancaster Low Tree Neighborhood Vision Plan (Lancaster, CA) 2005** - Ms. Harden served on the project team for this neighborhood enhancement plan. Based on the results of the design charrette, RBF prepared a vision plan for the area surrounding the Antelope Valley Regional Hospital known as the Low Tree Neighborhood.

**NeighborWorks America (National Training Program) 2004 - Ongoing/2006** - Ms. Harden is an instructor of neighborhood revitalization for the NeighborWorks® Training Institute™, a training program of the national non-profit organization, NeighborWorks America, which was created by Congress to

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provide financial support, technical assistance, and training for community-based revitalization efforts. Training is conducted in classroom settings throughout the United States.

**Placemaking - Kansas Main Street (Independence, KS) 2004** - As one of a team of Certified Main Street Managers, Ms. Harden and Mr. Zelinka conducted a series of training seminars for the Kansas State Main Street Program. The training consisted of a two-part program: 1) Focus on the Concept of “Place” and How to Be Authentic; and 2) Focus on Hands-On Training to Identify Authentic Placemaking Projects and Implementation Resources for Participants’ Communities. Specific programs were developed through brainstorming with registered participants to identify placemaking projects and implementation resources in their towns.

**“Your Town” Institute (Ottawa, KS) 2004** - Based on the extensive downtown revitalization experience of RBF Consulting, Ottawa Main Street recruited Ms. Harden and Mr. Zelinka to participate in a multi-day, nationally recognized “Your Town” program (a joint program of the National Endowment of the Arts and the Citizens Institute for Rural Design). Ottawa, Kansas, was the subject location and RBF Consulting was hired to facilitate training and instruction on “Placemaking on a Budget.” The project focused on revitalizing an underutilized downtown park/plaza and creating a highly visible staging area to tie together a rail trail and downtown. The success of the Placemaking on a Budget training is yielding significant implementation progress.

**Glendora General Plan 2025 (Glendora, CA) 2004 - Ongoing/2006** - Ms. Harden served as Community Outreach Coordinator. RBF was retained by the City of Glendora to update their 1992 General Plan. The City has undergone many changes and is presently 95 percent developed. With a renewed interest in long range planning and desire to revitalize the commercial corridors, an extensive public participation effort set the foundation to develop strategies for better utilization of underdeveloped and undeveloped properties and to reflect the community’s voice in the plan.

**Santa Paula Citywide Visioning (Santa Paula, CA) 2004** - Ms. Harden served as the Project Manager on this seven-month planning and community outreach effort that included monthly meetings with a Community Advisory Committee and a variety of innovative workshops and outreach efforts. The resulting Vision was unanimously endorsed by the City Council. *In 2005, an award was received by the American Planning Association, Central Coast Section, for Comprehensive Planning in a Small Jurisdiction.*

**Main Street Design Guidelines (Sedona, AZ) 2004** - Ms. Harden served as Project Manager to update the existing Uptown Sedona Design Guidelines. Building upon the existing design for the core area, the update include illustrative guidelines for five distinct character districts within the Main Street area. Goals for the design includes staying true to the unique characteristics of each district, preserving the beauty of the natural surroundings, and creating a pedestrian-friendly environment.

**Old Redwood Highway Vision and Downtown Plan Update (Windsor, CA) 2004** - Ms. Harden served as Project Manager on this community-based charrette process. A preliminary vision for the Old Redwood Highway Corridor was established in addition to specific updates to the City’s Downtown Plan.

**Uptown Sedona Enhancement Project (Sedona, AZ) 2004** - Ms. Harden lead an intensive 3-charrette process with numerous other presentations and workshops that involved the Sedona community in the improvement of the aesthetics of the roadway and enhancement of its community and commercial viability through the addition of new streetscape and pedestrian-friendly features.

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**Ponto Vision Plan (Carlsbad, CA) 2004** - Ms. Harden served as Public Outreach Coordinator to facilitate two interactive workshops with the area's property owners to solicit feedback on the preliminary land use concepts and obtain input for design guidelines, as well as communicate the site constraints and stakeholder agency issues to the property owners. Ms. Harden was also the author of the Ponto Beachfront Vision Plan design guidelines and instrumental in developing urban design concepts.

**University Avenue Mobility Plan (San Diego, CA) 2004** - Ms. Harden served as Public Outreach Coordinator. The community of North Park aimed to recover the "Main Street" environment that has been lost along the corridor due to high congestion, high accident rates, lack of parking, and low economic support. Several technical studies were conducted to evaluate the traffic, transit, pedestrian and bicycle accessibility. A refined Concept Plan was prepared that included preliminary design, cost estimates and an implementation program. A number of interactive workshops were organized to engage local community members and share details of the analysis.

**Traffic and Parking Management Master Plan (Laguna Beach, CA) 2004** - Ms. Harden served as Public Outreach Coordinator for this traffic and parking management plan for downtown Laguna Beach. The effort involved facilitating community workshops to explore traffic and parking issues and identify potential solutions. Presenting technical information in an understandable manner was key to this effort.

**General Plan Update (Chula Vista, CA) 2004** - Ms. Harden served as Public Outreach Coordinator for the General Plan Update program to assist City staff in developing alternative land use concepts for three geographical areas. Ms. Harden developed outreach materials and activities and conducted the public involvement program.

**College Boulevard Widening (Aztec Street to Olive Drive) (Oceanside, CA) 2003** - Outreach Coordinator. RBF is preparing plans and cost estimates for possible roadway widening and roadway improvements, pavement rehabilitation, median construction, and landscape improvements. Ms. Harden is coordinating the community outreach program along the corridor, including the development of a website, FAQ, community workshops, and focused neighborhood meetings. (55100538)

**Envision El Monte (El Monte, CA) 2003** - Ms. Harden served as Assistant Project Manager. RBF was retained by the City of El Monte to assist them to define individual visions and values of the leadership; to provide a forum for leadership to create a collective vision; and to strategically map out the actions needed to achieve the articulated vision. Two intensive leadership summits with an array of engaging individual and group activities were designed to develop collective, consensus-based strategies. The visioning process helped to develop an internal vision statement that set guiding principles, and contributed to a strategic action plan.

**A Vision for the Imperial Commercial Corridor (City of San Diego, CA) 2003** - Ms. Harden served as an Assistant Project Manager responsible for assisting the City of San Diego in creating a Vision for the Imperial Commercial Corridor. Public outreach efforts involved community members, land and business owners, and City Staff. A Community Workshop was conducted and a Community Open House was held to review and comment on the Vision Plan based on the workshop products. A guide was developed by UDS for the implementation and possible action strategies and a comprehensive vision poster accompanied by a suggested streetscape palette.

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Vice President, Planning

**Richman Park Neighborhood Concept Plan (Fullerton, CA) 2003** - Ms. Harden served as Assistant Project Manager for this plan to strengthen the image of this neighborhood while improving its safety and its livability. This design includes a full-color concept plan graphic, general design guidelines, and specific architectural concepts for the various building types found within the neighborhood. An implementation program was prepared to create new housing opportunities and strengthen private reinvestment. Recently, the City of Fullerton contracted with an engineer to begin construction documentation for key public improvements.

**Citywide Design Guidelines (Fort Bragg, CA) 2003** - Ms. Harden served as Project Manager to prepare Citywide Design Guidelines for residential, commercial and industrial land uses, along with commercial signs. The design guidelines acknowledge the valued architectural characteristics and development patterns within the city. The guidelines also provide specific criteria for use by regulatory bodies in their review of development proposals. In June 2004 the design guidelines document was adopted by the City Council.

**Community Services District Parks Master Plan (Groveland, CA) 2003** - Ms. Harden served as Assistant Project Manager and community involvement facilitator. The Groveland Parks Master Plan was prepared for the Groveland Community Services District to identify needed parks and recreation facilities improvements and develop an implementation program.

**Thousand Oaks Boulevard Traffic and Parking Analysis (Thousand Oaks, CA) 2003** - Ms. Harden led the urban design and land use planning portion of this parking and traffic plan for the six-mile corridor. The study analyzed Thousand Oaks Boulevard in its current form as a four-lane roadway and as a six-lane roadway as planned in the Circulation Element assuming build out of the City's General Plan.

**Citywide Design Guidelines (Stockton, CA) 2003** - Ms. Harden was the primary author of the residential, historic, and waterfront design guidelines for this citywide design guidelines document. The comprehensive design guidelines manual provides extensive design guidance for all development types citywide.

**North Downtown Area Neighborhood Vision Plan (Lancaster, CA) 2003** - Ms. Harden served as lead Project Planner on the visioning and revitalization program for downtown Lancaster Redevelopment Agency as an outgrowth of the initial vision planning for the North Downtown Lancaster Transit Village Vision Plan. A neighborhood master plan concept was prepared that includes recommendations for general and specific improvements, along with neighborhood design guidelines. Preliminary conceptual designs for architectural and landscape rehabilitation of properties were products of the second phase. In addition, design guidelines were prepared for the neighborhood.

**Orange Avenue Specific Plan (Coronado, CA) 2003** - Ms. Harden served as Public Outreach Coordinator for the community involvement activities used in developing the Specific Plan document.

**Prescott Valley General Plan Update (Prescott Valley, Arizona) 2002** - Ms. Harden coordinated the public involvement services for this project in which RBF updated the Town's 1994 General Plan to comply with the provisions of Arizona's Growing Smarter and Growing Smarter Plus Laws. The project won the Arizona Planning Association's award for Best Public Participation Program in 2002. Responsibilities include co-managing an extensive community outreach program to create a manageable and user-friendly General Plan that is consistent with local goals and visions.

# Susan J. Harden, AICP, CMSM, LEED AP, CNU-A

Vice President, Planning

**OceanLake Redevelopment Project (Lincoln City, OR) 2002** - As Project Manager, Ms. Harden was involved in all aspects of the planning process, including communication and public outreach, development of urban design strategies, and policy planning. This project, combined with the OceanLake District Plan, received a joint award in 2004 from APA, FHWA, and FTA for Excellence in Public Participation in Transportation Planning.

**Downtown Brookings Master Plan (Brookings, OR) 2002** - As Project Manager, Ms. Harden was responsible for coordinating all aspects of the plan, including community participation and visioning, developing urban design and land use recommendations, and preparing downtown zoning and design guidelines. The Plan also included a detailed vision poster, “before and after” simulations, and a comprehensive implementation program.

**Downtown Streetscape Implementation Plan (Fort Bragg, CA) 2002** - Ms. Harden served as Assistant Project Manager to develop a downtown revitalization plan. Through an extensive public participation program and close coordination with the community, UDS developed a consensus-based vision poster, streetscape furniture palette, comprehensive parking study, strategic traffic study, and implementation program to enhance the physical and economic potential of downtown. UDS nurtured unique partnerships within the community to implement the plan. Public involvement activities included numerous downtown walks, focus groups, community workshops, and open review sessions with elected officials.

**Downtown Enumclaw Streetscape (Enumclaw, WA) 2002** - Ms. Harden served as Assistant Project Manager and outreach coordinator to lead the preparation of a detailed streetscape design concept for Downtown and streetscape construction documentation for community’s “Main Street.” Public participation was woven throughout all dimensions of the streetscape program, yielding significant public ownership in and support for the renewed public realm in Downtown Enumclaw.

**Evergreen / Front Street Couplet and In-Town Village Plan (Medford, OR) 2002** - Ms. Harden served as Assistant Project Manager for the project. Extensive community-wide input and oversight of the process was key to the development of the plan. Public participation occurred on a number of levels and included one-on-one interviews; community visioning and multiple design workshops with local merchants, property owners, neighborhood residents, ODOT, local and regional public agencies, and City officials and staff. The resulting plan includes a design plan for the couplet, along with detailed design guidelines and policy specifically developed to enhance and protect the commercial and residential areas.

**Downtown Fullerton Alleyscape (Fullerton, CA) 2002** - Ms. Harden served as Assistant Project Manager and Public Outreach Coordinator to develop an urban design program for two alleys in the City’s SOCO (South of Commonwealth) District. The Alleyscape concepts considered design details related to gateways, wayfinding, signage, lighting, infrastructure, and architecture.

**SafeScape Park Assessments, Design Guidelines, and Design Training (Greensboro, NC) 2002** - Ms. Harden served as Project Planner to assess the conditions of and provide recommendations for four neighborhood parks to improve the safety and stability of the parks and adjacent neighborhoods. The effort included neighborhood walks with local residents and a hands-on design charrette with City staff. The project was based on the principles set forth in SafeScape: Creating Safer, More Livable Communities Through Planning and Design, Planners Press, 2001.

**2000-2001 South Bay Cities Livable Communities Program - South Bay Cities Council of Governments - Public Participation (Los Angeles County, CA) 2001** - Ms. Harden served as the Project Manager for this outreach and education program to promote and further goals of livable communities in the region. Working closely with elected officials of the 16 member cities, educators, and community organizations, Ms. Harden helped to coordinate such endeavors as: developing a livable communities youth education curriculum, establishing public information and resource centers at local libraries, developing a speakers bureau, and planning a Livable Communities Summit.

**Central Business District / Highway 69 Redevelopment Project (Prescott Valley, AZ) 2001** - Ms. Harden served as Project Planner and Public Outreach Coordinator. The project entailed a 5-mile section of the Highway 69, including numerous commercial businesses, frontage roads, seven major cross-street intersections, and varying rights-of-way. A redevelopment plan was developed detailing traffic safety, parking, access to businesses and navigation of frontage road intersection. The plan also included implementation strategies for aesthetic improvements, traffic circulation, and parking with incentives for private and public cooperation, and recommendations for future zoning code amendments were made to reflect the best use of the improvements.

**Old Town Lompoc Specific Plan (Lompoc, CA) 2001** - Ms. Harden served as Project Planner and Public Outreach Coordinator to prepare a Specific Plan for Old Town. A four day charrette, workshops, and extensive community outreach were integral parts of this planning process. Specific products also included a vision poster articulating the land use and urban design goals for Old Town; streetscape palette, design guidelines and development standards; and detailed implementation and funding strategies.

**San Juan Bautista Historic District Plan (San Juan Bautista, CA) 2000** - Ms. Harden served as the Project Manager and was involved in all aspects of the process, including leading public participation efforts, involving local and state organizations, developing urban design and historic preservation strategies, preparing economic development recommendations, and resolving zoning issues.

**Taft Redevelopment Plan (Lincoln City, OR) 2000** - As Assistant Project Manager, Ms. Harden was involved in all aspects of the planning process, including communication and public outreach, development of urban design strategies, and policy planning. This project, combined with the OceanLake District Plan, received a joint award in 2004 from APA, FHWA, and FTA for Excellence in Public Participation in Transportation Planning.

**Shiloh Road Village Vision (Windsor, CA) 2000** - Ms. Harden served as Assistant Project Manager and community involvement facilitator. In a spirit of proactive planning, the Town initiated an open process with commercial establishments at Highway 101 and Shiloh Road and the Windsor community leaders to develop the *Shiloh Village Vision Plan*. The plan objectives aimed to achieve the following goals: involve the community to develop a consensus-based vision for the future of the Shiloh Road corridor, create diverse housing opportunities, encourage mixed-use development, develop appropriate architectural and streetscape design recommendations, and develop a logical circulation pattern.

**Sandy Downtown Design Standards (Sandy, OR) 2000** - Ms. Harden served as Project Planner to assist in the revitalization and redevelopment of downtown. Services and products include a conceptual streetscape plan identifying improvements to the highway couplet and side streets, a street furniture palette, a comprehensive set of downtown design guidelines, and a downtown overlay district which addressed elements including building facades, building height, setbacks, building colors, landscaping and signs.



# Susan J. Harden, AICP, CMSM, LEED AP, CNU-A

Vice President, Planning

## **Publications:**

“Planners... Immerse Yourselves: The Community Immersion Approach to Public Involvement”. Co-Author with Al Zelinka and Suzanne Rynne. AICP Practicing Planner (Summer 2008).

Book Co-Author, Placemaking on a Budget: Improving Small Towns, Neighborhoods, and Downtowns Without Spending a Lot of Money, (with Al Zelinka), American Planning Association, Planning Advisory Service, Report Number 536, December 2005, ISBN: 1-932364-13-7

“Placemaking on a Budget”, Orange County Register, Building Industry Association (BIA) Section, (January 2003).

"Sustainable Community Planning: Kansas City's Empowerment Project" in Community Empowerment Program: Nurturing Public Involvement in the Transportation Planning Process. USDOT/Federal Transit Administration (July 1997).

"Sustainable Community Planning". Progress. Surface Transportation Policy Project (April 1996).

State Public Involvement Policies and Participation Practice: The Cases of Arizona and the State of Washington. Master's Thesis (December 1998).

## **Speaking Engagements:**

### **2009**

Trainer, “NeighborWorks® Essential Tools of the Trade: Neighborhood Analysis, Visioning, and Planning For Action - Course No. NR101”, NeighborWorks® America Training Institute (Phoenix, AZ; May, 2009)

Speaker, Opening Session. California Downtown Association (CDA) Conference. (Ventura, CA; September, 2009).

### **2008**

Speaker, "Beyond the Community Workshop: A Dialogue on Dialogue," American Planning Association - California Chapter Conference (Hollywood, CA; September 23, 2008).

Speaker, "Managing Your Audience's Expectations," Cal State Fullerton, Certificate in Urban Planning Program (Garden Grove, CA; March 8, 15, and 23, 2008).

Trainer, “NeighborWorks® Essential Tools of the Trade: Neighborhood Analysis, Visioning, and Planning For Action - Course No. NR101”, NeighborWorks® America Training Institute (Chicago, IL; August, 2008)

# **Susan J. Harden, AICP, CMSM, LEED AP, CNU-A**

Vice President, Planning

Speaker, "Cannon Roads Agricultural Lands Workshop - Creating a Sense of Place" (Carlsbad, CA; April 28th, 2008).

Speaker, "Assessing Housing Needs Using GIS" for American Planning Association Annual Conference (Las Vegas, NV; May 1, 2008).

## **2007**

Speaker, "Beyond the Community Workshop" for the California Chapter of American Planning Association Annual Conference (San Jose, CA; October 2, 2007).

Speaker, "Placemaking on a Budget" for the Arizona Historic Preservation Conference (Prescott, AZ; June 15, 2007)

## **2006**

Speaker, "Placemaking on a Budget", North Central Section of the Arizona Planning Association (TBD, AZ; October, 2006)

Speaker, "Placemaking on a Budget", American Planning Association, Inland Empire Section, California Chapter (Riverside, CA; July, 2006)

Trainer, "NeighborWorks® Essential Tools of the Trade: Neighborhood Analysis, Visioning, and Planning For Action - Course No. NR101", NeighborWorks® America Training Institute (Kansas City, MO; June, 2006)

Trainer, "NeighborWorks® America Creating New Environments That Work - Course No. NR261", NeighborWorks® America Training Institute (Kansas City, MO; June, 2006)

Speaker, "Placemaking on a Budget", American Planning Association, Inland Empire Section, California Chapter (Riverside, CA; June, 2006)

Speaker, "Placemaking on a Budget", American Planning Association, Spokane Section (Spokane, WA; June, 2006)

Speaker, "Placemaking on a Budget", American Planning Association, Puget Sound Section (Mercer Island, WA; May, 2006)

Speaker, "Placemaking on a Budget", 2006 National American Planning Association Conference (San Antonio, TX; April, 2006)

Speaker, "Placemaking on a Budget: How to Design Aesthetic Public Works Project", American Society of Civil Engineers (ASCE) Webinar (April 11, 2006)

Speaker, "Placemaking on a Budget", National Association of Women in Construction, Long Beach Area Chapter (Cerritos, CA; March 15, 2006)

Trainer, "NeighborWorks® Essential Tools of the Trade: Neighborhood Analysis, Visioning, and Planning for Action - Course No. NR101," NeighborWorks® Training Institute (Atlanta, GA; February, 2006)

# **Susan J. Harden, AICP, CMSM, LEED AP, CNU-A**

Vice President, Planning

Presenter, "Placemaking on a Budget", 5<sup>th</sup> Annual New Partners for Smart Growth: Building Safe, Healthy, and Livable Communities (Denver, CO; January 28, 2006)

## **2005**

Presenter, "Placemaking on a Budget", APA East Bay Regional Council Professional Development Seminar (Oakland, CA; November 16, 2005)

Panelist, "Community Involvement Opportunities Through Main Street", American Planning Association (APA) National Conference (San Francisco, CA; March 23, 2005)

Presenter, "Community Involvement in Downtowns", Sierra Madre Community Education Series (Sierra Madre, CA; March 24, 2005)

Presenter, "Placemaking on a Budget", Bixby Knolls Business, Improvement Association (Long Beach, CA; April 7, 2005)

## **2004**

Workshop Facilitator, "Placemaking on a Budget", at the Kansas Main Street Quarterly Training (Independence, KS; April 7, 2004)

Speaker, "Placemaking on a Budget", at the University of Kansas (Lawrence, KS; April 8, 2004)

Speaker, "Placemaking on a Budget", at the University of California at Irvine (Irvine, CA; May 27, 2004)

Workshop Facilitator, "Placemaking on a Budget", at the Your Town - Citizens Institute for Rural Design (Ottawa, KS; August 5-7, 2004)

Speaker, "Placemaking on a Budget", at the California Downtown Association Fall Conference (San Luis Obispo, CA; September 30, 2004)

## **2003**

Panelist, "Housing, Neighborhood Revitalization, and Economic Development" at the Seventh Annual Affordable Housing Conference (Tucson, AZ; March 28, 2003)

Workshop Facilitator, "Placemaking on a Budget", at the 2003 National Town Meeting on Main Street (Cincinnati, Ohio; May 20, 2003)

Speaker, "Placemaking on a Budget", at the 2003 Neighborhoods USA Conference (Chattanooga, Tennessee; May 23, 2003)

## **2002**

Speaker, "Placemaking on a Budget", at the 2002 South Bay Cities Livable Communities General Assembly (Torrance, CA; February 28, 2002)

Speaker, "Placemaking on a Budget", to the City of Azusa Staff (Azusa, CA; May 1, 2002)

# Susan J. Harden, AICP, CMSM, LEED AP, CNU-A

Vice President, Planning

Speaker, "Placemaking on a Budget", at the 2002 Neighborhoods USA Conference (Houston, Texas; May 22, 2002)

Speaker, "Main Street Design Guidelines," at the 2002 Arizona Governor's Rural Development Conference (Yuma, CA; October 4, 2002)

Speaker, "Placemaking on a Budget," at the 2002 California Chapter American Planning Association Statewide Conference (San Diego, CA; October 8, 2002)

Speaker, "Placemaking on a Budget," for the 2002 National Town Meeting on Main Street (Fort Worth, TX ; April 7 -10, 2002)

Speaker, "Smart Growth on the Cheap," at the 2002 New Partners for Smart Growth Conference (San Diego, CA; January 24th, 2002)

## **2001**

Speaker, "Placemaking on a Budget," at the 2001 California Chapter American Planning Association Statewide Conference (Sacramento, CA; October 21, 2001)

Speaker/Workshop Facilitator, "SafeScape and Placemaking on a Budget," for the San Diego Section of the California Chapter of the American Planning Association (Carlsbad, CA; September 21, 2001)

Speaker, "Improving Small Towns, Neighborhoods, and Downtowns without Spending a lot of Money," for the Orange

County Section of the California Chapter of the American Planning Association (Orange, CA; September 27, 2001)

Speaker, "Placemaking on a Budget," for the 2001 Arizona Governor's Rural Development Conference (September 6, 2001; Rio Rico, AZ)

Speaker, for the 2001 Western Planner/Four Corners/New Mexico Chapter of the American Planning Association Conference (Santa Fe, NM; August 2, 2001)

Speaker, "South Bay Cities Livable Communities Program," for the Southwest Area Planning Council (Torrance, CA; May 24, 2001)

Speaker, "Creating Safe, Livable Communities on a Tight Budget," at the "Our Place in the World 4: People, Place, and Prosperity" Great Valley Center Conference (Sacramento, CA; May 11, 2001)

Speaker, "Placemaking on a Budget", at the 2001 National American Planning Association Conference (New Orleans, LA; March 10-14, 2001)

## **2000**

Speaker, "Rediscovering Nature as a Key Element of Downtown Revitalization" at the 2000 Arizona Chapter American Planning Association Statewide Conference (Pinetop, AZ; Sept. 20-22, 2000)