

The Rocky Mountain Land Use Institute Presents
the 24th Annual RMLUI Conference

WESTERN PLACES

BUILDING FAIR & RESILIENT COMMUNITIES

WESTERN SPACES



MARCH 12-13, 2015

University of Denver Sturm College of Law • Denver, Colorado

PROGRAM GUIDE

Resilient Communities

RMLUI
ROCKY MOUNTAIN
LAND USE INSTITUTE



UNIVERSITY of
DENVER

STURM COLLEGE OF LAW

CONTENTS

WESTERN PLACES/WESTERN SPACES	- 1 -
BUILDING FAIR AND RESILIENT COMMUNITIES	- 1 -
About the Rocky Mountain Land Use Institute	- 1 -
About the Sturm College of Law.....	- 1 -
Resilient Communities — Featured Track	- 2 -
Keynote Address	- 2 -
Planning for Resilience: The Legal Framework	- 3 -
Building Safe Communities: Innovative Approaches to Resiliency.....	- 4 -
Beyond Brochures: Policies and Regulations that Mitigate Hazards.....	- 5 -
Resilience for All: Equity and Social Justice	- 6 -
Follow the Money: Leveraging Resources to Improve Resilience	- 7 -
Bringing It All Home: The Local Role in Creating Integrated Strategies for Resilience	- 8 -

WESTERN PLACES/WESTERN SPACES BUILDING FAIR AND RESILIENT COMMUNITIES

Across the West, communities large and small are grappling with change. Our largest cities are thriving, but gentrification is making urban living unaffordable for many. As suburban communities transition towards more compact development and public transit, they are starting to lose the small town appeal that attracted so many. Rural communities struggle to balance their wild and rustic roots in the face of a changing economy. Set against a backdrop of increased risks associated with long-term drought, violent storms, flooding, and wildfire, the West is embracing its latest challenges.

The 2015 RMLUI Conference focuses on the innovative ways cities and towns across the West are building more resilient, equitable, and vital communities. The theme addresses how we can meet the many challenges of the future—including threats posed by climate change, a modern economy, and demographic shifts—while better addressing issues of social and environmental justice. The featured track focuses on resilience. In the wake of fires, flood, and on-going drought, communities across the West are thinking about resilience in many different contexts as they work both to rebuild and to mitigate future risks.

ABOUT THE ROCKY MOUNTAIN LAND USE INSTITUTE

The Rocky Mountain Land Use Institute seeks to elevate the law, policy and practice of sustainable development in the West to promote nature-friendly, prosperous and equitable communities. Through innovative research, education and professional development programs and its renowned annual conference, the Institute trains and connects students and professionals across disciplines, sectors and regions to build the sustainable development field while creating new possibilities for the future of the West's landscapes and livelihoods.

ABOUT THE STURM COLLEGE OF LAW

The University of Denver Sturm College of Law is a top 100 law school with nationally ranked programs in environmental and natural resources law, legal writing, clinical training, international law, trial advocacy and tax law. At the heart of the law school's mission is the integration of skills and professional identity with a balanced curriculum. Our goal is to graduate practice-ready, client-focused students who understand and embrace the responsibilities of legal practice, both as a representative of the client and as a professional committed to improvement of the law and the community.

RESILIENT COMMUNITIES — FEATURED TRACK

Communities across the West are working to improve their resiliency in order to mitigate future risks like fires, floods, and drought. Sessions will address both local and regional planning issues, as well as how to leverage funding and resources.

KEYNOTE ADDRESS

DESCRIPTION

In the West where water is scarce and fires are an annual event, communities are looking for innovative solutions. Timothy Beatley, a prolific author with titles such as *Biophilic Cities* and *Resilient Cities*, addresses the threats and uncertainty facing cities today and provides some insight on how to think about resiliency in a broader context. Moving beyond public transit, green building, and renewable energy, Beatley promotes the value and importance of incorporating natural systems into urban design and planning.

SPEAKER INFORMATION

SPEAKER:

Timothy Beatley

Teresa Heinz Professor of Sustainable Communities & Chair, University of Virginia Department of Urban and Environmental Planning
Charlottesville, VA

Timothy Beatley is the Teresa Heinz Professor of Sustainable Communities, in the Department of Urban and Environmental Planning, School of Architecture at the University of Virginia, where he has taught for the last twenty-five years. Much of Beatley's work focuses on the subject of sustainable communities, and creative strategies by which cities and towns can fundamentally reduce their ecological footprints, while at the same time becoming more livable and equitable places. Beatley believes that sustainable and resilient cities represent our best hope for addressing today's environmental challenges. Beatley is the author or co-author of more than fifteen books on these subjects, including *Green Urbanism: Learning from European Cities* (recently translated into Chinese), *Habitat Conservation Planning*, *Native to Nowhere: Sustaining Home and Community in a Global Age*, and *Planning for Coastal Resilience*. He has co-authored two books with Australian planner Peter Newman: *Resilient Cities* and *Green Urbanism Down Under: Learning From Sustainable Australian Communities*. Beatley's book *Ethical Land Use* was declared, by the American Planning Association, to be one of the "100 Essential Books in Planning" (see <http://www.planning.org/centennial/greatbooks/>) His most recent book is *Biophilic Cities: Integrating Nature into Urban Design and Planning*, which argues that cities can and must be designed to permit daily contact with the natural world. It identifies a variety of means for doing this, from green walls and green rooftops to urban forests and sidewalk gardens. Beatley recently collaborated on a documentary film about green cities and urban nature, entitled *The Nature of Cities*, which has been shown on PBS (Public Broadcasting System) stations all over the U.S. He also writes a regular column for *Planning Magazine*, called *Ever Green*, about environmental and sustainability matters. His research has been funded by a variety of agencies and organizations including the National Science Foundation, Virginia Sea Grant, and the National Oceanic and Atmospheric Administration, among others. Beatley holds a PhD in City and Regional Planning from the University of North Carolina at Chapel Hill, an MA in Political Science from UNC, a Masters of Urban Planning from the University of Oregon, and a Bachelors of City Planning from UVA.

PLANNING FOR RESILIENCE: THE LEGAL FRAMEWORK

DESCRIPTION

Communities in the American West face increasing threats from climate change, including extreme drought and dangerous wildfires, as well as violent storms and flooding. As a result, planners must now consider, and plan for, these potential risks in new and different ways. This session will provide a basic overview of the federal and state programs and planning requirements related to hazard resiliency and disaster recovery planning and how to take advantage of them.

SPEAKER INFORMATION

MODERATOR:

Chris Duerksen

Senior Counsel, Clarion Associates
Melbourne, FL

Christopher Duerksen, Esq., is senior counsel at Clarion Associates LLC, a land use consulting firm with offices in Colorado, Florida, and North Carolina and affiliated offices in Chicago, Cincinnati, and Philadelphia. He has represented local governments, nonprofits, and the private sector in a variety of land-use and zoning matters and specializes in smart growth and sustainable development code revisions, historic preservation, natural resource protection strategies, and airport-area development. He has completed ground-breaking sustainable code diagnosis, revisions and model ordinances for cities, counties, regional governments such as Salt Lake City, Hartford, CT, Tucson, AZ, and St. Louis County, MO. Mr. Duerksen co-founded the Rocky Mountain Land Use Institute where he conceived the Model Sustainable Development Code project. He has written and spoken extensively on land use issues across the United States and has authored many books and articles on land use and conservation issues, including *True West: Authentic Development Patterns for Towns and Rural Areas*, *Nature Friendly Communities*, and *Saving the World Through Zoning*. He is a former member of the board of Scenic America, the Sonoran Institute, and served two terms on the city council in Fredericksburg, Virginia. Mr. Duerksen directed the Gateway/Stapleton Development Office for the City of Denver prior to founding Clarion LLC. He has a law degree from the University of Chicago.

SPEAKERS:

Molly Mowery

Owner, Wildfire Planning International
Littleton, CO

Molly Mowery is a consultant in the field of hazard mitigation planning, with a focus on community-based wildfire risk reduction. She works with numerous local governments, agencies, and organizations across the U.S., including the USDA Forest Service, The Nature Conservancy, and the Watershed Center on an innovative program called the Fire Adapted Communities Learning Network. Molly currently serves on the Board of the Natural Hazard Mitigation Association. She earned a Bachelor of Arts degree from Naropa University and a Master in City Planning degree from the Massachusetts Institute of Technology.

Darrin Punched

Principal Consultant, MWH Global
Boston, MA

Darrin Punched is a principal consultant with MWH Global where he leads the firm's Risk & Resilience practice. He is an urban planner and floodplain manager who has spent his entire career working with local communities to become more resilient to disaster. He has nearly 20 years of experience in hazard mitigation planning with specialized expertise in risk assessment, benefit-cost analysis, and actionable strategy development including structural and non-structural measures for risk reduction. His public service career includes serving as the State Hazard Mitigation Officer for North Carolina and as a state and local hazard mitigation planner in Florida.

BUILDING SAFE COMMUNITIES: INNOVATIVE APPROACHES TO RESILIENCY

DESCRIPTION

From transportation infrastructure to green space acquisition and from the construction of affordable housing infill to new master-planned developments, communities continually reinvent themselves in many different ways. This session focuses on strategies and approaches that put resiliency at the heart of the planning decisions that are made by communities and local governments day in and day out.

SPEAKER INFORMATION

MODERATOR:

Ryan Pietramali

Risk Analysis Branch Chief, FEMA Region VIII
Denver, CO

Ryan Pietramali serves as FEMA Region VIII's Risk Analysis Branch Chief, working with communities in becoming safer and more disaster resilient. His primary duties include modernization of the nation's floodplain maps and communication of community risk through the agency's Risk MAP Program. He also oversees the Public Assistance 406 program for damaged infrastructure, the building science programs including the Dam Safety and National Earthquake Hazard Reduction Programs, and the region's GIS services. Mr. Pietramali also assumes leadership positions following disasters, including engagement in several innovative efforts to promote disaster resiliency during Colorado's 2013 flood recovery and rebuilding efforts in New Jersey following Hurricane Sandy. He has a Bachelor of Science degree in Geography, with an emphasis on natural hazard reduction from the University of Utah, and a Master's Certificate in Homeland Security from the University of Denver.

SPEAKERS:

Jad Daley

Climate Conservation Program Director & Martha Wyckoff Fellow, The Trust for Public Land
Washington, DC

Jad Daley is the Director of The Trust for Public Land's Climate Conservation Program, which he founded and has led since its inception, and holds the endowed position of Martha Wyckoff Fellow. He coordinates the Trust's development of Climate-Smart Cities partnerships with municipal governments and Resilient Landscape conservation initiatives targeted to large natural systems. The Trust's climate conservation model integrates GIS decision support, applied science partnerships, state and federal policy, and on-the-ground project work to advance systems-level carbon mitigation and climate resilience. Mr. Daley is also a member of the new National Council overseeing the work of the federal Landscape Conservation Cooperatives and co-chair of the Forest-Climate Working Group.

Peg Elmer Hough

Principal, Community-Resilience.org
South Royalton, VT

Peg Elmer Hough, AICP, is a veteran professional planner and environmental advocate with a 38 year track record of creating training materials and programs for the policy-makers, lay and professional, guiding land use in Vermont. Before establishing Community-Resilience.org in 2012, she was Assistant Professor, Land Use Planning and Policy and Associate Director of the Land Use Clinic at the Vermont Law School. She's worked at municipal, state agency, regional commission and non-profit levels and currently serves as the Governor's "smart growth" appointment on the VT Downtown Board, on the Executive Committee of VT Planners Association and as past-President of the Northern New England Chapter of the American Planning Association. See www.Community-Resilience.org for examples of her personal flood-proofing, after her home was ravaged in 2011.

David Mallory

Program Manager, Urban Drainage & Flood Control District
Denver, CO

David Mallory currently serves as the Program Manager of the Floodplain Management Program at the Urban Drainage and Flood Control District (UDFCD) in Denver, Colorado. He is a graduate of Colorado State University and has over 35 years of experience in the Denver metro area, 20 years in the private sector and the last 15 with the District. Mr. Mallory supervises all aspects of the program, including the review of development proposals adjacent to streams, floodplain mapping and the Cooperating Technical Partnership (CTP) initiative with the Federal Emergency Management Agency (FEMA) including the letters of map change (LOMCs) delegation. The program is also heavily involved with FEMA's Risk MAP initiative. He was recently appointed to FEMA's Technical Mapping Advisory Council (TMAC).

Brian Varella

Chairman, Colorado Association of State Floodplain Managers
Loveland, CO

Brian Varella is a Senior Water Resources Engineer for Olsson Associates, currently serving as Chair of the Colorado Association of State Floodplain Managers (CASFM) and Region 8 Director for the Association of State Floodplain Managers (ASFPM). Mr. Varella was formerly a Floodplain Administrator and Wildfire Recovery Specialist for the City of Fort Collins, Colorado. His career experience is equally balanced between private consulting and public sector service, and he considers securing public health, safety and welfare against natural hazards his primary career objective. He spends his free time flyfishing, skiing and hiking.

BEYOND BROCHURES: POLICIES AND REGULATIONS THAT MITIGATE HAZARDS

DESCRIPTION

Communities can take proactive steps now to avoid a wildfire, flood, or other disaster later. By implementing better planning policies and regulations, communities can move past a reliance on voluntary measures and public education. But what does it really take for a community to apply and enforce politically palatable planning mechanisms that ensure public safety while respecting other goals and interests? This session takes an in-depth look at the "what and how" of the community planning process as it relates to potential hazards like wildfire. Topics covered will include community design, and subdivision and zoning regulations that bolster resilience.

SPEAKER INFORMATION

SPEAKERS:**Molly Mowery**

Owner, Wildfire Planning International
Littleton, CO

Molly Mowery is a consultant in the field of hazard mitigation planning, with a focus on community-based wildfire risk reduction. She works with numerous local governments, agencies, and organizations across the U.S., including the USDA Forest Service, The Nature Conservancy, and the Watershed Center on an innovative program called the Fire Adapted Communities Learning Network. Molly currently serves on the Board of the Natural Hazard Mitigation Association. She earned a Bachelor of Arts degree from Naropa University and a Master in City Planning degree from the Massachusetts Institute of Technology.

Ray Rasker

Executive Director, Headwaters Economics
Bozeman, MT

Ray Rasker is the Executive Director of Headwaters Economics, an independent, nonprofit research group. Their mission is to improve community development and land management decisions in the West on topics such as wildfire; federal payments to counties; energy tax policy; the economic role of public lands; and a number of

free analytical tools for helping understand the link between the economy and the environment. Their partners include rural communities, state legislatures, the Forest Service and Bureau of Land Management, universities, and non-profit organizations. Mr. Rasker has written extensively on rural development and the role of environmental quality in economic prosperity. He has a Ph.D. in economics from the College of Forestry at Oregon State University.

Ed Thomas

President, Natural Hazard Mitigation Association
Metairie, LA

Edward A. Thomas, Esq. , is a Floodplain Manager, Disaster Response and Recovery Specialist, and a practicing attorney. He is the President of the Natural Hazard Mitigation Association and an active member of several organizations, including the American Bar Association, the American Planning Association, the American Society of Adaptation Professionals, and the Association of State Wetland Managers. During his 35-year career, Mr. Thomas has worked with state and local governments, on community development and disaster recovery issues, specializing in pre- and post-disaster risk reduction initiatives. He has served as the Federal Coordinating Officer, dozens of times. He is a frequent lecturer on Emergency Management issues, especially the Constitutional and Legal Aspects of Floodplain Regulations. He has authored dozens of publications and articles on various Disaster related issues. Mr. Thomas has been declared a “National Treasure” and has received numerous national and international awards including the nation’s highest award for Floodplain Management, from the Association of State Floodplain Managers.

Tareq Wafaie

Associate, Clarion Associates
Denver, CO

Tareq Wafaie, AICP, is a planner with Clarion Associates’ Denver office with over nine years professional planning experience. Mr. Wafaie works on projects including land development codes, natural hazard mitigation plans, urban renewal, and comprehensive plans. In addition to his work in the private sector, he has experience working in state and local government. he integrates solutions that address changing demographics, sustainability, infill and redevelopment, and other emerging planning issues into development codes across the nation. Mr. Wafaie is a member of American Planning Association, the American Institute of Certified Planners, and currently serves as the APA Colorado Professional Development Officer.

RESILIENCE FOR ALL: EQUITY AND SOCIAL JUSTICE

DESCRIPTION

Low income communities are often least able to prepare for disaster and least resilient when disaster strikes. Often they live in areas more vulnerable to natural and other disasters. How do we better incorporate concerns about equity and social justice in planning and building for a more resilient future? And how do we ensure that our responses to disaster result in more equitable outcomes for affected populations?

SPEAKER INFORMATION

MODERATOR:

Olivia Stinson

Recovery Specialist, Colorado Division of Homeland Security and Emergency Management
Denver, CO

Olivia Stinson is the Recovery Specialist for Planning with the CO Division of Homeland Security and Emergency Management. After college, her interest in urban planning grew from working on the development of the High Line Park in Manhattan, a massive urban adaptive re-use project that converted an abandoned train trestle into public open space. When Katrina hit New Orleans, she moved there for three years to help with the long term recovery of the city, working for an affordable housing developer and as a Fellow with the Rockefeller

Foundation Redevelopment program. Ms. Stinson has worked internationally in Jakarta, Indonesia as an urban specialist for the World Bank, and in post-earthquake Port-au-Prince, Haiti as a community planner with Architecture for Humanity. In her current role, she is working in the Front Range on community-driven recovery plan after the 2013 floods, and a number of other planning projects across Colorado including debris management planning and the state-wide Recovery Plan. She holds a BA in art history from Carleton College, a Masters of Urban Planning from New York University, and a Certificate in Urban Redevelopment from the University of Pennsylvania.

SPEAKERS:

Jeff Su

Executive Director, Plains Conservation Center
Aurora, CO

Dr. Jeffrey Su has had a diverse career in the conservation, education, and sustainability fields. He has worked as a professor, researcher, environmental educator, sustainability consultant and non-Profit CEO in Australia, Europe, Asia, Africa and the USA. He is currently the President & CEO of the Plains Conservation Center (PCC), a non-profit dedicated to conservation and restoration of Grassland Ecosystems and Communities. The PCC is a member of the Savory Hub Network, a global network of organizations working to positively influence one-fifth of the world's grasslands by 2025.

Peg Elmer Hough

Principal, Community-Resilience.org
South Royalton, VT

Peg Elmer Hough, AICP, is a veteran professional planner and environmental advocate with a 38 year track record of creating training materials and programs for the policy-makers, lay and professional, guiding land use in Vermont. Before establishing Community-Resilience.org in 2012, she was Assistant Professor, Land Use Planning and Policy and Associate Director of the Land Use Clinic at the Vermont Law School. She's worked at municipal, state agency, regional commission and non-profit levels and currently serves as the Governor's "smart growth" appointment on the VT Downtown Board, on the Executive Committee of VT Planners Association and as past-President of the Northern New England Chapter of the American Planning Association. See www.Community-Resilience.org for examples of her personal flood-proofing, after her home was ravaged in 2011.

FOLLOW THE MONEY: LEVERAGING RESOURCES TO IMPROVE RESILIENCE

DESCRIPTION

Whether improved community resilience requires buyouts, or relocations, or improved infrastructure, or simply more robust planning, implementation measures often cost money. This session explores the use of traditional sources of funding, as well as specific disaster recovery grant programs that may be activated in the event of a declared disaster, to enable communities to maximize the dollars available to mitigate risk, increase resiliency and "build back better."

SPEAKER INFORMATION

MODERATOR:

Carolynne White

Shareholder, Brownstein Hyatt Farber Scheck
Denver, CO

Carolynne White is co-chair of the firm's Real Estate Department. Her specialty is managing complex and challenging projects and navigating multiple regulatory environments for optimal outcomes for clients. Her practice focuses primarily on the zoning and entitlement process, with an emphasis on complex projects

involving redevelopment, infill, brownfields, urban renewal, eminent domain, mixed use, transit-oriented development, PIFs and other public financing tools, and special challenges such as historic preservation. Ms. White also serves as special and general counsel to a variety of governmental and quasi-governmental entities, such as urban renewal authorities, special districts, and redevelopment authorities.

SPEAKERS:

Ray Rasker

Executive Director, Headwaters Economics
Bozeman, MT

Ray Rasker is the Executive Director of Headwaters Economics, an independent, nonprofit research group. Their mission is to improve community development and land management decisions in the West on topics such as wildfire; federal payments to counties; energy tax policy; the economic role of public lands; and a number of free analytical tools for helping understand the link between the economy and the environment. Their partners include rural communities, state legislatures, the Forest Service and Bureau of Land Management, universities, and non-profit organizations. Mr. Rasker has written extensively on rural development and the role of environmental quality in economic prosperity. He has a Ph.D. in economics from the College of Forestry at Oregon State University.

Molly Urbina

Chief Recovery Officer, Colorado Recovery Office
Denver, CO

Molly Urbina was appointed January 2014 by Gov. John Hickenlooper as Executive Director of the Governor's Recovery Office, which was established in 2013 after historic and unprecedented flooding impacted 24 counties in Colorado. The Recovery Office leads the collaboration with federal partners, Congressional delegation, state agencies, and local governments to streamline funds and flood recovery efforts. In her role as Executive Director, Ms. Urbina coordinates with these partners on funding and implementing Colorado's recovery. Prior to her appointment, she served as the Deputy Manager of Denver's Community Planning and Development Department from 2005 to the end of 2013, overseeing the city's planning and zoning functions, involving both broad city visioning and tactical plan implementation. Before her work with the city of Denver, Ms. Urbina spent much of her career in the construction and real estate development industry, serving as the director of government affairs for Oakwood Homes and as a consultant for CRL Associates handling government affairs and land use consulting. Ms. Urbina is a Denver native and enjoys giving back to the community through public service. She serves on the board of Habitat for Humanity of Metro Denver.

BRINGING IT ALL HOME: THE LOCAL ROLE IN CREATING INTEGRATED STRATEGIES FOR RESILIENCE

DESCRIPTION

Although myriad federal and state programs exist that can support resilience, local governments understand, and are ultimately responsible for, the risks and vulnerabilities that face their communities, and for developing and implementing plans that mitigate those risks. This session will cover best practices regarding how to do integrated planning to address both pre-disaster planning, community recovery, and a range of issues to create a community that is as resilient as possible.

SPEAKER INFORMATION

MODERATOR:

Kristin Cisowski

Associate, Clarion Associates
Denver, CO

Kristin Cisowski, LEED AP is a planner and attorney in Clarion Associates' Denver office. She works with local governments around the country on land use code projects. She has a wide range of public and private sector experience including writing stormwater pollution prevention plans, land planning and entitlement, and updating land use regulations with respect to affordable housing, environmental, telecommunications, and transportation issues. Ms. Cisowski has a J.D. from Vermont Law School, a Masters in Urban and Regional Planning from the University of Colorado, Denver, and a B.S. in Civil Engineering from the University of Massachusetts, Amherst.

SPEAKERS:

Joe Gierlach

Mayor, Town of Nederland
Nederland, CO

Joe Gierlach is the Mayor of Nederland, Colorado. He writes the NederMayor blog. He also serves on: The Colorado Municipal League Executive Board, Denver Regional Council of Governments Board of Directors, Metro Mayor's Caucus, Boulder County Consortium of Cities and Colorado Association of Ski Towns. He has been a school district and construction project manager, as well as corporate bank senior officer.

Breece Robertson

National GIS Director, The Trust for Public Land
Santa Fe, NM

Breece Robertson is the National Geographic Information Systems (GIS) Director for The Trust for Public Land. Ms. Robertson manages a cutting-edge team of GIS staff and consultants that work on projects ranging from urban to landscape efforts that cover a wide range of "Land for People" issues like park access, health disparities, "climate-smart" cities and connecting communities.

Abby Shannon

Long Range Planning Manager, Boulder County Land Use Department
Boulder, CO

Abby Shannon, AICP, is the Long Range Planning Manager for the Boulder County Land Use Department. Following the September 2013 flooding, her work has focused on disaster recovery, including administering the acquisition program for severely damaged properties. She has worked for the City of Aurora, Colorado, and the Pinellas Planning Council in Clearwater, Florida. Ms. Shannon is the past Professional Development for the Colorado Chapter of the American Planning Association. She has Masters degrees from the University of Colorado at Denver in Urban and Regional Planning and Public Administration and a liberal arts degree from Eckerd College. When she's not at work, she can be found on the bike paths, hiking trails, and in brew pubs around Boulder with her husband and her son.

Brian Wilkerson

Managing Director, Revolution Advisors LLC
Westminster, CO

Brian Wilkerson is the Managing Director for Revolution Advisors, a planning and strategy consulting firm. He is an expert in driving innovative strategies and using cutting-edge planning techniques to help organizations and communities secure their future. He has worked with diverse public and private sector clients including a number in the Front Range, and is a noted expert in the field of economic development, workforce planning and workforce development. Mr. Wilkerson developed an innovative approach to economic development planning that received recognition from the American Planning Association and was eventually awarded a Small Business Innovative Research Grant from the National Science Foundation. This approach has been applied to sustainable development and economic development master planning across the US and in Latin America.