

Stephen G. Harding
Instructor
Osher Lifelong Learning Institute
University of California, Riverside Extension

Mr. Stephen G. Harding, <https://practionerscholar.com>, and <https://ourcivicculture.com>, has more than thirty-eight years professional public and private sector experience in municipal management, privatization of public service delivery systems, organizational design, urban planning, economic development, redevelopment, real estate development and public finance. As a city manager, policy advisor, municipal consultant, developer, or as a departmental director, he has served nearly 60 public and private sector organizations. He has negotiated, developed public financing structures, prepared real estate development feasibility studies and provided project management services to more than \$4 billion in industrial, commercial and residential development projects. Mr. Harding has developed alternative municipal public service delivery systems, municipal financial workouts, comprehensive site-specific fiscal/economic impact reports and market and community based strategic economic development plans for multiple governmental agencies. He has also provided interim city management and departmental director staffing services to eight municipal agencies.

Public Sector—Mr. Harding was an executive team member in the establishment of two newly incorporated California cities. He served as the first Community Development Director and second City Manager of the City of Murrieta and the founding City Manager of the City of Jurupa Valley. He was also selected as the Interim City Manager of the Cities of Menifee and San Jacinto. He has held the positions of President of the City of San Diego's Southeast Economic Development Corporation (SEDC) and Deputy City Manager of the City of Santa Ana serving as the City's Executive Director of both the Redevelopment Agency and Housing Authority. He is a past Member of the Board of Directors for the California Municipal Finance Authority (CMFA), a State of California Joint Powers Authority issuing an annual average of \$1 Billion in public conduit financings.

Private Sector—As an advisor and consultant to local government agencies, Mr. Harding has held the positions of Managing Principal/Vice President of Urban Futures Inc., Director of Governmental Services of the Rosenow Spevacek Group, Inc., and as a Senior Consultant with the Kosmont Companies. He also served as Vice President of Land Development of the Larwin Company, a \$1 Billion full-service development company constructing more than 60,000 residential units in eleven states.

Academia--- Between 2005 and 2018, Mr. Harding facilitated the education of more than 1,000 students in 50+ graduate and undergraduate sections in public administration, public policy and real estate development. He is a course and professional certificate curriculum developer. For nearly eight years, he served as an Instructor in the Master of Public Policy and Administration (MPPA) Program at Northwestern University. For more than 15 years, he also served the University of La Verne as a member of the Adjunct Faculty and as a member of the Master of Public Administration Advisory Board. He designed both the curriculum and courses for the University's Certificate in Sustainable Economic Development. Previously he served Chapman University as Chairman of the Advisory Board for the School of Extended Education, and as a Member of the Advisory Board of the Roger C. Hobbs Institute of Real Estate, Law and Environmental Studies. He designed the Institute's Certificate in Real Estate Development for the 21st Century and served as a Research Associate and Instructor.

Education—Mr. Harding studied Comparative Government and Economics at the University of California Los Angeles (UCLA) and also holds a Bachelor of Arts degree in Political Science and a Master of Public Administration (MPA) degree from California State University, Long Beach. He is a member of the 1977 Graduate Dean's List and ranked in the top 1% of all university wide graduate students. He is a member of Pi Alpha Alpha, the National Honor Society for Public Administration.

Professional Involvement--- Mr. Harding has been a columnist for the American Society for Public Administration's (ASPA) PA Times. He also has served as a member of the International City/County Management Association (ICMA) Advisory Board for Graduate Education. Mr. Harding has also served the Network of Schools of Public Policy, Affairs, and Administration's (NASPAA) Commission on Peer and Accreditation in the reaccreditation process of Master of Public Administration programs. He has been a Council Member of ASPA's Southern California Chapter, the Chairman of the California Association for Local Economic Development (CALED) and a Board Member of the Urban Land Institute's (ULI) Orange County District Council.

Managerial Summary and Client Profile

- **By Managerial Time in Grade:**
 - 14 Years as a CEO (City Manager, Executive Director, President)
 - 7 Years as a Corporate Vice President
 - 13 Years as a Deputy City Manager or Private/Public Sector Department Director
- **By Clients Served: 58**
 - 34 Cities and/or Redevelopment Agencies (2 Start-Up Cities)
 - 4 Local Agency Formation Commissions (LAFCO's)
 - 1 County
 - 3 Economic Development Corporations (EDC)
 - 1 Workforce Development Board
 - 4 Housing Authorities
 - 1 Joint Powers Authority
 - 1 Municipal/State Joint Powers Finance Authority
 - 1 Water District
 - 2 Multi-Million Dollar Development Companies
 - 1 Big Box Retailer
 - 3 Municipal, Real Estate, and Financial Advisory Firms
 - 1 University (Real Estate and Financial Advisory Services)
 - 1 University (Certificate Curriculum Design)
- **By Public Sector Client Profile:**
 - Populations: 18,000 to over 1 Million
 - Number of Employees: 26 to over 7,300
 - Budgets: \$14 million to over \$2.3 Billion
- **By Private Sector Client Profile:**
 - Two separate billion dollar development corporations
 - The nations largest member only big box retailer

PROFESSIONAL EXPERIENCE

Representative Public Sector Management Assignments

- **City of Murrieta**—City Manager
- **City of Murrieta**—Planning Director
- **City of Jurupa Valley**—City Manager
- **City of Santa Ana**—Deputy City Manager—Development Services
- **City of Santa Ana**—Executive Director—Santa Ana Redevelopment Agency
- **City of Santa Ana**—Executive Director—Santa Ana Housing Authority
- **City of Santa Ana**—Executive Director—Planning and Building Agency
- **City of San Diego**—President-- Southeastern Development Corporation
- **City of Bell Gardens**—Deputy City Manager
- **City of Lancaster**—Director of Community Development

Interim Management Assignments

- **City of Menifee**—City Manager
- **City of San Jacinto**—City Manager
- **City of Pasadena**--Director of Housing and Development Services
- **City of Santa Ana**— Executive Director—Planning & Building Agency
- **City of Santa Ana**--Planning Manager
- **City of Hemet** – Assistant City Manager
- **City of Brea**—Director of Development Services
- **City of Commerce**—Community Development Director
- **City of Hesperia**—Economic Development Director

Private Sector Assignments

- **The Larwin Company**—Vice President of Land Development
- **Urban Futures Incorporated**--Vice President/Managing Principal
- **Rosenow Spevacek Group**—Director of Governmental Services
- **The Kosmont Companies**—Senior Consultant

Organizational Studies, Business Plans and Recruitment Assistance

- **City of Jurupa Valley**—Citywide Organizational, Financial and Management Systems Plan
- **City of San Jacinto** – Citywide Organizational Analysis Recruitment Assistance
- **City of Brea** – Department Organizational Analysis and Recruitment Assistance
- **City of Pasadena** – Department Organizational Analysis and Recruitment Assistance
- **San Diego Housing Commission** – Five Year Business Implementation Plan
- **City of Santa Ana** – Departmental Organizational Analysis and Recruitment Assistance
- **El Monte Redevelopment Agency**—Departmental Organizational and Financial Analysis

Development Feasibility, Land Processing Cost Analysis and Fiscal Impact Analysis

- **City of Oxnard--Riverpark Master Plan Development.** Analyzed the real estate feasibility and prepared the fiscal impact analysis for a proposed 587-acre master planned community comprising more than 2,800,000 square feet of regional retail, entertainment, hotel and office space. Additionally, the project included more than 2,800 residential units.
- **City of Upland--The Colonies at San Antonio Lakes.** Prepared the development impact study and real estate feasibility analysis for a proposed 300-acre master planned mixed-use residential, hospitality and commercial project.
- **March Joint Powers Authority--Land Processing Cost Projections.** Developed the land processing cost projections for the economic development conveyance of the March Planning Area from the federal government to the Authority.

Public/Private Deal Structuring and Negotiations

- **City of Santa Ana—Development Agreement negotiations for the construction of 800 high rise market rate condominiums contained within three (3) twenty-five story structures.**
- **City of Santa Ana—Development Agreement negotiations for the construction of 594,000 square feet of class “A” office space to be contained in one 37-story structure.**
- **City of Commerce-- Sale, disposition and expansion of the 180,000 square foot Citadel off-price center to more than 365,000 square feet of gross leasable floor area.**
- **City of Lancaster--Del Sur Master Planned Community.** Negotiated a Development Agreement pertaining to the phasing and public facilities financing of an 880-acre master planned residential/lake community.
- **University of La Verne--School of Law Relocation.** Negotiated the acquisition of an 80,000 square foot office building with the Ontario Redevelopment Agency for the eventual relocation of the University Of La Verne School Of Law from the central campus to downtown Ontario.
- **City of San Diego--252 Freeway Corridor.** Negotiated and developed the public financing participation plan for the development of 800 acres of mixed commercial and residential development.
- **City of Azusa--Aerojet General Regional Headquarters.** Negotiated an Owner Participation Agreement for the development of an 180,000 square foot office building.
- **City of Azusa--Messinger Industrial Park.** Negotiated the Disposition and Development Agreement for the conversion of the old Miller Brewery site (120 acres) to an industrial park.

Development Implementation and Project Management

- **City of San Diego--Gateway Business Parks.** Obtained the financing, completed the land development and entitlement processing and caused the eventual disposition of a (2) phased 130-acre business park. Negotiated nineteen (19) separate Disposition and Development Agreements (DDA's) with various industrial, commercial and office users.

- **The Larwin Company--Multiple Residential Developments.** Conducted the due diligence, negotiated development agreements, and implemented the entitlement processing on five (5) separate development projects comprising more than 3,200 residential units.

Annexation and Incorporation Studies

- **Los Angeles County LAFCO** – Incorporation analysis for the community of Hacienda Heights.
- **Orange County LAFCO** – Various “Island” annexation studies.
- **San Bernardino County LAFCO** – Incorporation analysis for the community of Lake Arrowhead.
- **City of Brea** – Pre-annexation agreement negotiations, document preparation and fiscal analysis for the annexation of the 400-acre Tonner Hills development proposal.
- **City of Corona** – Annexation feasibility/fiscal study

Strategic Economic Development, Financing and Land-Use Plans

- **City of Santa Ana – City Wide Sustainable Economic Development Strategy.** Developed comprehensive sustainability plan pertaining to economic development, environmental enhancement, neighborhood preservation and workforce development.
- **City of Upland – Historic Downtown Economic Development Strategy.** Developed the City’s site- specific marketing and development strategy for downtown Upland.
- **City of Murrieta--Retail Corridor Action Plan.** Developed a market research, marketing and due diligence program for the purpose of improving the positioning of the City’s commercial properties within southwest Riverside County.
- **City of Santa Ana—Empowerment Zone Economic Development Implementation Strategy.** Finalized a market based implementation strategy for a 729-acre aging industrial area contained within the City’s Empowerment Zone.
- **Southwest Riverside County Economic Development Corporation--Economic Development Strategic Plan.** Prepared the short-, medium- and long-range economic development implementation plan pertaining to business retention, expansion and attraction for the greater Murrieta, Temecula and Lake Elsinore trade area.
- **City of Arroyo Grande--Redevelopment Implementation Plan.** Developed the City’s first overall redevelopment strategic implementation plan. The plan encompasses site specific, programmatic and financing activities to be undertaken over a three- (3) to five- (5) year period.
- **City of La Puente — Economic Development Implementation and Jobs Housing Plan.** Developed the City’s first overall redevelopment strategic implementation plan. The plan encompasses site specific, programmatic and financing activities to be undertaken over a three- (3) to five- (5) year period.
- **City of Greenfield--Redevelopment Implementation Plan.** Developed the City’s first overall redevelopment strategic implementation plan. The plan encompasses site specific, programmatic and financing activities to be undertaken over a three- (3) to five- (5) year period.
- **City of Azusa--Industrial Corridor Specific Plan.** Developed a comprehensive specific plan aimed at enhancing industrial development opportunities for new and existing industrial operators in the City of Azusa.

Professional Volunteer Contributions

- **Urban Land Institute (ULI)**
 - Urban Plan K-12 Education Program (Anaheim High School)
 - Downtown San Diego Master Plan Analysis (Technical Advisory Panel)
 - Edge Development--West Hemet Development Strategy (Technical Advisory Panel)
 - The Evolution of the Master Planned Community (White Paper Contributor)
 - The Future of Publically Funded Redevelopment (The Shaw Forum)
- **California Association for Local Economic Development (CALED)**
 - City of Grover Beach Strategic Economic Plan (Professional Advisory Service)
 - City of Santa Maria Strategic Economic Plan (Professional Advisory Service)
 - City of El Monte Strategic Economic Plan (Professional Advisory Service)
 - Role of CALED in Economic Development Strategic Plan
- **International City/County Management Association (ICMA)**
 - City Manager in Residence—University of La Verne
 - City Manager in Residence—California State University, Fullerton
 - Member—Advisory Board for Graduate Education
- **Municipal Management Assistants of Southern California (MMASC)**
 - Mentorship Program
- **Network of Schools of Public Policy, Affairs, and Administration (NASPAA)**
 - Accreditation Site Visits
 - Washington State University-Vancouver
 - San Francisco State University
 - University of New Mexico
 - San Jose State University
 - University of Arizona
 - Fresno State University
 - University of Southern California

Professional Awards

In 2020, Mr. Harding was selected by CALED as one of “40” individuals that had made significant contributions to the field of economic development over the last 40 years. On behalf of the City of Murrieta, Mr. Harding received a Grand Prize Award from CALED for his authorship of the Murrieta Retail Corridor Action Plan. He also received the Innovations in Public Facilities Financing Award from the American Public Works Association (APWA) for the I-15/I-215 Interchange Improvement Plan. He was named by San Diego Magazine as one of eighty-eight individuals who made significant contributions to the San Diego region in 1988. He has received recognition awards from the Cities of Jurupa Valley, Murrieta, Lancaster, Azusa, Bell Gardens and Norwalk.

Recent Presentations

- **2016**
 - **Pepperdine University, School of Public Policy**
Presenter--Skill Sets for Today's Public Administrators
- **2015**
 - **Municipal Management Assistants of Southern California (MMASC)**
TED TALK—The Why of Public Service

- **2014**
 - **University of California, Riverside (Riverside, CA)**
Panelist—City Management—Challenges in the Past, Present, and Future
 - **International City/County Manager Association Annual Conference (Charlotte, N.C.)**
Moderator and Panelist--Managers as Faculty
 - **California State Association of Counties (Sacramento, CA)**
Workshop Presenter--Succession Planning
 - **University of California, Riverside (Riverside, CA)**
Presenter—Skill Sets for Public Sector Employment
- **2013**
 - **The American Society for Public Administration 2013 Annual Conference (New Orleans, LA)**
National Association of Schools of Public Affairs & Administration (NASPAA)
Panelist—Educational Competencies for Public Employment
 - **The American Society for Public Administration, Southern California Chapter--
Spring Symposium (Claremont CA)**
Moderator and Panelist--The Future of Local Government in California
 - **California Association for Local Economic Development Annual Training
Conference, (Long Beach, CA)**
Panelist--Revisiting Existing Economic Development Tools with New Partners
 - **Northern Illinois University (Naperville, Ill. Campus)**
Presenter--Alternative Public Service Delivery Systems
 - **University of California, Riverside--School of Public Policy (Riverside, CA)**
Luncheon Speaker--State and Local Government Relations in California
 - **National Innovative Communities Conference (Ontario, CA)**
Presenter--Building Healthy Sustainable Communities Through Economic Development
 - **League of California Cities Annual Conference (Sacramento, CA)**
Moderator and Panelist--State and Local Government Relations
 - **International City/County Manager Association Annual Conference (Boston, MA)**
Panelist--Changing the Boundaries—Sharing Public Service Delivery Responsibilities
 - **National Association of Schools of Public Affairs and Administration (Washington
D.C.)**
Presenter--The Blurred World of Metropolitan Governance
- **2012**
 - **American Society for Public Administration (Various Locations in California)**
Panelist—A Reflection on Leadership and Career Paths
Panelist—Shifting the Burden: Social Services, Safety, and Redevelopment
Panelist---Intergovernmental Relations and Policy Networks
Moderator—Future of Redevelopment in California
 - **International City/County Manager Association (Milwaukee, Ws.)**
Presenter--Alternative Public Delivery Systems in California's Newest City

- **California Association of Local Agency Formation Commissions (Murphy's, CA)**
Presenter--Senate Bill 89 and Newly Incorporated Cities
- **California State University, Fullerton**
Panelist--Assembly Bill 26 –The Elimination of Redevelopment in California
- **Urban Land Institute (Various Locations in California)**
Contributor--The Shaw Forum—The Future of Publically Financed Redevelopment
Contributor--White Paper Think Tank—The Evolution of the Planned Community Program Chair & Moderator--Edge Development in Southern California
Panelist—Transit Oriented Development

ACADEMIC EXPERIENCE

Publications

- **International City/County Management Association**
 - **Managers as Teachers: A Practitioner's Guide to Teaching Public Administration (3rd)**
Editor and Contributing Author
- **American Society for Public Administration (ASPA) PA Times Articles 2015-Present**
 - The Millennial Generation—Is There a Challenge to Civic Engagement?
 - To Teach or Not To Teach—Insights From a Practitioner Instructor
 - The Why of Public Service
 - What's a Bureaucrat to Do?
 - Civics Lost—No Apparent Priority in Education
 - Bureaucracy and the Challenge to Participatory Local Governance
 - Observations From the MPA Lectern—The Evident and Not So Evident
 - Beyond Technocracy—Civics, Culture and Public Service
 - Working in the 21st Century—Moving From Generational Differences to Generational Commonalities
 - Alternative Public Service Delivery Systems—Motives, Methods, Conclusions and Concerns
- **Journal of the American Society for Public Administration-- Public Administration Review (PAR) Commentary Response 2015**
 - Does Organizational Image Matter? You Bet It Does
Commentary Response to: Does Organizational Image Matter? Image, Identification, and Employee Behaviors in Public and Nonprofit Organizations, by Eunju Rho, University of Akron and Taesik Yun, University of Georgia
- **Emerging Local Government Leaders Article 2014**
 - Making Civic Sense of California-Six or Otherwise
- **League of California Cities Western City Magazine 2012**
 - Jurupa Valley—The Last City in California
- **CQ Press 2011 Practitioner Response**
 - Network Governance: The Future of Intergovernmental Management—Edited by Jack Meek, University of La Verne, Kurt Thurmaier, Northern Illinois University
Chapter 4: Reframing the Political and Legal Relationship between Local Governments and Regional Institutions: Raymond W. Cox, III and David Y. Miller, University of Pittsburgh
Practitioner Response: Home Rule and Regional Governance--Shall the "Twain" Ever Meet?—Stephen G. Harding

Teaching, Course, and Curriculum Design

- **Northwestern University—School of Professional Studies**
 - Lecturer—Master of Public Policy & Administration Program
 - The Global City—(Instructor and Course Designer)
 - Fundamentals of Public Administration (Instructor)
 - Governmental Financial Management (Co-Course Designer)
 - Thesis Advisory/Reviewer (5)
- **University of La Verne—College of Business and Public Management**
 - Lecturer—Master of Public Administration (MPA) Program
 - Public Administration and Society—(Instructor)
 - Managing Sustainable Communities--- (Instructor & Course Designer)
 - Tools of Governance, Economic Development—(Instructor & Course Designer)
 - Tools of Governance, Public/Private Partnerships--- (Instructor & Course Designer)
 - Tools of Governance, Local Government Management--- (Instructor & Course Designer)
 - Public Sector Management and Leadership—(Instructor)
 - Managing Collaborative Networks—(Co-Instructor)
 - Regionalization and Intergovernmental Relations—(Co-Instructor)
 - Member of the Board of Advisors—MPA Program
 - Curriculum & Course Design—Certificate Program in Sustainable Economic Development
- **California State University, Northridge—The Tseng College of Continuing Studies**
 - Lecturer—Master of Public Administration (MPA) Program
 - Public Administration and It's Environment--- (Instructor)
 - Public Policy Analysis--- (Instructor)
 - Strategic Planning & Management (Instructor)
- **Chapman University—College of Extended Education**
 - Past Chairman of the Board
- **Chapman University—Roger C. Hobbs Institute of Real Estate, Law and Environmental Studies**
 - Member of the Board of Advisors
 - Instructor/Associate--Professional Certificate Program in Real Estate and Innovative Development
 - The Politics of Development—Urban Infill in a Suburban Culture--- (Instructor & Course Designer)
 - Sustainable Development—Going Vertical in a Horizontal Environment--- (Instructor& Course Designer)
 - Curriculum Design—Certificate Program in Real Estate Development for the 21st Century
- **University of Southern California—Sol Price School of Policy, Planning and Development**
 - Guest Lecturer—Master of Planning Program (AY-2006, 2007, 2008) Economic Development
- **University of California, Riverside—College of Extended Education**
 - Instructor—Certificate in Economic Development
 - Economic Development Finance—Core Course
 - Instructor---Osher Life Long Learning Institute

Representative Client List

CITY OF SAN DIEGO	CITY OF PASADENA
SAN DIEGO HOUSING COMMISSION	CITY OF SANTA ANA
CITY OF UPLAND	CITY OF BREA
CITY OF MURRIETA	CITY OF LANCASTER
CITY OF OXNARD	CITY OF ONTARIO
CITY OF JURUPA VALLEY	CITY OF MENIFEE
CITY OF FILLMORE	CITY OF ARROYO GRANDE
CITY OF AZUSA	CITY OF SANTA PAULA
CITY OF DELANO	CITY OF VALLEJO
CITY OF SAN BERNARDINO	CITY OF HEMET
CITY OF HESPERIA	CITY OF SAN JACINTO
CITY OF EL MONTE	CITY OF COMMERCE
CITY OF BELL GARDENS	CITY OF NORWALK
CITY OF SEAL BEACH	CITY OF SOUTH EL MONTE
CITY OF CORONA	CITY OF LA PUENTE
CITY OF GROVER BEACH	CITY OF MANTECA
CITY OF CALEXICO	CITY OF GREENFIELD
CITY OF HIGHLAND	CITY OF MORGAN HILL
SAN BERNARDINO COUNTY LAFCO	MARDERA COUNTY LAFCO
LA COUNTY LAFCO	ORANGE COUNTY LAFCO
SANTA MARIA EDC	SOUTHWEST RIVERSIDE EDC
NORTHWESTERN UNIVERSITY	CAL-STATE NORTHRIDGE
UNIVERSITY OF LA VERNE	CHAPMAN UNIVERSITY
MARCH AFB JPA	HEMET/SAN JACINTO EDC
EL MONTE CHAMBER OF COMMERCE	KINGS COUNTY
THE PRICE CLUB (PRICE/COSTCO)	THE LARWIN COMPANY
LEWIS HOMES	UC RIVERSIDE, EXTENSION