

Living Cities Integration Initiative



Learning Community Biographies

June 2015

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**Denotes Living Cities Member*

SPEAKERS AND FACILITATORS

Learning Community Day 1

Paula Dressel

Paula L. Dressel is Vice President of JustPartners, Inc., a Baltimore-based consulting group. Formerly Director of Planning, Research, and Development with the Annie E. Casey Foundation, Paula now consults with foundations, nonprofits, and local governments to advance racially-equitable organizational policies and practices. While at the Casey Foundation, she coordinated the development of the *Race Matters Toolkit* and has since provided support to organizations in over 30 states as part of JustPartners' Race Matters Institute (www.racemattersinstitute.org.) She holds a Ph.D. in sociology from the University of Georgia and is a widely published author on issues of social justice.

Joanna Scott

Dr. Joanna Shoffner Scott has more than ten years of experience in research, advocacy, government relations and consulting. She is an experienced policy analyst in the areas of budget and tax policy, health, and nutrition, with expertise on the intersection of race and equity in public systems. Most recently, she served as the Vice President of Policy and Equity Programs at Voices for America's Children

Joanna Scott cont.

for 6 years before accepting the position as Director of the Race Matters Institute. In her current role, she works with organizations across the country to advance racial equity as a mission-centered goal. Earlier in her career, Joanna spent three years as Associate Director for Maryland Budget & Tax Policy Institute, a non-partisan research organization responsible for analyzing Maryland's state budget for policy effects on families with low and moderate incomes. Joanna holds a Ph.D. in public policy from the University of Maryland, Baltimore County.

Alexander Grashow

Alexander Grashow is a Senior Advisor to Cambridge Leadership Associates. Before becoming a Senior Advisor, Alexander held the position of CEO of CLA.

He is a steward of large scale business adaptation, strategist, master facilitator, speaker, and author. Alexander's career has centered on how companies and their people can adapt and thrive together. He works with Fortune 100 companies, social entrepreneurs and disruptive businesses, and multiparty collaborations. His work creating the future of business involves discerning which of the business norms and traditions to bring forward, leadership among competing groups and interests, creating culture and bringing renewed meaning to work.

He is co-author of *The Practice of Adaptive Leadership* (Harvard Business Press, 2009) and *Leadership in a Permanent Crisis* (HBR). Alexander also serves as an Advisor to the Clinton Global Initiative, and Chair and Co-Founder of the US Africa Children's Fellowship.

With a mix of pragmatism, stories and spirit, Alexander helps build healthy generative companies and communities. Alexander's passion for complex problem solving comes from his work across three sectors, study of economics and fine arts and many lessons learned from his ancestors and children.

Learning Community Day 2

Erika Bernabei

Erika Bernabei is a Senior Consultant with the Results Leadership Group (RLG) and with an expertise in developing the capacity of government and non-profit organizations to produce measurable and equitable results for organizations and communities. Prior to RLG, Erika was a Senior Associate at the Promise Neighborhoods Institute at PolicyLink where she developed and managed a results-driven infrastructure and support system for more than 50 diverse Promise Neighborhood communities to produce holistic, measurable outcomes and advance equity.

She holds an MA in Education Policy from Teachers College, Columbia University, is a PhD candidate in Education Leadership at New York University, and has a deep focus and training in anti-racist/racial equity strategy development.

INTEGRATION INITIATIVE TEAM MEMBERS

Albuquerque

Robin Brule, *Initiative Director*

Robin Brule' is the Vice President of Community Relations and Assistant to the President at New Mexico Educators Federal Credit Union (NMEFCU). In her role she works collaboratively with a variety of stakeholders and diverse constituent groups including government leaders to develop, strengthen and support cross-system, cross-sector education, income, workforce and health strategies to bolster and improve economic opportunities for New Mexicans. Robin creates and manages innovative philanthropic leveraging programs that integrate and scale effective systems change initiatives to strengthen financial empowerment and capability, economic mobility, intergenerational approaches, and lifelong asset building for children and families. NMEFCU, in partnership with the University of New Mexico, was recently awarded a Catapult! Award for their joint work in creating practical and innovative solutions to keep working class students in higher education. In addition, Robin serves as an "executive on loan" from NMEFCU to Mayor Richard Berry, City of Albuquerque, to help accelerate implementation and results in the areas of education, human services, economic and workforce development.

Robin's prior experience includes as Director for New Mexico's Center for Philanthropic Partnerships, which worked in collaboration with the New Mexico Children's Cabinet, comprised of 16 State Department Cabinet Secretaries, to coordinate cross-departmental, multi-sector, and public-private partnership efforts that established and promoted comprehensive policies impacting children and families. As Director, she was responsible for utilizing the office as a catalyst for and champion of socially innovative practices to increase government program results while improving economic return on investment. Her work was featured in the 2010 MIT article Government and Social Innovation as an effective model for leveraging and maximizing Federal and philanthropic funding to increase New Mexico's economic vitality. Robin also served as Executive Director of the Central New Mexico Community College (CNM) Foundation, creating and supporting innovative and nationally recognized programs supporting CNM students focused on engaging and retain low-income, first-generation college students and students of color. Robin's work garnered the CNM Foundation recognition that includes the 2007 Association of Commerce & Industry's VIVA Award for Vision, Investment, Vitality and Action in the Community and a 2006 Ethics in Business Award.

Todd Hunter

Todd Hunter is CFO & Director of Operations for Technology Ventures Corporation (TVC). TVC accelerates the growth of globally competitive, high-tech companies by bringing together entrepreneurial talent, innovative federal research, dynamic capital investment and relevant community involvement. Todd joined Technology Ventures Corporation in 2014. Todd has a strong focus on exceptional leadership and setting the standard with respect to business delivery and increased partnership. Prior to Technology Ventures Corporation, Todd worked for Sandia National Laboratories, Wachovia Bank, PricewaterhouseCoopers and Transamerica Corporation in a number of business and financial operations management and executive roles. He holds a Bachelor of Science degree from Spring Hill College in 1985 and holds two certificates in project management.

Synthia Jaramillo

Synthia Jaramillo is an experienced professional with extensive background and experience in Chamber of Commerce activities, programs and services. She currently serves as the Vice President of the Barelás Economic Opportunity Center (BEOC) of the Albuquerque Hispano Chamber of Commerce (AHCC). Since October of 2013 Cynthia has increased program revenue in the BEOC by \$500,000. The BEOC is a dedicated and modern facility located within, and adjacent to, low-income areas most in need of support. These include Barelás, South Broadway, and San Jose neighborhoods, and the South Valley. The BEOC is ADA accessible and easy to get to by public and private transportation. The BEOC is equipped with two state-of-the-art computer labs and several meeting and training rooms.

Synthia also serves as the primary staff member and point of contact for the AHCC Board of Directors, Executive Committee and members regarding workforce training, development and economic initiatives. Most notably was the application submitted by Cynthia that enabled AHCC to be awarded the Hispanic Chamber of the Year 2014-2015 by the United States Hispanic Chamber of Commerce.

Debbie Johnson

Debbie Johnson is Director of the Office of Entrepreneurship and Economic Development at Central New Mexico Community College. CNM is the state's largest educational institution, serving over 45,000 students each year from five campuses and two sites having an economic impact of over \$549 million. For over 50 years, CNM has been a major player in industry training, job certification and specialized curriculum, growing the "middle layer" and technical support services workforce.

Johnson also co-chairs the EDAct (Economic Development Action Council) for the Mayor's office; serves on the boards of: GACC—Greater ABQ Chamber of Commerce; AED—ABQ Economic Development; UNMH—UNM Hospital; Alvarado Realty, Los Alamos National Bank, and the Appleseed Foundation. She is a former member of the Federal Reserve Board Kansas City (District 10) Economic Advisory Council and was the state chairman of the National Quality Education Conference in 1995. She has been a gubernatorial appointee for numerous job development efforts, including different Governor's Workforce Oversight and Business Advisory Committees.

Terry Laudick

Terry Laudick, CCUE, CUDE has been with Nusenda Credit Union since 1993. He became President and CEO of the Credit Union in 2000 and previously served as Chief Operating Officer and Executive Vice President of Marketing. He has previously worked for credit unions and credit union associations in Kansas, Oklahoma and New York. He is a Graduate of the CUNA Certified Credit Union Executive Program and NCUF Credit Union Development Education Program. In 2013, he was recognized by the National Association of Federal Credit Unions as CEO of the Year. In addition to his position at the Credit Union, Terry serves on the steering committees of Innovation Central and Innovate ABQ, the Board of Directors of CO-OP Financial Services, Credit Union Service Network, CNM Foundation and CU Anytime. He also serves on the Advisory Committees for the APS/CNM College & Career High School, Allied Solutions and XP Systems.

Frank Mirabal

Frank Mirabal, Ph.D. was recently appointed by Mayor Richard J. Berry to serve on his Executive Leadership Team as the Director of Collective Impact. As a practitioner, Mirabal spent over 15 years working in the workforce, education, and youth development sectors focusing his work on building the

Frank Mirabal cont.

capacity of service providers, providing training and professional development for youth development practitioners and managing a range of service initiatives in education, workforce development and youth development.

Kymberly Pinder

In July of 2012, Dean Pinder transplanted to New Mexico from the School of the Art Institute of Chicago where she had been a professor of art history for 16 years and served as department chair and graduate program head. Before and during her teaching career she worked in the education and curatorial departments in museums and galleries, such as the Metropolitan Museum of Art and The Cloisters in New York and The Art Institute of Chicago. Dean Pinder graduated with a B.A. from Middlebury College and M.Phil, M.A. and Ph.D from Yale University, all in Art History. She writes, lectures and teaches in the U.S, and abroad on representations of race and religion in American Art including in the work of Romare Bearden, Dox Thrash and Kara Walker. She has received awards and fellowships from the National Endowment of the Humanities, the Mellon, Ford and Henry Luce Foundations, among others. At the School of the Art Institute of Chicago she received recognition for promoting diversity and fostering public engagement. Dean Pinder edited *Race-ing Art History: Critical Essays in Race and Art History* and her scholarship has appeared in *The Art Bulletin*, *The Art Journal*, *Third Text*, and *The African American Review* among other periodicals. Her latest book is *Black Public Art and Religion in Chicago* which is forthcoming from the University of Illinois Press.

Andrea Plaza

Andrea Plaza is Encuentro's founding director. She is a 23 year resident of New Mexico with roots in Colombia by way of North Carolina. Andrea moved to New Mexico to pursue graduate work in Latin American Studies and Community and Regional Planning. Her professional background includes working with immigrant women in the field of microenterprise development and educational and asset building programs for immigrant families. Andrea has a life-long commitment to advancing the rights of immigrants as a tool for building social and economic justice.

Jennifer Riordan*

Jennifer has over 20 years of community relations and communications experience and joined Wells Fargo in 2008. She is responsible for reputation management, volunteerism and community involvement and supporting local and regional non-profits through the company's generous corporate giving program of over \$2 million (NM, El Paso and Greater TX). Jennifer manages Wells Fargo employee volunteer and board service to non-profits in New Mexico and El Paso working with nearly 1,600 employees in addition to representing the company on various boards in the community and oversees the annual United Way Community Support Campaign. Additionally Jennifer supports the Greater Texas region with community affairs council and reporting. Jennifer currently serves on the board of Junior Achievement New Mexico and was appointed by the Governor of New Mexico to serve as a Commissioner for the State of New Mexico Office of Volunteer Engagement and Board of Trustees for the New Mexico Natural History and Science Museum. She has a bachelor's degree in Organizational Communications with a concentration in Public Relations from the University of New Mexico and an associate's degree from Champlain College in Vermont. She is a mom of Averie (9) and Joshua (7) and has been married to her husband Michael for 19 years.

Kevin Stevenson

Kevin Stevenson is the Strategic Planner in the Office of the President at the University of New Mexico, and a faculty member in the Anderson School of Management where he teaches entrepreneurship and technology management. As UNM's Strategic Planner, he is responsible for overseeing a variety of university-wide strategic initiatives, including the UNM2020 Strategic Plan, the UNM Strategic Financial Planning Project, and UNM's Results Oriented Management (ROM) budget model implementation as well as representing the University in a wide variety of external strategic endeavours. At UNM, he has held leadership positions in the Center for Education Policy Research and the Office of the Vice President for Research and Economic Development, and has served as Special Assistant to two past UNM Presidents. His work at UNM has garnered national attention, having been featured by the Chronicle of Higher Education and presented to the United States Senate.

Baltimore

Ellis Brown

Ellis Brown moved to Baltimore, MD in 2004 to join the staff at Morgan State University as their Director of Community and Economic Development. During his tenure he has effectively expanded and strengthened Morgan’s community involvement by participating in and working with neighborhood associations across the City. He serves on the Board of Directors of the NorthEast Development Alliance (NEDA), Blue Water Baltimore and the Belair-Edison Neighborhood, Inc. He is currently the Acting Director of the Morgan Community Mile Initiative. Before Baltimore Brown worked at Edward Waters College in Jacksonville, Florida, where he established the Edward Waters College Community Development Corporation (EWC CDC) and served as its first Executive Director.

During his time at the EWC CDC, he obtained both the Economic Development Finance Professional (EDFP) certification and the Housing Development Finance Professional (HDFP) certifications. He is an experienced field worker, manager, and executive in the area of community and economic development having served as a Peace Corp volunteer, Associate Peace Corp Director, and Country Representative in Senegal, West Africa for Africare, a Washington-based, non-governmental, international development organization.

MacKenzie Garvin

MacKenzie R. Garvin graduated from Coppin State University in 2005 with a degree in English. Ms. Garvin applied, and was admitted, to study law at North Carolina Central University School of Law and was awarded her Juris Doctorate in 2009. While attending law school, Ms. Garvin was actively involved in many public service organizations. She taught law to public high school students through the Street Law Clinic. Ms. Garvin represented clients in the Business Law Clinic, providing legal advice and assistance to local business owners. As a member of the Future Lawyers of America, Ms. Garvin mentored public high school students, and conducted mock trials and mediations. She also served as Treasurer of the Law Students for Reproductive Justice. Through her legal fraternity, Phi Alpha Delta, Ms. Garvin volunteered at the Durham Rescue Mission. Ms. Garvin's outstanding commitment to public service was recognized by the North Carolina Bar Association which awarded her its Pro Bono Certificate of Achievement. Ms. Garvin continued her public service work in Maryland during the summers between law school semesters. She interned at the Office of the Attorney General's Consumer

MacKenzie Garvin cont.

Protection Division, researching and dispensing advice on consumer laws, resolving consumer issues, and participating in arbitrations. As a result of her work at the Office of the Attorney General, Ms. Garvin was awarded a Certificate of Service by Maryland's Attorney General. She also interned at Baltimore Neighborhoods Inc., investigating fair housing complaints in Baltimore neighborhoods.

Ms. Garvin was admitted to the Maryland bar in 2009. She immediately began to practice law in southern Maryland, focusing primarily in the areas of personal injury and workers' compensation. Ms. Garvin has appeared on numerous occasions in front of the Maryland Workers' Compensation Commission at various locations across the State of Maryland. In 2012, Ms. Garvin returned to the public sector and is currently a Special Assistant in the Mayor' Economic and Neighborhood Development Office. She works closely on projects and initiatives with the City's business, housing, and workforce development agencies including the Baltimore Development Corporation, Baltimore Housing, Live Baltimore, the Mayor's Office of Employment Development, Planning, Zoning, and the Minority and Women Owned Business Development Office. Ms. Garvin oversees the Mayor's Anchor Institutions Strategy and is also the Mayor's Office liaison to the Baltimore Workforce Investment Board, the Baltimore Integration Partnership, and the Baltimore Casino Local Development Council.

Bill Joyner

Bill Joyner is the Community Engagement Coordinator at the University of Maryland, Baltimore (UMB). He manages the Community Merchant Access Program, and other projects that support UMB's work in confronting health, education, and economic disparities in West Baltimore communities.

Bill is a 2014 graduate of the University of Maryland School of Social Work, where he earned his MSW focusing on management and community organization. He is an alumnus of the Baltimore City Mayoral Fellowship program where he developed strategies for creating a more robust and inclusive resource network for Baltimore's small business community. He is a resident of one of the communities served by UMB's community initiatives.

Michael Molla

Michael Molla, Vice President for Operations. Mr. Molla has offered his leadership at the Maryland Institute College of Art since 1991, and now serves as the Vice President for Operations. His current responsibilities include leading the College in all areas of the campus and human development, with direct leadership for Facilities Management, Building Services, Campus Safety, Auxiliary and Administrative Services, Campus Events, Environmental Health, Safety and Sustainability, Real Estate and Construction Services. Mr. Molla is engaged in a number of community and art-based organizations. He currently serves as Chair of the Board for the Station North Arts and Entertainment District, and Co-Chair of the Baltimore Integrated Partnership's Anchor Institution Work Group. He has led a strategic planning process for public safety while serving as a Board Member of the Midtown Special Benefits District. Prior to serving as the Vice President for Operations at MICA, Mr. Molla worked hand-in-hand with students on all aspects of student life and development as MICA's Associate Vice President of Student Affairs. Prior to joining MICA, Mr. Molla served as the Associate Dean of Students at Dominican University, and held a number of professional leadership positions within higher education administration at The School of the Art Institute of Chicago, Mount Saint Mary's University, and Denison University. Mr. Molla earned a Master of Education degree in the Creative Arts from Fitchburg State University and a Bachelor of Arts degree in Art Education from Anna Maria College.

Affan Sheikh

Affan Sheikh is the Local Economic Inclusion/Diversity Liaison at Johns Hopkins University where he is managing the university's economic inclusion program. Working alongside University leadership, Affan has led a systematic, data-driven review of historical policies and practices to develop a program with measurable and realistic goals. The program promotes an increase in the utilization of local, minority and women-owned companies in purchasing and construction contracting and promotes job opportunities for minority job seekers and local residents.

Prior to joining Johns Hopkins University, Affan worked in the administration of Baltimore's Mayor Stephanie Rawlings-Blake in two roles. He served as the Special Assistant to the Mayor's Chief of Staff where, among other responsibilities, he facilitated the approval of \$1.6 billion in fiscal activities through the Board of Estimates, a five-member body of City officials charged to execute the City's fiscal policy, adopt the City budget, award contracts, and approve purchases. As an Analyst in the Mayor's Office of CitiStat, Affan led monthly performance management meetings that produced improved outcomes for the City's Fire Department, Health Department, and Department of Housing and Community Development. Affan has also worked for Arabella Advisors, a philanthropy consulting firm, supporting a variety of client projects ranging from implementing a \$10 million nationwide competitive grants competition in the education sector to developing a family foundation's giving strategy which includes domestic and international grant-making and impact investments. He also established internal systems including an electronic repository for institutional knowledge and financial templates tracking team profitability and utilization. Affan holds a BA in International Studies and Political Science from Johns Hopkins University and is originally from Atlanta, Georgia.

Kurt Sommer, Initiative Director

Kurt is the Director of the Baltimore Integration Partnership (BIP), a new initiative designed to connect workforce development opportunities and revitalization projects in targeted Baltimore City communities. The BIP is comprised of government, philanthropic, financial, and nonprofit representatives guiding and managing grant and loan dollars made possible by Living Cities and enhanced by other area organizations. Prior to joining the Association of Baltimore Area Grantmakers, Kurt was a Special Assistant to the Secretary of the Maryland Department of Housing and Community Development and served as Legislative Director overseeing and managing state legislative affairs. He also worked in the housing and community development policy field for Baltimore City Government serving as a Special Assistant for Policy and Legislation for the Commissioner/Executive Director of Baltimore Housing. Kurt's work in public policy builds from national work on urban and metropolitan issues at the Brookings Institution where he served as a Research Assistant.

Kurt holds a B.A. in Political Science from Washington College and a M.C.P. (Master of Community Planning) from the University of Maryland.

Scot Spencer*

Scot Spencer is Associate Director for Baltimore and Maryland Relations for The Annie E. Casey Foundation. Since his arrival at Casey in October of 2002, the Foundation's work in Baltimore has largely been focused on a revitalization effort on the city's east side that includes the responsible redevelopment as part of a comprehensive plan to strengthen community and economic development in an historic working class neighborhood.

Scot Spencer cont.

Scot's previous experience includes Transportation Specialist for the Environmental Defense Fund, where his focus was on state level smart growth policy and commuter choice; deputy director for Historic East Baltimore Community Action Coalition, a Baltimore Empowerment Zone Village Center, where he spearheaded the federal Bridges to Work demonstration; and several years' work in private architectural practice, community development and university relations in upstate New York.

In Maryland, he currently chairs the Maryland State Commission on Environmental Justice and Sustainable Communities and serves on the board of the Chesapeake Bay Trust. In Baltimore, he serves on City's Commission on Sustainability and its HIV/AIDS Commission. He also serves on the board of CENTERSTAGE and chairs the Baltimore Neighborhood Collaborative. Beyond Baltimore, Scot serves as chair of The Funders' Network for Smart Growth and Livable Communities and vice chair of Smart Growth America. Scot holds a Bachelor in Architecture and a Masters in Urban and Environmental Studies from Rensselaer Polytechnic Institute.

Melanie Styles

As Program Officer for Workforce Development at The Abell Foundation, Melanie Styles works with community-based organizations and public agencies to develop and strengthen skills training available in Baltimore and to see that low-wage job seekers are placed in, hold onto and advance in jobs. She is responsible for reviewing workforce development grant requests and managing a portfolio of grants, including STRIVE/Baltimore, the Biotechnical Institute of Maryland, Civic Works' Center for Green Careers, the Baltimore CASH Campaign, and Vehicles for Change. She is also responsible for initiating projects to inform workforce development policy and practice in Baltimore.

Prior to joining The Abell Foundation in 2000, Ms. Styles worked for 15 years designing and evaluating programs for youth and families. As a program officer at the Enterprise Foundation, Ms. Styles worked with community-based organizations and public agencies to improve the quality of healthcare, workforce development and education in the Sandtown-Winchester community of west Baltimore, Maryland. Prior to joining Enterprise, Ms. Styles worked as a senior research analyst for Public/Private Ventures, a Philadelphia-based non-profit organization that developed and evaluated programs for youth.

Ms. Styles serves on the Board of Directors for the Baltimore Alliance for Careers in Healthcare, the Job Opportunities Task Force, and the Baltimore Workforce Investment Board. She also represents the Baltimore Workforce Funders Alliance on the Baltimore Integration Partnership (BIP) governance committee and she chairs BIP's workforce group. She has a B.A. degree in English and sociology and M.A. degree in sociology from the University of Virginia.

Michele Whelley

As the Principal of Whelley Consulting, Michele Whelley provides a full range of economic development consulting services, from strategic planning through implementation and project management. Through Whelley Consulting, Ms. Whelley applies the skills and best practices acquired through her diverse career as an economic development leader over a period of more than two decades including CEO of the Central Maryland Transportation Alliance, founding CEO of the Economic Development Corporation of New Haven, CEO of the Downtown Partnership of Baltimore and Executive Vice-President of the Baltimore Development Corporation. Additionally, she has provided consulting services for Johns Hopkins Medical Institutions, a number of private sector development companies and staffed an

Michele Whelley cont.

economic development practice at Colliers Pinkard, a real estate brokerage company.

Ms. Whelley's diverse experience establishes a platform for integrating many disciplines including business attraction and retention, job creation, physical development, workforce training, community development and transportation in order to achieve positive outcomes for her clients. Specific areas of expertise include Strategic planning for economic development, development and implementation of business outreach/retention/growth strategies, assessment and coordination of job creation/growth and workforce development, community engagement around economic development issues and initiatives, economic development strategies for Anchor Institutions, including community engagement, transit oriented development, including assisting communities in maximizing transit access as an asset in community revitalization and public policy advocacy around economic development issues, including incentives and barriers to access to jobs, job growth, and economic vitality.

Detroit

Omar Blaik

Omar Blaik is founder and president of U3 Ventures, LLC, a multi-disciplinary firm focused on advisory services and real estate development. U3 specializes in comprehensive economic development around universities and health care institutions designed to attract private investment, incubate high-tech development, capture economic activity, and enhance the physical environment. U3 Ventures was formed with the belief that anchor institutions hold the key to sustainable community and economic development in cities across the country. Advisory efforts include working with university leaders, cities and municipalities, state governments and foundations. This work focuses on institutional strategy, campus edge planning, deploying economic activity for local benefits, and real estate strategy & economic feasibility. Prior to forming U3 Ventures, Mr. Blaik was the Senior Vice President at the University of Pennsylvania and served as the Chief Planning and Real Estate Officer. During his tenure at Penn, Mr. Blaik led the effort to enhance the quality of life on campus and in the neighborhood by creating a vibrant and engaging environment in which students, faculty, and staff can learn, live, work, and play. Under his management, Penn embarked on more than \$2.0 billion of construction and real estate development transforming both campus and the surrounding community.

Tom Burns

Tom Burns is a strategic planning and evaluation consultant with 35 years of experience in the public, non-profit and philanthropic sectors, where he has helped nonprofits and foundations to strengthen the effectiveness of their programs and governance. His areas of expertise include strategic planning, management development, organizational and program assessment, redesign and restructuring, and multi-organizational collaboration. He is currently Managing Director of the Urban Ventures Group, a consulting firm that he founded in 2003 to offer specialized planning and program development support to organizations concerned with funding and implementing innovative urban revitalization efforts. Urban Ventures' engagements are varied, encompassing organizational strategic planning, new program development, applied research and evaluation. Clients include national and local funders, place-based partnerships and collaboratives, and individual nonprofits.

Prior to launching Urban Ventures, Dr. Burns served for 15 years as the founding director of the OMG Center for Collaborative Learning, a national nonprofit research and consulting organization based in

Tom Burns, cont.

Philadelphia. Before that, he served on the faculty of the Wharton School at the University of Pennsylvania for nearly 10 years, teaching graduate courses in organization theory, strategic planning and public-private partnerships. While at Penn, he also served as a senior member of the research staff of the Wharton School's Management and Behavioral Science Center, and as Group Director at the Fels Center of Government. Dr. Burns holds an undergraduate degree in architecture and a Master's degree in management and urban planning. He received his Ph.D. from the Wharton School of the University of Pennsylvania in 1980.

Brad Frost, Initiative Director

A former Detroit Revitalization Fellow at the Detroit Institute of Arts, Bradford led the design, cultivation and execution of over 1M in new projects including the ArtPlace America 'Cultural Living Room' transformation of Kresge Court and a community engagement project that connected over 1,000 residents to creatively respond to a contemporary exhibit. Wayne State University Press recently published Bradford's commemorative book, *Reveal Your Detroit: An Intimate Look at a Great American City*.

A former AmeriCorps and United Way professional, Bradford has a proven track record for executing innovative community change strategies. He serves as Secretary General for Declare Detroit, a local civic group, and Board Chair for the Afghan Scholar Initiative.

Bradford holds a master's degree in Law and Diplomacy from the Fletcher School at Tufts University, including a semester on Social and Urban Policy at The Kennedy School of Government, and graduated Phi Beta Kappa from Mary Washington. A published commentator in the Detroit Free Press and New York Times, Bradford resides in Detroit.

Benjamin Kennedy*

Benjamin is a Program Officer on the Detroit/Community Development team at The Kresge Foundation. In addition to grantmaking, Benjamin is responsible for originating and structuring program-related investments that support and advance the strategic goals of the program. Prior to joining the Kresge Foundation, Benjamin worked at JP Morgan Chase in Johannesburg as an associate on the Sub-Saharan African Mergers & Acquisitions team. Benjamin also spent time as an economic and political analyst within IHS Global Insight's Sub-Saharan Africa group. His responsibilities there included sovereign credit risk analysis, policy research, and macroeconomic forecasting. Benjamin received an MBA from Harvard Business School and a BA in Economics from Morehouse College.

Dan Kinhead

Dan Kinhead is the Executive Director of Detroit Future City (DFC), a comprehensive strategic framework to guide decision-making and investment in Detroit. Dan leads a dynamic team of urban experts to implement the framework by fulfilling continued civic engagement, executing regulatory reform, and completing impactful pilot projects throughout the city. Dan's intuitive creativity and thoughtful analytical method allows him to balance broader social, political, and economic objectives with a nuanced understanding of opportunities that may exist at a more tactical level. Most recently Dan was Design Principal with Hamilton Anderson Associates (HAA), leading the design studio for architecture and urban design, and driving the land use and neighborhoods research and planning for DFC. Dan's team assembled the final 350 page report that serves as the platform for transformation in Detroit. Dan's

Dan Kinkead, cont.

work with HAA has also included projects such as a new Language Arts Building for Michigan State University, Master Plans for The Children's Center and Pewabic Pottery, and the redesign and renovation of the Flint Mass Transit Authority's downtown commuter hub.

Prior to working with HAA, Dan was an urban designer with Skidmore Owings & Merrill, LLP in New York, where he worked on large-scale innovative district designs for continental Europe and China. Dan was also the primary design collaborator with Renzo Piano Building Workshop to create the Columbia University Master Plan for West Harlem. Dan is a registered architect and his work has been published in a range of national and international media, including Architect, The Plan, and Architectural Record. Dan graduated from Harvard University with a Master of Architecture in Urban Design, and from the University of Kentucky with a Bachelor of Architecture. Dan lives in Detroit with his family.

Elizabeth Luther

Elizabeth Luther serves as specialist in operations, research, and design for the Detroit Initiative. For the past five years, she has been working to improve quality of life for Detroit and Michigan residents through regional, neighborhood, and participatory planning. Most recently, at Michigan Community Resources, she managed the process of incorporating public feedback into the large-scale Detroit Works Project planning process, which included designing and implementing a system to collect, review, analyze, and summarize over 70,000 comments and survey responses from over 30,000 unique conversations with the public. At the Southwest Michigan Planning Commission, she led comprehensive, equitable, and relevant planning projects including the region's Comprehensive Economic Development Strategy and the Van Buren County recreation plan.

Sue Mosey

Susan T. Mosey has been the President of Midtown Inc. (formerly the University Cultural Center Association) in Detroit for twenty-two years. This nonprofit organization is responsible for community development, marketing, public space maintenance, security services, real estate development and arts programming within Detroit's University Cultural Center – an area now known as Midtown. Projects that have been undertaken by the organization under her direction include public improvements such as new streetscapes and park redevelopment, greenway planning and construction, and residential and commercial real estate development and management. The organization also produces a number of signature arts events for the district. Currently, Midtown is completing a number of comprehensive neighborhood redevelopment initiatives including the creation of a walkable arts district and the renovation of numerous historic structures for mixed-income housing. Ms. Mosey is a graduate of Wayne State University and holds a degree in Urban Planning.

Erica Raleigh

Erica Raleigh joined Data Driven Detroit as a founding member of the organization in early 2009. Now the Director, she began as a Research Analyst, with a background in housing and community development, transportation planning, and public safety research. She has led numerous projects for Data Driven Detroit, including the Woodward Corridor Initiative and the One D Scorecard, and worked to create internal structures to improve organizational capacity. Erica continues her analytical pursuits through research that explores the interplay between neighborhood change and crime. She is the lead author on "Neighborhood disinvestment, abandonment and crime dynamics" which was awarded the 2014 Best Conference Paper Award at the Urban Affairs Association annual conference.

Erica Raleigh, cont.

Erica is deeply committed to the equitable access of information for data-driven decision-making. She holds a Master of Urban Planning from Wayne State University, and a Bachelor of Arts in Hispanic Studies from the University of Michigan.

Scott Spote

Scott Spote is Managing Director of NCB Capital Impact’s lending group, where he oversees the daily activities of the lending team, including business development, origination, underwriting, closing, construction management and loan servicing. He coordinates with team members in planning and executing business development activities, assists in the structuring of loan transactions, identifies sources of capital to fund loans and New Markets Tax Credit transactions, and participates in the approval of every loan the organization originates (approximately 150 loan approvals and \$200 million in disbursements annually). He is responsible for strategic planning in the organization’s lending markets and for developing and maintaining relationships with investors, capital providers, peer CDFIs and leaders of key trade associations.

Spote has more than 16 years’ experience in community development finance. Before joining NCB Capital Impact in 1998, he spent five years in Michigan’s Upper Peninsula with a Shorebank-affiliated nonprofit organization providing startup and expansion financing to entrepreneurial businesses in a rural area. He holds degrees from Kenyon College and Yale Divinity School, serves on the boards of a community-based health organization and a senior housing organization and is a loan committee member for a community development loan fund.

Minneapolis-St. Paul

Tawanna Black, Initiative Director

Tawanna is the Executive Director of the Northside Funders Group, a place-based, collective impact organization of 20 corporate, community and private foundations and public sector investors committed to aligning investments and strategies to catalyze comprehensive, sustainable change in North Minneapolis. In this role she facilitates a four-lever approach to helping funders Learn, Leverage, Influence and Invest in new ways that advance equity and build social capital and extend the prosperity of the Twin Cities to one of its most impoverished neighborhoods.

Serving as the first Executive Director for Destination Midtown, Tawanna led an unprecedented community economic development public-private partnership. Her visionary leadership led to more than \$500 million of re-investment in the historic heart of Omaha in just three years, and also resulted in the development of a model that was later replicated in North and South Omaha.

She has a bachelor’s degree of Public Administration from Washburn University in Topeka, KS. In 2014 she was awarded a prestigious Bush Fellowship by the Bush Foundation to engage her transformational leadership toward creating systems that fully leverage and deploy black philanthropy and civic leadership as key differentiators in the battle for economic equity. This fall she will complete the Certificate in Transformational Leadership from Georgetown University.

Spencer Cronk

Spencer Cronk is the Minneapolis City Coordinator, where he is responsible for providing leadership and direction in the management of Minneapolis City Government. As Coordinator, he assists the Mayor and City Council in defining City policy and establishing priorities, mobilizes the Charter Department Heads and Coordinator's staff to implement the Mayor and Council's priorities, and works to strengthen the management and administrative systems of the City. He previously served as Commissioner of the Minnesota Department of Administration, leading the state's real property, purchasing, fleet, demographic analysis, risk management and nine other administrative service divisions. As part of Governor Mark Dayton's cabinet, Cronk focused on enhancing inter-agency cooperation and eliminating unnecessary redundancies in order to create a leaner, more cost-effective government that delivers high quality, professional services to citizens. He also worked as an Executive Director and Senior Advisor for the Department of Small Business Services for the City of New York in the Bloomberg Administration. Cronk is a graduate of the University of Wisconsin-Madison and of Harvard University's Senior Executives in State and Local Government Program and recently served as President of the National Association of State Chief Administrators.

David Hough

David J. Hough is the County Administrator of Hennepin County, the largest county in the State of Minnesota with a population of over 1 million people. In this role, he provides countywide operational oversight, including overseeing the annual operating and capital budgets of nearly \$1.8 billion, making policy recommendations to the seven-member County Board of Commissioners and leading the organization in carrying out the policies of the County Board.

He is assisted in his duties by five Assistant County Administrators who oversee the Hennepin County lines of business: Operations, Human Services, Public Works, Public Safety, and Health.

David joined Hennepin County in 1982 and served in the Hennepin County Attorney's Office for twenty-five (25) years.

Wes Kooistra

Wes Kooistra has served more than 20 years in public sector, senior executive posts. He is currently the Deputy Regional Administrator for the Metropolitan Council, a regional government agency responsible for services and planning of transit, wastewater, land use and parks for the Twin Cities metropolitan area. In this capacity, Wes is responsible for the oversight of operations, including financial management, information technology, contracts and procurement, human resources, government relations, and communications.

Prior to joining the Metropolitan Council in 2008, Wes worked for the Minnesota Department of Human Services, where he served under three administrations in executive capacities, including Chief Financial officer, Deputy Commissioner, Acting Commissioner, and Assistant Commissioner for Mental and Chemical Health Services.

Bryan Lindsley

Bryan started as the executive director of MSPWin in 2013. Previously he was the executive director of the Governor's Workforce Development Council, directing the GWDC's policy development and managing Minnesota's \$6 million green job training grant and \$150,000 health care planning grant. He

Bryan Lindsley, cont.

started the GWDC's return on investment initiative to calculate costs and benefits for employment and training programs through quasi-experimental study. Bryan has also been a policy analyst, employment counselor and research consultant. He has studied race, apartheid and nation-building in southern Africa, and the economics of fair trade coffee in Guatemala. He has a bachelor's degree in social justice from St. Olaf College and a master's of public policy with a concentration in community and economic development from the Humphrey School of Public Affairs at the University of Minnesota. He is an alumnus of the James P. Shannon Leadership Institute.

Joel Luedtke

Joel Luedtke is Senior Program Officer at the Jay and Rose Phillips Family Foundation of Minnesota. In this role he helps design and manage the employment and education strategies of this small philanthropy focused on the Minneapolis/St. Paul region. Joel is the founding Co-Chair of the Minneapolis/St. Paul Workforce Innovation Network (MSPWin), a NFWS affiliate with 11 funding members. He also manages the Phillips Sectoral Employment Initiative (PSEI), a multi-year, multifaceted capacity building effort aimed at expanding access to high quality job training for low income adults. Prior to his current position, Joel directed a refugee resettlement program in Minneapolis. Joel earned a master's degree in public administration from the University of Pittsburgh and a B.A. from Gustavus Adolphus College.

Michelle Martin

For more than a decade, Northside Achievement Zone (NAZ) Chief Operating Officer, Michelle Martin, has been leading change efforts in the North Minneapolis community. Formerly a licensed social worker, she focuses on building solutions for sustained community change that move beyond the social services paradigm.

As the architect of the NAZ organization, she works to repair broken systems in ways that shift power back to the community—enabling neighbors themselves to drive the positive change on the Northside. Ms. Martin chaired the formative NAZ steering committee of organizations and residents that resulted in our common goal to prepare youth to be college ready within a geographic Zone of North Minneapolis. She designed the NAZ service delivery model with strong families at the center; built our family engagement process with one-on-one support from neighbor leaders; developed the NAZ Connect online achievement planning and tracking tool; and leads the NAZ seal of Effectiveness quality assurance process.

Today, Ms. Martin acts as a partner with our President & CEO in leading the NAZ effort.

Kevin Murray

Kevin Murray is Program Officer for Workforce Development at Northside Funders Group. He has over 8 years of non-profit and for-profit program management experience with organizations like United Way, AchieveMpls, and UnitedHealth Group. Kevin leads North@Work, NFG's workforce development strategy to extend the region's prosperity to North Minneapolis, by targeting employment opportunities for up to 2,000 African American men. He received both his bachelor's and master's degree from Concordia University in St. Paul, near the neighborhood in which he grew up.

Lee Sheehy*

Lee Sheehy is the Region and Communities program director at the McKnight Foundation in Minneapolis, Minnesota. Mr. Sheehy oversees McKnight's grantmaking to promote regional development for livable communities, including efforts related to affordable housing, neighborhoods, transportation and land preservation.

For nearly two years, Sheehy served as chief of staff for U.S. Senator Amy Klobuchar. Prior to that, in 2003 he was appointed director of Community Planning and Economic Development for the City of Minneapolis, where he oversaw planning and development functions. He has also served as regional administrator and chief operating officer of the Metropolitan Council, directing the council's planning, transit and wastewater functions

Sheehy received his B.A. from Harvard College in Cambridge, Massachusetts, and his law degree from the University of Minnesota.

John Stiles

John Stiles is chief of staff to Minneapolis Mayor Betsy Hodges, who took office on January 2, 2014. Mayor Hodges, a former eight-year City Council member, handily won Minneapolis' first open mayoral seat in 20 years in the city's first competitive election using ranked-choice voting. Mayor Hodges was elected on a platform of growing Minneapolis, continuing to run it well, and eliminating the city's many disparities between white people and people of color, which are among the worst in the nation. For the previous four years, John served as communications director to three-term Minneapolis Mayor R.T. Rybak, who chose not to seek reelection in 2013. He has also worked as campaign manager for Saint Paul Mayor Chris Coleman, communications director of the Minnesota Democratic-Farmer-Labor Party, and policy aide to a county commissioner in Saint Paul. He conducted Ph.D. research at the University of Michigan in cultural anthropology and has also worked as an ethnographic consultant in consumer market research. One of John's first jobs out of college was as front-line staff to then-Mayor Karen Johnson of Schenectady, New York, his hometown.

Newark**Monique Baptiste-Good, *Initiative Director***

Monique Baptiste serves as the project director of Newark's Strong, Healthy Communities Initiative (SHCI)—a part Living Cities national Integration Initiative. With a background in urban policy and economics, Monique has worked in the field of community development for the last decade. In 2008, Monique was named Executive Director of St. Paul's Community Development Corporation in Paterson, NJ, where she oversaw the organization's daily operations, the construction of affordable housing, and performed fund development and marketing responsibilities. During this time, Monique helped grow the organization by developing new program competencies that responded to the needs of the surrounding community.

Prior to this, Monique served as the Deputy Director of the Community Economic Development Division of La Casa De Don Pedro—a comprehensive non-profit in Newark, NJ. At La Casa, she managed a variety of efforts in urban planning, affordable housing and economic development, and managed a portfolio of commercial and open space development properties within Newark's Lower Broadway neighborhood.

Monique Baptiste-Good, cont.

Monique has also served as a consultant to the City of Passaic, the City of Paterson and the County of Passaic to assist with securing resources to complete both human services and infrastructure projects for their jurisdictions. Baptiste has an undergraduate degree in economics and political science and a graduate degree in public policy from Rutgers University.

Julio Colon

Today, Julio Colon is Director of Real Estate and Housing Assistance for the City of Newark, New Jersey. In this capacity, Mr. Colon administers the myriad of funds allocated to the City that are dedicated to housing production/preservation, commercial development and oversees all real estate deals.

From 2009 -20014, Mr. Colon served as President and Chief Executive Officer of Park Heights Renaissance (PHR). PHR is responsible for the largest urban redevelopment initiative 1500 acres in Baltimore, Maryland. His role was to implement elements of the Baltimore City Park Heights Master Plan involving human services and community development.

For over three decades, Julio was involved in neighborhood redevelopment in the New York-New Jersey region. He started his career at New York's Henry Street Settlement in 1970 supervising youth and social services programs. His expertise includes organizational development, affordable housing construction, economic development, neighborhood planning, real estate financing, community organizing and the creation of open spaces for community gardens and parks.

From 2002-2009, he was responsible for undertaking the community economic development initiatives for La Casa de Don Pedro in Newark, N.J., while also serving as President/CEO of its construction affiliate and Chief Operating Officer of its real estate development subsidiary.

During his tenure as Vice President at the Residential Mortgage Insurance Corporation, a subsidiary of the NYC Housing Development Corporation from 1990-1998 he guided the organization through an evaluation to get AA bond rating from Fitch and managed over \$250 million in mortgage insurance policies.

Mr. Colon is a co-founder of the homesteading movement in Loisaida (Alphabet City), creating hundreds of low income cooperative units. Also, he brokered one of the first Low Income Tax Credit projects involving Asian American for Equality and the Enterprise Foundation, while at the New York City Partnership where he served as Director of Commercial Development projects from 1986-1989.

A Puerto Rican American, Julio holds undergraduate and graduate degrees from New York University and its Real Estate Institute, and today resides in Newark, New Jersey.

Craig Drinkard

Craig Drinkard was born and raised in Newark, New Jersey. A product of the Newark Public School system, Craig went on to earn his Bachelor's Degree in Business Finance from Bloomfield College and received his MBA from Fairleigh Dickinson University.

Craig's professional career has covered very diverse fields. He started off with the Internal Revenue Service before going to work with the Port Authority of New York and New Jersey. Craig also has worked

Craig Drinkard, cont.

for corporations such as Budget Rent a Car and Verizon Wireless. In 1998, he joined Babyland Family Services in its Community Building Department where he was responsible for developing neighborhood assessment reports which highlighted the strengths, weaknesses, opportunities and threats the community was facing and worked with local community members to develop a plan of action to address those identified concerns as well as to explore the opportunities for development.

In 2002, Craig was asked to join the team at the Community Foundation of New Jersey as the Program Officer responsible for their Parents Organizing Parents Strategy (POPS) and to assist in the development and facilitation of the Neighborhood Leadership Initiative (NLI) program. He took over the helm of NLI in 2003.

In 2006, Craig joined the staff of the Victoria Foundation as a Program Officer and now oversees most of the Foundation grantmaking related to foreclosure, community development, workforce development, organizational leadership and capacity building.

He currently lives in West Orange, New Jersey with his wife and two daughters.

Jeremy Johnson

Jeremy Johnson has enjoyed more than twenty years as collaborator with nonprofits and grantmakers in New Jersey. He has devoted his career to strengthening and empowering institutions to better serve communities that are economically, racially, and ethnically diverse.

In 2007, Jeremy was appointed by Newark Mayor Cory Booker as the City of Newark's first philanthropic liaison. Funded by the Council of New Jersey Grantmakers, the liaison position links statewide, regional, and national foundations with the Mayor's administration to address the city's most pressing priorities. He serves on the Mayor's Executive Leadership Group and has engaged the philanthropic community in support of education, public safety and prisoner reentry, workforce development, the 'greening' of the city, and child and family well-being.

His office is nonpartisan and has leveraged over \$48 million in support for multiple Newark initiatives. He helped create a \$5 million public-partnership to create the Newark Prisoner Reentry Initiative. NPRI established a work-first strategy with nonprofit agencies to channel formerly incarcerated persons into job opportunities with critical social support and wrap-around services. Jeremy also played a role in landing multi-million dollar commitments from Living Cities to create healthier neighborhoods and from the Social Innovation Fund to help residents break the cycle of poverty.

In 2011, Jeremy's portfolio expanded to address education, influenced by the Mayor's recruitment of a \$100M challenge grant from Facebook co-founder Mark Zuckerberg. Jeremy manages the Newark Funders Group, which he launched with co-leadership from the Victoria Foundation and Bank of America. The Group is a consortium of grantmakers with a common interest in New Jersey's largest city. The Group's Education Subcommittee created in 2011 a pooled fund which supports new school models to allowed greater public school choice for students with differing needs.

His career includes 12 years on the leadership team of the New Jersey Performing Arts Center in downtown Newark, which opened in 1997 as one of the nation's leading cultural venues, with a mission to spur urban revival and economic development.

Jeremy Johnson, cont.

Jeremy received his B.A. from Kenyon College and M.F.A. from the University of Iowa, including a graduate residency at Lincoln Center for the Performing Arts in New York.

Jeremy serves on the boards of Volunteer Lawyers for Justice and the Newark Arts Council. He is a member of the Newark Youth Policy Board. Raised in Cleveland, Ohio, Jeremy resides in Newark.

Marie Mascherin

After serving on its Board of Directors for nine years, Ms. Mascherin joined New Jersey Community Capital as Chief Lending Officer in November 2008. As Chief Lending Officer, Ms. Mascherin is responsible for managing, developing, maintaining, and administering all of NJCC's loan and investment programs and lending strategies. Her primary duties include managing production goals, new product development, borrower relationships, budgeting, portfolio performance, and problem loans. Ms. Mascherin brings to this position over 25 years of commercial banking and real estate mortgage lending experience, including seven years as Vice President of FHA lending at Capmark Finance Inc. (formerly GMAC Commercial Mortgage), where she was responsible for management of the regional loan production office specializing in FHA-insured multifamily and senior housing lending. Other prior experience includes executive vice president positions at both DVI Mortgage Funding, Inc. and Quaker Capital, L.P.

Ms. Mascherin is a Leadership New Jersey Fellow; a member of the New Jersey Advisory Board for Community Reinvestment Fund; a member of Opportunity Finance Network's Market Conditions Committee; the current Chair of the American Repertory Ballet/Princeton Ballet School's Board of Directors; and a founding board member and former Treasurer of the Eastern Lenders Association. A New Jersey Real Estate Licensed Agent, Ms. Mascherin holds a Master of Business Administration from New York University's Stern School of Business and a Bachelor of Science in Finance from Seton Hall University.

Kim Ostrowski

Kimberly has worked at Prudential since 2010. She leads the development and implementation of the Prudential Foundation's grant program in economic development that supports organizations working to connect neighborhoods and residents to mainstream economic opportunities. The Foundation's mission is to promote strong communities and improve social outcomes for residents in the places where Prudential Financial is located and its employees live. It has a particular emphasis on Newark, NJ, the location of Prudential's corporate headquarters for over 135 years.

Kimberly joined Prudential with over 10 years' experience working in the public, non-profit, and philanthropic sectors. Prior to joining the Prudential Foundation in September 2010, Kimberly was a Senior Associate at Living Cities where she helped create a program strategy in the area of human development. She oversaw a portfolio of grants in the areas of workforce development, income and assets, and education. As a Program Manager with the City of New York's Department of Small Business Services, Kimberly managed workforce development programs that targeted working poor New Yorkers to help them advance in their careers and exit poverty. Kimberly has also worked as a consultant in a philanthropic advisory firm where she advised family foundations and individual philanthropists in their efforts to create high impact grant programs in the areas of social and economic justice.

Kimberly Ostrowski, cont.

Kimberly received a Master of Public Administration from Columbia University's *School of International and Public Affairs* and a Bachelor of Arts in Political Science and Policy from The George Washington University.

Stephanie Parry

Stephanie Parry is a Policy Analyst at Strong Healthy Communities Initiative (SHCI) in Newark, New Jersey. Prior to joining SHCI, Stephanie worked as an analyst and consultant—assisting budding organizations in the fields of education, health and international development increase internal capacity to deliver evidence-based, measurable and effective programs.

With experience in grass-roots education programs in her home state of California, practice delivering health interventions in South Africa and Uganda, and a background in non-profit management and program evaluation, Stephanie brings to her work both first-hand knowledge of community development and a strong understanding of the technical supports that make interventions successful.

Stephanie holds a BA in Sociology from the University of California Berkeley and an MPA from George Mason University. She is also a returned Peace Corps Volunteers (South Africa 08-11) and a current Education Pioneers Analyst Fellow.

Cindy Sickora

Dr. Cindy Sickora, is an Associate Professor with the Rutgers School of Nursing. She is a community health clinical nurse specialist with a research interest in health disparities and the social determinants of health. She is the founding director of the Jordan and Harris Community Health Center (J&HCHC). The center serves a population residing in three Newark public housing developments. The goal of the J&HCHC is to improve health outcomes in a medically underserved community by providing on-site nursing care, case management and health promotion services. The mission of the project is to empower the community to actively participate in developing programs and services so that the care provided is culturally relevant and specific to the community's needs. Dr. Sickora also oversees the New Jersey Children's Health Project, a mobile clinic that provides advanced practice nursing services to the communities served by the J&HCHC and additional underserved populations in Newark, NJ. Her research efforts focus on evaluating the impact of microsystem healthcare on health disparities. She is currently working closely with the Greater Health Newark Accountable Care Organization in an effort to pilot a Pediatric Accountable Care Model of Care in two zip codes in Newark, NJ.

Dr. Sickora is a graduate of Hunter-Bellevue School of Nursing In New York City where she received her baccalaureate degree in nursing, Rutgers College of Nursing where she received her Master's Degree in Community Health Nursing, and UMDNJ School of nursing where she received her doctorate in nursing practice.

She has been serving Newark and Essex County for many years in a variety of staff and administrative positions. Prior to joining the faculty at UMDNJ, she worked closely with the child care community in Essex County and across the state of New Jersey on the Healthy Child Care New Jersey Initiative. She chaired the committee that rewrote the Public Health Standards for New Jersey's Child Care. She developed the *Warmline*, A Health Information System for Child Care providers and she has secured grants from the Health Care Foundation of New Jersey, The US Environmental Protection Agency and the

Cindy Sickora, cont.

New Jersey Department of Prevention of Mental Retardation and Developmental Disabilities. In 2014 she received 1.5 million dollars in funding for the Jordan and Harris Community Health Center. This was her second Health Resources Services Administration (HRSA) award for this project.

Dr. Sickora is the recipient of awards and recognition for her service to the Newark Community and the state of NJ.

New Orleans

Brian J. Chen

Brian Chen is a Junior Project Manager on the Mayor's Innovation Delivery Team. He focuses on performance management and data analysis for both NOLA FOR LIFE (the murder reduction strategy) and the Mayor's Economic Opportunity Strategy. Prior to joining the Innovation Delivery Team, Brian worked as an attorney, representing clients in contract disputes, intellectual property claims, and securities fraud cases, among other things.

Brian graduated from the University of Michigan with a B.A. in Political Science. He obtained his J.D. from NYU Law.

Melissa Ehlinger

Melissa Ehlinger is the Interim President & CEO of the New Orleans Business Alliance. Prior to this appointment, Melissa served as the Senior Vice President for Strategy and Business Development and has been an integral part of crafting the organization's overall economic development strategy and has overseen day-to-day business attraction and retention functions, as well as the organization's research department. Her previous experience in urban economic development includes work with the New Orleans Redevelopment Authority, where she worked as a Project Manager in residential and commercial corridor redevelopment. Melissa previously served as an Attorney with the United States Department of Transportation. A native New Orleanian, Melissa holds a BA in Political Science from the University of Texas at Austin, *Phi Beta Kappa*; a JD from The George Washington University; and a Masters in Urban Planning from the University of New Orleans.

Thelma French

Thelma Harris French the President/CEO of Total Community Action of New Orleans, whose mission is to reduce poverty in our community by providing human services, experiences and opportunities that move persons from poverty to self-sufficiency. Ms. French has a long and extensive background in youth and workforce development programming, professional development and technical assistance. She has served as trainer, consultant and national task force member. Mrs. French has over thirty years of experience in public administration, serving in appointed positions in state, city and school board administrations.

Thelma holds a bachelor's degree from Dillard University and a Masters in Sociology from University of Houston, with professional certification from Governmental Services institute of Louisiana State University. She is a member several national youth employment and youth development organizations, and locally serves of the New Orleans Workforce Investment Board, the Board of Directors of the

Thelma French, cont.

Louisiana Community Action Partnership, Orleans Juvenile Justice Advisory Committee, New Orleans Criminal Justice Coordination Council, Mayor's Task Force on Children, Youth and Families, Children's Defense Fund and Delta Sigma Theta Sorority, Inc. and many other civic associations.

Ashleigh Gardere, Initiative Director

Ashleigh Gardere serves as Director of The Network for Economic Opportunity; an initiative of the City of New Orleans. In this capacity, Ms. Gardere is responsible for the start-up, development, implementation and management of productive partnerships among local industries, small businesses, residents, non-profits and city agencies to drive long-term revitalization in six key areas: economic opportunity, housing affordability, cultural preservation, transportation access, sustainable environment and safe and healthy neighborhoods

Most recently, Ms. Gardere served as Sr. Advisor to Mayor Mitch Landrieu, supporting the development of and adherence to the Mayor's strategic priorities. She administered and oversaw special projects and related policy research and analysis and was responsible for the successful recruitment and alignment of public and private resources to support the Administration's agenda.

Ms. Gardere previously served as Vice President of Community Relations at Chase Bank for Louisiana. She managed the firm's philanthropic activities and coordinated Chase's community development efforts to support revitalization across the state. During her tenure, Ms. Gardere piloted the firm's place-based neighborhood revitalization strategy and demonstrated the power of strong partnerships with community organizations, local and federal government and the private sector.

Before managing philanthropy at Chase, Ms. Gardere served as Director of Policy & Resource Development, then Chief of Staff for the City of New Orleans' Mayor's Office of Economic Development. Prior to that, she spent 8 years in various strategic planning and policy development roles supporting the work of local and national nonprofit organizations with community development-oriented missions, including Enterprise Corporation of the Delta/HOPE Community Credit Union, Center for Community Change in Washington, DC and F.B. Heron Foundation in New York.

A New Orleans native, Ms. Gardere earned a B.A. in metropolitan studies from New York University and a master's degree in public policy from the Kennedy School of Government at Harvard University.

Carmen James

Carmen L. James joined the Foundation staff in February of 2014 as Vice President for Programs. Ms. James previously work at the Washington-based Eugene & Agnes E. Meyer Foundation where she has worked for the past 15 years including three years as senior program officer in education. While at the Meyer Foundation, Ms. James led various award-winning initiatives to support a wide range of work including education organizing, charter school improvement, and post-secondary education reform. As a leader in education reform in Washington, D.C., Ms. James also held numerous national and local leadership roles with Grantmakers for Education; the Youth Transition Funders Group, a national network of grantmakers whose mission is to help all youth make a successful transition to adulthood by the age of 25; the S.T.E.P. Up Advisory Board, which addresses the graduation crisis in the District of Columbia; and, New Schools Venture Fund's DC Schools Fund.

Carmen James, cont.

As Vice President for Programs at the Greater New Orleans Foundation, Ms. James develops and manages the Foundation's grantmaking portfolios in the areas of economic opportunity, organizational effectiveness, the environment, health and human services, arts and culture, education, and youth development.

Tanya Jones

Dr. Tanya M. Jones is a proven leader and educator with expertise in program design, urban education policy, education management, research, and community-university partnerships. As Anchor Collaborative Manager at the City of New Orleans - Network for Economic Opportunity, Dr. Jones is charged with establishing and managing a collaborative of local anchor institutions committed to expanding economic opportunity to disadvantaged job seekers and businesses. She works closely with the New Orleans Business Alliance and the Greater New Orleans Foundation to help anchor institutions identify shared employment and procurement needs and developing strategies to address those needs through the integration of disadvantaged job seekers and businesses.

Before joining The Network, Dr. Jones was Director of Programs at the Cowen Institute for Public Education Initiatives at Tulane University and an Adjunct Professor in the African and African Diaspora Studies Department. Prior to that academic position, she served in numerous leadership roles at the City University of New York – Medgar Evers College, including Director of Development, Planning, and Partnerships for the School of Business, Director of the National Council for Accreditation of Teacher Education in the School of Education and Director of Community/University Partnerships for the School of Liberal Arts & Education. She is co-founder of the Changing our Choices Mentoring Program.

Dr. Jones received a B.A. in Marketing and Finance from Loyola University, a M.Ed. in Education Policy Studies from the University of Illinois, Urbana-Champaign, and a Ph.D. in Educational Leadership and Research from Louisiana State University. She serves as Board President for the Center for Restorative Approaches, a violence reduction strategy implemented in schools, neighborhoods and workplace settings.

Dr. Larissa Littleton-Steib

Dr. Larissa Littleton-Steib currently serves as the Vice Chancellor for Workforce Development and Technical Education at Delgado Community College. She is a native of Jefferson Parish and has over 20 years of experience in education. Larissa began her career as a Special Education Teacher in the Jefferson Parish Public School System. Previously, Dr. Littleton-Steib worked in New Orleans Public Schools as the Executive Director for External Grants. During her career at Delgado, she has held various positions such as, Executive Dean of West Bank Campus and Dean of the Technical Division, Executive Assistant to the Chancellor and Equal Access Equal Opportunity Officer, Executive Director of Community and Economic Development and instructor and job developer.

Dr. Littleton-Steib has an extensive background in program development, grant writing and workforce development and training. She chaired the Delgado Community College Strategic Planning Committee which developed the college's five year strategic plan. Under her leadership, she developed new business, industry and community partnerships; facilitated the development and implementation of new technical career programs that respond to the needs of the emerging workforce; and secured more than \$20 million in state and federal funding to support workforce training goals.

Larissa Littleton-Stein, cont.

Dr. Littleton-Steib's community and professional affiliations are many. She is on the Board of Directors for Harvey Canal Industrial Association; Job 1 Workforce Investment Board; Jefferson Parish Workforce Investment Board, CASA Jefferson and the Jefferson Parish Chamber of Commerce. Currently, she is Chair of the Louisiana Community & Technical College System Workforce Development Steering Council. Dr. Littleton-Steib has recently been chosen as one of the honorees for the Women of the Year program presented by *New Orleans CityBusiness*.

Dr. Littleton-Steib holds bachelors and master's degrees from Xavier University of New Orleans and a doctorate in Urban Higher Education from Jackson State University in Mississippi.

She is married to Kyle Steib and is the proud mother of three beautiful children: Kyle, Blake and Victoria.

James Logan

James Logan serves as the Reentry Services Program Manager for the City of New Orleans under the NOLA For Life Initiative (nolaforlife.org). He is charged with facilitating a strategic plan to streamline the employment pipeline for people transitioning out of incarceration through rapid attachment to work and linkages to wraparound services for non-employment needs.

Prior to his work with the Mayor's Office, he was the Project Director for iMapVentures, a national nonprofit dedicated to empowering youth and their communities through youth development and resource mapping. He is also the co-creator of the ilivehere software, part of a directory of youth resources and opportunities developed by youth, for youth, currently being implemented across the nation and abroad.

Prior to his work with iMapVentures, James worked as a Community Development attorney working primarily with low-income individuals and nonprofits. He has participated in the creation and maintenance of numerous nonprofits and community businesses. James has also devoted significant time to causes and campaigns for underrepresented people throughout New Orleans and New York City. He is a member of the 100 Black Men of Metro New Orleans and also serves as the Treasurer of the Better Choice Foundation, dedicated to the governance of the Mary D. Coghill Charter School in New Orleans.

He is a graduate of Loyola College in Maryland and Fordham Law School.

Patrice Sams-Abiodun

Bio Forthcoming

Tammie Washington

Tammie Washington is a dedicated and experienced workforce development professional. She has worked with federally funded employment and training programs for over eighteen years. Currently, Ms. Washington serves as the Deputy Director/WIA Program Manager for the City of New Orleans Office of Workforce Development. In this role she is responsible for providing programmatic oversight for the contract services of the JOB1 Business and Career Solutions Centers. Ms. Washington works very closely with the JOB1 contractor to monitor compliance with federal, state, and local regulations and to monitor attainment of contract deliverables. Ms. Washington also serves as technical assistant/research staff for the New Orleans Workforce Investment Board.

Ms. Washington has served in all levels throughout her career in workforce development. She has served as a Case Manager, Sr. Case Manager, Assessment Specialist, Quality Assurance Specialist, Program Analyst, and Program Coordinator. Her passed experiences have prepared her for her current position as the Deputy Director for the Office of Workforce Development.

Ms. Washington has earned her Bachelor of Science in Rehabilitation Counseling from Louisiana State University and her Masters of Social Work from Southern University at New Orleans.

San Francisco**Ken Epstein**

Ken Epstein is currently the Children's System of Care Director for San Francisco County Community Behavioral Health Services. Prior to his appointment to this position he has worked within family and youth service programs since 1981 as a line worker, clinician, program director, professor and chief executive officer. His professional interests have focused on providing clinical services and developing comprehensive family based services for children, youth and families experiencing alienation, conflict and loss. He has developed and directed comprehensive and integrated community based service systems including crisis services, hospital diversion, wrap-around, kinship, school-based and intensive outpatient services in Massachusetts, Vermont and California. Ken Epstein is a Licensed Clinical Social Worker with a Ph.D. in clinical social work from Smith College, an MSW from UC Berkeley and a BA in community mental health from Hampshire College. Ken Epstein is an Associate Clinical Professor in the Department of Psychiatry at UCSF, since 1991 where he has developed and directed an Intensive Family Therapy Training Program. In addition, he has served as adjunct faculty at UCSF, School of Nursing, University of California Berkeley, School of Social Welfare and Smith College.

Rebecca Foster

Rebecca Foster is Director of Social Impact Investment for Mayor Edwin M. Lee, where she is leading the City's exploration of pay for success and social impact finance and building capital tools to address the City's workforce housing shortage. She recently spent a year as a Fuse Executive Fellow in the Mayor's Office of Civic Innovation, and previously was Vice President in Public Sector and Infrastructure investment banking at Goldman Sachs for eight years. At Goldman, Rebecca she raised over \$13 billion in capital for local governments, universities, non-profits, and utilities around the country, working in the New York and then San Francisco offices. In 2008, Rebecca served as the chief of staff for her department, managing changes to the business's structure and strategy around the financial crisis. Prior to Goldman, Rebecca worked in urban development consulting at HR&A Advisors. She also served as an intern at the White House Office of Management & Budget, a Coro Fellow in Public Affairs in New York City, and as a whitewater river guide on rivers across the west. She received her B.A. magna cum laude

Rebecca Foster, cont.

and Phi Beta Kappa from Brown University and her MBA and Certificate in Public Management from the Stanford Graduate School of Business. Rebecca is a proud board member of the Mission Preparatory School, a K-8 charter school, and ARTA, a whitewater rafting organization. She lives in San Francisco with her husband and two boys.

Anne Griffith

Anne Griffith is Senior Program Director of Public Housing, Enterprise Community Partners, supporting Enterprise Community Partners' work in public housing both locally and nationally. In the local context, Anne supports a wide range of stakeholders involved in the HOPE SF initiative, including the Campaign for HOPE SF, the City of San Francisco Mayor's Office of Housing, the San Francisco Housing Authority, and the site-based development and service-focused teams. In addition, Anne facilitates Enterprise's national work with respect to public housing. Anne is a former real estate attorney and former director of the Oakland Community Land Trust who brings more than 15 years of affordable housing and community development experience to her position with Enterprise.

Lisa Motoyama

Lisa Motoyama is responsible for the infrastructure and real estate aspects of the HOPE SF Initiative. The HOPE SF Initiative will redevelop nearly 2,000 dilapidated public housing units at four sites in order to transform the lives of the residents through the creation of vibrant mixed income communities with over 5,000 new housing units, community space, parks and open space, and infrastructure through the work of the San Francisco Mayor's Office of Housing and Community Development. Prior to her transition to the public sector, Lisa was an affordable housing developer and advocate in the nonprofit sector. In her previous position as housing development director, she was responsible for the development of over 1100 units serving over 3,000 low income adults and children, many with special needs. With over 20 years of housing development experience, Lisa brings her passion and expertise to improving the lives of low income people. She has a master's degree in City and Regional Planning from UC Berkeley and a bachelor's of arts degree in History and Art History from UCLA.

Theo Miller

Theodore B. Miller, Esq. is the Director of HOPE SF at the Mayor's Office, City and County of San Francisco. Theo has served as a special advisor to the Mayor on issues of outmigration and racial equity for the City. Theo has directed the Outmigration Project, a cross-agency initiative to strengthen diversity and advance equity for disproportionately impacted communities of the City, with a particular focus on reversing the outmigration of African Americans from San Francisco. A partnership between the City Administrator, the San Francisco Public Utilities Commission and the Mayor's Office, the Outmigration Project leverages public policy and strategic programs to advance the prospects for social mobility for marginalized families of color in San Francisco. A graduate of Yale University and of Harvard Law School, and currently a doctoral student at Harvard University, Theo was inspired in college by the youth residents of New Haven, where he worked as a community organizer and mental health counselor for incarcerated, hospitalized and underserved youth.

Laura Moyé

Laura Moyé serves as the Deputy Director of the City and County of San Francisco's Department of Children, Youth and Their Families (DCYF). DCYF supports over 170 nonprofits through grant funding to

Laura Moye, cont.

promote the wellbeing, healthy development and success of San Francisco’s children, youth and families. Laura has spent the past decade at DCYF working to develop and improve systems to ensure accountability, promote quality programs, and build a strong network of nonprofits dedicated to children and families. She has participated in collaborative, multi-partner efforts with other city departments, schools, private funders and community organizations to address system-level challenges for the common good. She believes that hard work, a commitment to open dialogue, a willingness to change what’s not working, and an investment in exploring innovative service models is necessary to ensure that all families are thriving and all children and youth have the opportunity to discover their passions and pursue their dreams. She has a degree in Urban Studies from San Francisco State University.

Ronak Okoye

Ronak Davé Okoye is the Neighborhood Services Director for HOPE SF, a multi-sector housing and antipoverty initiative directed by the Mayor’s Office in the City and County of San Francisco. She also serves as the Vice-Chair of the Board of Directors for Exhale, an organization pioneering Pro-Voice, a movement working to elevate personal and ethical storysharing as the core of culture change around highly stigmatized and politicized issues. Ronak’s personal contributions to the Pro-Voice movement have appeared in Cosmopolitan, UpWorthy, NPR, and other local and national media outlets.

Ronak received her bachelor's degree from the University of Massachusetts, Amherst and earned her master's degrees from Tufts University in Urban Environmental Policy and Planning (M.A.), and Food Policy and Applied Nutrition (M.S.). At Tufts, Ronak investigated the intersections of health outcomes within the built environment, community development, and sociopolitical inequities. Prior to working for HOPE SF, Ronak held positions in the City of Boston Mayor’s Office, consulted for several other public offices and community based organizations in Greater Boston and worked in the technology sector as a product manager developing market research technology.

Ellie Rossiter, Initiative Director

Ellie Rossiter began leading the Campaign for HOPE SF over two years ago, when the Campaign became an initiative of the San Francisco Foundation. In her role as Initiative Officer and Campaign Director, Ellie establishes procedures to support and staff the Campaign for HOPE SF including Campaign fundraising, grant-making/technical assistance, governance, evaluation efforts, administration, contracting, invoicing and reporting. As the Initiative Officer for the Campaign for HOPE SF, Ellie is part of the San Francisco Foundation's program team, reporting to James Head, Vice President of Programs, who serves on the Steering Committee. Ellie brings over 20 years of for-profit, entrepreneurial and non-profit executive management to this role. Previously Ellie was the Executive Director of Parents for Public Schools, a non-profit organization advocating for quality public education. Her degree in Finance from the University of Oregon provides insight and expertise in budgeting critical to efficient and effective use of grant funds for the Campaign for HOPE SF.

Kevin Truitt

Kevin Truitt currently serves as the Associate Superintendent of the Student Support Services Department in the San Francisco Unified School District where he directs and supervises all offices of School Health Programs, Pupil Services Department, Counseling and Support Services and Afterschool Programs. Prior to this role, Mr. Truitt supervised the instructional delivery and operations of all schools divisions Pre-K through high school. Mr. Truitt gained his expertise in school leadership as a Principal in

Kevin Truitt, cont.

San Francisco Unified at the elementary, middle and high school levels spanning eleven years. Mr. Truitt began his career in education as a middle school mathematics teacher in South Central Los Angeles for twelve years. Mr. Truitt credits his teaching experience as the driving force behind his passion for achieving equity in education and ensuring that ALL children are provided with the opportunities and support their need to realize their full potential and achieve success.

Emily Wade-Thompson

Mrs. Emily Wade-Thompson is presently working for The SFUSD Superintendent's Zone Bayview. Her position as Supervisor of Family and Community Engagement affords Mrs. Wade-Thompson the opportunity to work with six schools ranging from Pre-Kindergarten to 8th grade. She works as an architect developing partnerships between community resources and designated schools. These integrated resources she cultivates focuses on academics, health, social services, youth development and family and community engagement. Under her guidance The Superintendent's Zone Bayview schools have continuously increased their attendance and reduced truancy. In addition to her community collaborations, Mrs. Wade-Thompson was a former teacher and Principal in the Bayview. She is a trusted and well know advocate for children and families. Mrs. Wade-Thompson has served the community for more than 35 years. She serves on various committees such as the HEAL Zone, BMAGIC and The Southeast Community Facility Commission Health Fair. As the President of the San Francisco Alliance of Black School Educators, an organization devoted to the advancement of African American students. Mrs.

Wade-Thompson has diligently supported The BSU Summit, Oratorical/Musical Contest, The African American Honor Roll Scholarship/Retirement Banquet and other events. In addition, she proudly chairs the Nathaniel Reason Memorial Scholarship Committee and is the Second Anti-Basileus of the Beta Nu Chapter of San Francisco. She has been recognized for outstanding leadership in the Bayview Hunter's Point Community, by Bayview Beacon YMCA, Excellence in Education Award, by Martin Luther King, Jr. Civic Committee and by the San Francisco Board of Supervisors for accompanying students to Dakar, Senegal and Paris from the Bayview District.

Jessica Wolin

Ms. Wolin started her public health career as a volunteer lay health provider trained at the Washington Free Clinic in Washington DC and she went on to coordinate their volunteer pioneering lay health program. She now has over 23 years of experience in public health program development, implementation and evaluation. She has served in leadership and consulting roles at the San Francisco Department of Public Health, Alameda County Public Health Department and numerous local non-profits working in the San Francisco Bay Area. Ms. Wolin is the co-founder of several critical community based public health initiatives including the Women's Community Clinic, which for over the past 13 years has served as the only free clinic for women in San Francisco. She was appointed by the City of Berkeley City Council to serve as a Commissioner on the City of Berkeley's Community Health Commission for three years and is a member of the Health Advisory Board for the Boys and Girls Clubs of San Francisco.

At San Francisco State University, Ms. Wolin combines teaching undergraduate and graduate public health students with leadership of campus-community partnerships to foster health equity in the San Francisco Bay Area. She teaches the Fieldwork and Reflective Seminar for Health Education undergraduate students supporting graduating seniors in an intensive internship in community organizations around the Bay Area. Ms. Wolin developed and teaches the graduate level Community

Jessica Wolin, cont.

Assessment for Change course and the Public Health Professional Practicum and supervises Master of Public Health students as they collaborate with Community Based Organizations to conduct community health assessments. She is also the Associate Director for Community Practice for the Health Equity Institute at San Francisco State and leads community engaged initiatives, evaluation, and assessment projects.

Seattle/King County

Michael Brown

As Vice President of Community Programs at The Seattle Foundation, Michael oversees the Foundation's community impact efforts, strategic grantmaking initiatives, impact investing program and convening activities. From 1997 to 2000, Michael served as a legislative aide to City of Seattle Councilmember Richard McIver. Michael also served as Deputy Director for the Washington Association for Community Economic Development, a non-profit organization that provided training and technical assistance to statewide community-based development organizations.

A native of New Orleans, Michael received his Master of Public Administration from the University of Washington and his Bachelor of Arts in Political Science from Loyola University (New Orleans). Michael is board member of Building Changes, the King County Housing Authority, and the Washington State

Budget and Policy Center. Michael is also an American Marshall Memorial Fellow and a graduate of Leadership Tomorrow.

Deanna Dawson

Bio Forthcoming

Hilary Franz

Hilary Franz brings over 17 years of experience working on environmental, local government, community development, and public policy issues. Prior to coming to Futurewise, Hilary represented local governments, non-profit organizations, and citizen groups on a broad range of land use and community development and planning issues. From 2008 to 2011, she served as a Bainbridge Island city councilmember and government leader, bringing together diverse coalitions of local, state, and national public and private entities and developing nationally recognized policies and programs in affordable housing, green building, clean energy, and workforce development.

Hilary is an active leader in the local government and community development arena. She has sat on the Puget Sound Regional Council Growth Management Board and the Puget Sound Regional Council Economic Development District Board. She currently sits on the Puget Sound Regional Council Growing Transit Communities and the Puget Sound Salmon Recovery Council. She was appointed by the Governor to Washington State's Climate Action Team IWG on the State Environmental Policy Act. She has served on numerous boards. Hilary is a graduate of Smith College and Northeastern University Law School.

Patricia Hayes

Prior to her appointment in August, 2014, as Interim Director of Public Health – Seattle & King County, Patty Hayes, RN, MN served as the Director of the department’s largest division, Community Health Services. In this capacity, Patty oversaw the development of programs and services for low income and homeless individual as well as families in King County. This includes the Women, Infant and Children (WIC) program, Maternal Child Health, School Based Health Centers, Health Care for the Homeless and Primary Care/Dental Care delivery in the King County's Public Health Centers.

Patty has over 25 years of experience in public health, policy development, and advocacy. Prior to this, Patty was the Executive Director of WithinReach, a statewide non-profit that connects families to food and health resources and previously worked for the Washington State Department of Health in various positions including Assistant Secretary of Health for Community & Family Health as well as the Director of Legislative, Policy and Constituent Relations. In 2014, Patty received the Heroine of Health Care award from the Center of Women and Democracy. Patty has her nursing and master degrees from the University of Washington School of Nursing and was inducted into the Washington Nursing Hall of Fame in 2002.

Alice Ito

Alice Ito is Director of Community Programs at The Seattle Foundation, with a focus on the Foundation’s Center for Community Partnerships. The mission of the Center is to advance collaborative, systemic change to achieve greater economic and racial equity in King County. Prior to this, she served as a Distinguished Fellow at the Center for Community Change, a national nonprofit organization building the capacity of low-income people to improve their communities and public policies that affect them.

Previously a program officer at the Marguerite Casey Foundation, Alice has staffed and consulted to community-based nonprofit and philanthropic organizations for more than 20 years. Her work has included strategy development, organizational development, planning and assessment; as well as research, education and training on policies and practices of democracy, equity and inclusion. Alice co-founded organizations including the Asian Women’s Shelter in San Francisco and API Chaya (aka Asian Pacific Islander Women & Family Safety Center) in Seattle. She has served as a board member for numerous organizations, currently including OneAmerica and Grantmakers Concerned with Immigrants & Refugees. Born and raised in Washington State, she is a graduate of Stanford University and attended the program in Public Policy at Claremont Graduate University in California.

Betsy Jones

Betsy Jones is the Health and Human Services Policy Advisor to King County Executive Dow Constantine. She has over two decades of experience in health policy, health systems design and service integration, with a focus on vulnerable and underserved populations. At King County, Betsy has been leading efforts to transform the County's health and human services system to prepare for health reform and better serve King County residents. Prior to this work, Betsy spent many years at an FQHC-owned non-profit health plan, where as Director of Product Development she led the design and implementation of a statewide, evidence-based, innovative health care program integrating primary care and mental health services for disabled individuals that saved the State of Washington an estimated \$10 million during its first two years of operation. Betsy has a Masters of Social Work from the University of Washington and a Master’s in Business Administration from the Thunderbird School of Global Management.

Paola Maranan

Paola Maranan is the Executive Director of Children's Alliance, an organization she has been involved with -- in one role or another -- since 1993. A hallmark of her work has been to bring greater attention to the racial disparities that diminish opportunity for Washington's kids. She is proud to be part of a Children's Alliance team whose practice focuses on racial equity.

Paola's commitment to improving the lives of children and families also led her to work with United Way of King County's Children's Initiative, the Washington State Family Policy Council, and the Washington State Commission on African American Affairs. Prior to returning to her home state of Washington, she worked in Alabama in the areas of voting rights and prison reform and attended Harvard University where she earned a BA in Government.

Paola lives in Seattle with her beloved husband and daughter and two less-than-beloved, possibly evil, cats.

Gordon McHenry, Jr.

Gordon McHenry, Jr. has been the President & CEO of Solid Ground since July 2012. Solid Ground is a King County community action agency, which provides services geared towards ending poverty and advocating for public policies and solutions that address racism and other forms of oppression that are the root causes of poverty. Prior to his service with Solid Ground, Gordon served as Executive Director of Rainier Scholars, a Seattle academic enrichment and leadership development non-profit organization dedicated to increasing college graduation rates for students of color who are from low incomes. Gordon is an attorney by training who previously served as corporate counsel and in a variety of executive leadership roles in the Boeing Company. He has served on a variety of boards involved with education, social service and environmental issues, including the Central Area Motivation Program (now Centerstone), the Seattle University Board of Trustees, the Seattle Public Library Board of Trustees, and the United Way of King County Board of Directors. He is on the Mountains to Sound Greenway Trust Board of Directors. McHenry holds a Bachelor's degree in Political Science from Seattle University and earned his Juris Doctorate from the Georgetown University Law School in Washington, D.C.

Jeff Natter

Jeff Natter is the Executive Director of the Pacific Hospital Preservation & Development Authority. The Pacific Hospital PDA's mission is to champion effective healthcare for vulnerable and underserved populations in the Puget Sound region, and eliminate health access and outcome disparities for these populations through focused grantmaking and advocacy efforts. Jeff has had an extensive career in health care with a focus on HIV/AIDS issues.

Prior to joining Pacific Hospital PDA, he served as Manager of the Ryan White Part A Program in the HIV/STD Program at Public Health – Seattle & King County. In this position, he oversaw funding from the federal Health Resources and Services Administration (HRSA), amounting to approximately \$7 million annually. Jeff formerly served as Project Director for the Committee to End Homelessness at the King County Department of Community and Human Services which coordinated the implementation for King County's Ten Year Plan to End Homelessness. He taught graduate-level courses as a Practitioner Faculty member for the Daniel Evans School of Public Affairs at the University of Washington in 2001 and 2002.

Jeff Natter, cont.

He also managed health education programs at Northwest AIDS Foundation and the National Hemophilia Foundation. Jeff holds a Master of Public Health degree from Columbia University and a Master of Fine Arts from Yale University School of Drama.

Adrienne Quinn

Bio Forthcoming

Sili Savusa

Sili Savusa has been the White Center CDA Executive Director since March 2012. She is a resident of White Center, WA where she is a community advocate and leader in working specifically with communities of color to directly impact race and social justice in communities. Her past professional experiences have provided her with a vast knowledge and history with community-based organizations and local government in Seattle and the region over the past 20 years. She continues to be a strong voice for community and families through her recent accomplishments which include being elected to the Highline School Board Director in 2007 as the first woman of color, founding the first Samoan/Pacific Islander Parent Teacher Student Association in the nation in 2002 and now serving on the Board of Trustees for Highline Community College in SeaTac, WA. Sili works at both the state and local levels to ensure and promote systems change using a racial equity analysis and framework.

Adam Taylor

Adam Taylor joined Global to Local in May of 2010 and is responsible for the overall management of the organization. Adam previously worked as a Project Manager for the Grameen Technology Center on the Ugandan-based Community Knowledge Worker project, which leverages the power of mobile phones to help small-holder farmers access important information such as market prices. From 2005-2007, Adam served as Program Manager for Catholic Relief Services in Madagascar. He graduated from the University of Washington, Evans School of Public Affairs with a Master of Public Administration.

Anthony To

Tony To is the Executive Director of HomeSight, a non-profit community development corporation and a U.S. Dept. of Treasury certified Community Development Financial Institution (CDFI) whose mission is “building strong, vibrant communities through homeownership, economic development, and neighborhood revitalization”. Established in 1990, HomeSight is a HUD certified counseling agency, a chartered member of NeighborWorks America, and the first non-profit to become a Washington State licensed mortgage broker in 2003. HomeSight actively participated with the Puget Sound Regional Council in the successful application for the HUD Sustainable Communities Regional Planning Grant. Tony served as the Vice Chair of the regional Growing Transit Communities Program and as Co-Chair of the Regional Equity Network Steering Committee. Tony is Secretary of the Washington Low Income Housing Alliance and Treasurer of the Rainier Valley Corps. Tony served two terms on the Seattle Planning Commission and was elected the chair in 2009. He served on the Washington State Affordable Housing Advisory Board as the non-profit developer representative from 2009-2015.

Kirsten Wysen, *Initiative Director*

Kirsten Wysen has been a Project Manager for Public Health-Seattle & King County in the Director's Office since 2003. She worked on the proposal and implementation of the \$25 million Communities Putting Prevention to Work grant from 2009 to 2012 and the earlier King County Overweight Prevention Initiative and Children's Health Initiative. From 2000 to 2003, she analyzed Medicaid and State Children's Health Insurance Programs for the National Academy for State Health Policy in Portland, Maine. Kirsten served as the Deputy Program Manager for the Washington State Basic Health Plan from 1995 to 1997 when it grew from 90,000 to 220,000 enrollees. She worked for the Washington State Health Services Commission on the implementation of the state's health care reform law of 1993. She researched hospital payment policy at the Medicare Payment Assessment Commission in Washington, DC before moving to Seattle. She graduated from Brown University and holds a master's degree from the University of Michigan's School of Public Health.

LIVING CITIES CONSULTANTS AND LEARNING PARTNERS

Kseniyq Benderskaya

Kseniya Benderskaya joined the Federal Reserve Bank of Boston as a policy analyst soon after completing her master's in urban planning degree at Harvard's Graduate School of Design. Her professional and academic interests have focused on post-industrial Gateway Cities, neighborhood stabilization efforts, and household financial stability issues. Kseniya is assisting in the implementation of the **Working Cities Challenge**, a Fed-organized competition for smaller Massachusetts cities attempting to foster economic development and collaborative leadership. She is leading the development of a Learning Community for city teams participating in the competition. Prior to joining the Federal Reserve, Kseniya worked for a Boston-based renewable energy development company, which promotes sustainable development in many of the Commonwealth's struggling cities and towns. Kseniya received her bachelor's from Duke University in 2011.

Colleen Dawicki

Colleen joined the Boston Fed and the Working Cities Challenge team in 2015. She previously led the UMass Dartmouth Urban Initiative, where she supported smaller industrial cities in Massachusetts through urban policy research and technical assistance. Colleen is a former Rappaport Public Policy Fellow and a current fellow with MassINC's Gateway Cities Innovation Institute; she holds a master's in public policy from UMass Dartmouth and a B.A. in Public and Private Sector Organizations from Brown University.

Tamar Kotelchuk

Tamar is the Director of the Working Cities Challenge, an initiative to support collaborative leadership in Massachusetts' smaller cities. Prior to joining the Federal Reserve Bank in 2012, Tamar has more than 15 years' experience as a community development practitioner. Tamar helped to found one of Massachusetts' leading community development corporations and served as its first Director of Operations. During her time there, she also led the redevelopment of a number of historic buildings and a neighborhood park, representing more than \$40 million in investment, and she served as Director of Policy and Neighborhood planning. While there, Tamar also co-chaired the Massachusetts Association of Community Development Corporations Public Policy Committee, and leadership posts in other statewide efforts. Tamar graduated with a Master's degree in City Planning from the Massachusetts Institute of Technology and a B.A. from Oberlin College. Prior to receiving her degree, Tamar worked for four years with the nation's largest community development intermediary, the Local Initiatives Support Corporation. Tamar is bilingual in English and Spanish and is a member of her local planning board.

LIVING CITIES STAFF

Ben Hecht, President & CEO

Ben Hecht was appointed President & CEO of Living Cities in July, 2007. Since that time, the organization has adopted a broad, integrative agenda that harnesses the collective knowledge of its 22 member foundations and financial institutions to benefit low income people and the cities where they live.

Mr. Hecht was appointed President & CEO of Living Cities in July, 2007. Since that time, the organization has adopted a broad, integrative agenda that harnesses the collective knowledge of its 22 member foundations and financial institutions to benefit low income people and the cities where they live. Living Cities deploys a unique blend of more than \$140 million in grants, loans and influence to re-engineer obsolete public systems and connect low-income people and underinvested places to opportunity.

Prior to joining Living Cities, Mr. Hecht co-founded One Economy Corporation, a non-profit organization focused on connecting low-income people to the economic mainstream through innovative, online content and increased broadband access. As President, from 2000-2007, Mr. Hecht led the growth of the organization from 4 employees to a \$12 million organization with 50+ staff, online media properties serving more than 150,000 low-income people a month, and programs in 40 states, the Middle East and Africa.

Immediately before One Economy, Mr. Hecht was Senior Vice President at the Enterprise Foundation. There, he led the organization's efforts beyond housing – into childcare, workforce development and economic development and oversaw the expansion of the organization's revolving loan fund from \$30 million to \$200 million.

Mr. Hecht received his JD from Georgetown University Law Center and his CPA from the State of Maryland. For 10 years, he taught at Georgetown University Law Center and built the premier housing and community development clinical program in the country. In 1997, he was awarded Georgetown's Charles Fahy Distinguished Adjunct Professor Award.

Mr. Hecht has written three books, *ManagingNonprofits.org* (2001) with Rey Ramsey, *Developing Affordable Housing: A Practical Guide for Nonprofit Organizations*(3rd Edition, 2006) and *Managing Affordable Housing: A Practical Guide for Building Stable Communities* (1996) with James Stockard, all published by John Wiley & Sons.

Ben is currently Chairman of EveryoneOn, a national initiative founded by the Federal Communications Commission to connect low-income Americans to digital opportunity. He also sits on the National Advisory Board for StriveTogether and Duke University's Center for Advancement of Social Entrepreneurship (CASE) Advisory Council. He previously served as Finance Committee chair and Treasurer for the Georgetown Day School (GDS) board of trustees. In 2013, Ben was selected as one of the Top 100 City Innovators Worldwide in the area of Urban Policy.

Tynesia Boyea-Robinson

Tynesia Boyea Robinson works both internally and externally to provide clarity and guidance on effective methodologies for applying the principles of Collective Impact. She serves on numerous boards and committees, including Duke University's Sanford School of Public Policy and Commit!

In February 2014, Tynesia Boyea Robinson joined Living Cities as the Director of Collective Impact. In this role, Tynesia works both internally and externally to provide clarity and guidance on effective methodologies for applying the principles of Collective Impact.

Tynesia's most recent experience as the President and CEO of Reliance Methods positioned her well for this role. Reliance Methods puts Americans to work by providing human capital strategy and placement solutions for clients like the Carlyle Group, Walmart, Marriott, and the federal government. Prior to launching Reliance Methods, Tynesia was the founding Executive Director of Year Up National Capital Region (NCR), a nonprofit committed to empowering low income young adults to reach their potential through careers and continued education. Under her leadership, Year Up NCR raised \$20M and grew from serving 22 students and 8 corporate partners in 2006 to close to 700 students and over 40 internship partners, including the White House, in 2011. She also created a performance assessment tool for Year Up that was recognized by The Bridgespan Group as an industry best practice. Tynesia's previous role as a Six Sigma black belt within several business units at General Electric groomed her to translate aspirations to outcomes regardless of industry.

Tynesia serves on numerous boards and committees, including Duke University's Sanford School of Public Policy and Commit! She has published several articles, which have been featured in the Washington Post, Forbes and in Leap of Reason: Managing to Outcomes in an Era of Scarcity. Her work was also highlighted in the New York Times bestseller, A Year Up as well as in a case study by Harvard Business School.

Tynesia received her MBA from Harvard Business School and has a dual degree in Electrical Engineering and Computer Science from Duke University.

JaNay Queen

Dr. Janay Queen joined Living Cities in June 2015 as the Associate Director of Collective Impact, just in time to be a part of the June Learning Community.

Dr. Queen's professional interest and personal expertise focuses on the adaptive challenges of public-private partnership leaders who employ a collaborative approach to affect positive community change. These talents are utilized in her current role as the Senior Director of Strategic Implementation for Results Leadership Group (RLG), LLC. Here, she works with public and private sector leaders to implement results-based strategies that enable organizations to achieve their desired goal to measure their community impact and program effectiveness. Facilitating opportunities for leaders to maximize their impact, Dr. Queen works intently to ensure leaders are using data to drive decisions so that their strategies are aligned with results, their actions are driven by desired outcomes and their processes are driven by effective performance. Currently, she supports local and national initiatives designed to improve social, health, economical, and educational conditions for children, youth, families, adults and communities.

While attending life's classroom, she discovered the joy of developing others in a way that was centered on leadership, relationship building, networking, enlightenment and collaboration. She is a skilled administrator with over 12 years of experience teaching, training, facilitating, consulting and advising in education, public policy, organizational development, leadership and diversity. Though her professional work calls for her to be in the field with practitioners, she remains connected to the classroom where she informs the minds of our future leaders in "Leading to Get Results," an undergraduate course taught at the University of Maryland, School of Public Policy. In this course, she helps students understand how to

JaNay Queen, cont.

be effective leaders in a diverse and ever-evolving world in need of so many solutions.

She is a trained facilitator and certified to administer and interpret the Myers-Briggs Personality Type Indicator (MBTI). Using these skills, Dr. Queen provides team building and leadership training to business and community leaders seeking to enhance their ability to work together effectively and provide excellent service to clients and community members. Ultimately, through writing, speaking and teaching, Dr. Queen educates, motivates, and inspires current and future leaders to seize opportunities, impact positive change and leave a legacy of excellence and service.

Jennifer Perkins

Jennifer also joined Living Cities in June 2015 as the Assistant Director of Collective Impact.

Prior to joining Living Cities, Jennifer served as the Director of Network Engagement for StriveTogether, a grantee of Living Cities. Jennifer brings a deep understanding of the complex nature of collective impact to her work. At StriveTogether, Jennifer provided leadership for the Network strategy, led internal and external evaluation and improvement processes, and supported the development of the StriveTogether's Theory of Action. She has developed assessments to gain greater insight into how communities are implementing collective impact to move outcomes and utilized this knowledge to support communities across the country in their efforts. Skilled at facilitating meaningful conversation using a results-based approach, she has also helped communities gain new knowledge to tackle adaptive challenges in their communities.

Jennifer brings a unique multi-sector perspective to her role with previous experience in the private sector, k-12 and higher education. While at L'Oreal USA, she managed a qualitative consumer testing department focused on various cosmetic products such as Garnier Fructis, L'Oreal Professional and Pureology and created methodologies for evaluating innovative products. Additionally, she has worked as a teacher's assistant in an elementary school, a market researcher and as a graduate assistant for the University of Michigan's Undergraduate Research Opportunity Program.

She holds a M.A. in Higher Education from the University of Michigan and a B.A. in Sociology from Kenyon College. She is a proud native of Indiana and currently resides in New York City.

Tracey Turner

Tracey provides project management and event support to The Integration Initiative. She is an active member and volunteer in several local nonprofit organizations and sits on the board of Young Nonprofit Professionals Network-DC.

Tracey Jarmon is the Program Associate for The Integration Initiative. Tracey joined Living Cities in December 2011 as Program Coordinator.

Prior, she served as Philanthropic Advisory Services Officer at The Community Foundation for the National Capital Region where she worked with the Foundation's donors to develop and implement strategic grantmaking initiatives on critical issues affecting the region. Prior to joining The Community Foundation in 2007, Tracey worked in donor-advised fund administration for over 2 years at Calvert Foundation. Tracey is an active member and volunteer in several local nonprofit organizations and sits on

Tracey Turner, cont.

the board of Young Nonprofit Professionals Network-DC. Tracey holds a B.A. in Linguistics from Georgetown University.

Joan F. Springs

Joan provides exceptional support to The Integration Initiative team.

Joan F. Spring joined Living Cities' Integration Initiative team in August 2014. Joan brings years of experience providing support to executive level managers in both corporate and non-profit environments. She spent over a decade as global sales coordinator for an eCommerce company before realizing that working in the human services industry was closer to her heart.

Joan spent a few years in the health care industry and then she moved towards education, spending several years assisting in the growth of CDI, a not-for-profit which provides NYC students who have fallen through the cracks of traditional schooling and recently emigrated students the resources they need to get their high school diplomas. In her work, supporting the Executive Director and Leadership team, Joan was very involved in fundraising, grant-writing and outcomes reporting for the organization's secondary and post-secondary programs. Assisting the young men and women achieve their goals of attending college and/or career training programs gave her a sense of pride knowing they were one step closer to a brighter future.

In her role, as part of TII, Joan is able to continue working towards an area, which is very close to home for her, assisting people living in urban neighborhoods which are systematically left behind improve the quality of their lives.

Joan has a Bachelor's Degree in Criminal Justice from CUNY– John Jay, her Paralegal Certification and she received her Master's Degree in Business Administration in 2011.

Jeff Raderstrong

Jeff captures lessons learned from The Integration Initiative sites for sharing with Living Cities' members and the field more broadly. Jeff is also the founder of UnSectored, a community platform for re-thinking social change.

Jeff Raderstrong joined Living Cities in May 2014 as Program Associate on The Integration Initiative. Jeff's role for TII is to capture lessons learned from sites for sharing with Living Cities' members and the field more broadly. Before coming to Living Cities, Jeff worked as an Associate at Venture Philanthropy Partners (VPP), where he led the assessment of its nonprofit portfolio. He also supported VPP's communications activities, including the launch of Leap of Reason, a book on nonprofit outcomes management, and Capital Kids, the first report on the state of children and youth in the DC area. Jeff also worked as a consultant, helping organizations disseminate digital products. He founded UnSectored, a community platform for re-thinking social change, and co-founded the Social Entrepreneurs of Grinnell (SEG), which is now a functioning microfinance institution with an over \$30,000 portfolio. Jeff is currently pursuing his Masters of Public Administration at George Washington University's Trachtenberg School.

Juan Sebastian Arias

At Living Cities, Juan Sebastian leads the field building and knowledge work for Collective Impact and supports meaning making across the portfolio. He also supports Living Cities Prepare work.

Juan Sebastian Arias joined Living Cities in March 2012 as a member of the Collective Impact team. Before joining Living Cities, he served as a Commercial Revitalization Intern with WHEDco, a community development non-profit in the South Bronx. Prior to that, he was a Harvard Fellow with the New York City office of Enterprise Community Partners. There, he supported Enterprise's various policy, partner support, and weatherization initiatives. Juan Sebastian graduated from Harvard College with a B.A. in Social Studies. He is a proud native of Chicago and resident of Spanish Harlem in New York

Steven Bosacker

Steven Bosacker is the Director of Public Sector Innovation at Living Cities.

Steven Bosacker joined Living Cities in February 2015 as the Director of Public Sector Innovation. Steven most recently served as the City Coordinator for the City of Minneapolis where he championed accountability and transparency in services across municipal government. He was instrumental in advancing public-private cooperation including the development of the Minneapolis Downtown Improvement District and oversaw the implementation of Minneapolis 311. Steven also created Results Minneapolis, a comprehensive management system that drove and tracked progress on the City's long-term goals.

Steven began his public service career in the office of U.S. Congressman Tim Penny as a legislative assistant. Eventually rising to the position of Chief of Staff, Steven also served as a senior political and policy advisor for the congressman. After leaving Rep. Penny, Steven spent four years as the Executive Director and Corporate Secretary for the University of Minnesota's Board of Regents. In this position he supported the Board of Regents in all matters pertaining to the effective governance of the University of Minnesota including leading a presidential transition for the university in 1998. He left the U of M to lead Governor Jesse Ventura's transition team and ultimately served as Chief of Staff for the governor where he authored and managed The Big Plan, a comprehensive strategic agenda for the State. Steven then spent nearly two years as a private consultant, facilitating and incubating new international business connections between the Baltic Sea region of Europe and the Midwestern United States. Steven is just back from a one-year personal journey around the world that took him to 23 countries and included business visits to India's Prime Minister Office to discuss accountability systems in government and a similar discussion with the newly-elected Governor of Schleswig-Holstein, the northernmost state of Germany.

Ronda Jackson

Ronda leads the Project on Municipal Innovation, a network of 35+ Chiefs of Staff and Policy Directors Living Cities convenes with the Harvard Kennedy School's Ash Center.

Ronda Jackson joined Living Cities as the Assistant Director of Public Sector Innovation in August 2012. She currently manages our Project on Municipal Innovation and our Race, Equity, and Inclusion work. Prior to joining Living Cities, Ronda was the Project Manager for the Sacramento Safe Community Partnership Ceasefire Initiative to reduce street gang and gun violence. Prior to working for Sacramento Ceasefire, Ronda was the Senior Program Associate for the Public Health Institute's Safe Community

Ronda Jackson, cont.

Partnership where she provided technical assistance support to eight California cities implementing the Ceasefire model.

In addition to the violence prevention work, Ronda managed the cutting edge “Smart on Crime” Back on Track initiative created by San Francisco District Attorney Kamala Harris that provides education and employment services to first-time non-violent drug offenders. She also served as a Program Associate at the UC Berkeley Center for Criminal Justice focusing on juvenile justice and recidivism. Ronda began her career in politics working in the Clinton Administration as a Public Affairs Officer at the US Department of Transportation and as a Special Assistant to the Cabinet Secretary at the White House. She also worked in the corporate world as a Communications Manager at Mobil Oil Corporation and as a Vice President of Corporate Giving at the Fleet Bank Foundation. She holds MPA from Harvard Kennedy School of Government and earned her undergraduate degree in Journalism from Howard University

Brian Nagendra

Brian supports the Capital Innovation team on portfolio management and due diligence work for Living Cities impact investments.

Brian Rajan Nagendra joined Living Cities in October 2014 as the Senior Investment Associate with the Capital Innovation team. Brian supports the Capital Innovation team on portfolio management and due diligence work for Living Cities impact investments. Previously, Brian led deal development, underwriting, structuring, portfolio management and fundraising for City First Enterprises Impact Investing Fund, a \$10 million fund that financed 350 affordable housing units and leveraged an additional \$50mm in private and public capital. In addition, Brian developed impact and performance tracking systems for the fund, led product development, and delivered advisory and technical assistance to small businesses clients for the City First family of companies. At The Community Builders, an affordable housing developer and manager focused on comprehensive community revitalization, Brian supported the launch of a new financial education, job training, and afterschool resident services platform. At the Brookings Metropolitan Policy Center Urban Markets Initiative, Brian coordinated a pilot funding program for new information tools to address urban policy problems and tested alternative metrics to identify new economic development opportunities. Brian has a BA in Public Policy & Urban Studies from Brown University and an MBA from Georgetown University McDonough School of Business with a focus on real estate, finance and community development.

Eileen Neely

Eileen Neely leads Living Cities' Capital Innovation work. She manages the Catalyst Fund and has been pivotal in Living Cities efforts to explore and test Pay For Success financing models.

Eileen Neely joined Living Cities in December 2012 as the Associate Director of Capital Formation. Prior to joining Living Cities, she was the Director of Strategic Planning at the District of Columbia Housing Authority since May 2011. In this position, Eileen oversaw the development, implementation and measurement of the Agency’s Strategic Plan and Moving to Work Plan.

Previously Eileen was the Chief Operating Officer of the Fresno Housing Authority in Fresno, California. Eileen assisted the Executive Director in the transformation of the Housing Authority – changing the corporate culture, establishing a broader role within the community, modernizing business practices,

Eileen Neely, cont.

tightening financial controls, and expanding their programs to serve more low- and moderate-income families. She was responsible for all the internal operations of the Housing Authority, including Accounting and Finance, Information Technology, Human Resources, and Communications and Public Relations.

Prior to moving to Fresno, Eileen was the Director of Public Entity Lending at Fannie Mae in Washington, DC. At Fannie Mae she provided technical assistance and financing to cities, counties and housing authorities throughout the country to help them address their pressing housing needs. Eileen started at Fannie Mae as the Manager of Economic Forecasting where she developed the company's forecast for the economy, including interest rates, housing indicators, and other measures of the economy. Eileen has her Master's Degree in Economics from Carnegie Mellon University in Pittsburgh, PA, and her Bachelor's Degree in Mathematics and Economics from Hiram College in Hiram, OH.

Nadia Owusu

Nadia leads Living Cities' communications work, focused on harnessing the power of story, information, and technology to foster experimentation, co-creation, and adoption of promising approaches to address poverty and inequality in US cities.

Nadia is Assistant Director of Strategic Communications & Storytelling at Living Cities. In this role, she leads Living Cities' communications work, focused on harnessing the power of story, information, and technology to foster experimentation, co-creation, and adoption of promising approaches to address poverty and inequality in US cities. In support of this, she develops and implements digital, content, community management, and event strategies to share what Living Cities is learning, and to learn from the work of others.

Before joining Living Cities, Nadia worked on program strategy, communications, community engagement, and fundraising for a microfinance organization operating in Africa's Great Lakes region. Previously, she was a journalist and editorial assistant at Doubledown Media, publisher of multiple finance-oriented magazines. She has also worked and volunteered for an array of youth service organizations in New York, including Bridge Builders Community Partnership and Shakespeare for Kids. Nadia graduated from Pace University with a BA in Political Science and holds an MS from Hunter College's Department of Urban Affairs and Planning. She serves on ioby's Board of Directors, is on the Millennial Advisory Committee of the Andrew Goodman Foundation, and on the Advisory Board of Fund Good Jobs. She is currently enrolled in Southern New Hampshire University's low-residency MFA in Creative Writing program. She lives in Brooklyn where she can often be found writing at her favorite coffee shop or in the park if the weather's nice.

Daniela Pineda

Daniela Pineda defines the strategic direction of our evaluation portfolio and leads all evaluation investments. She has a history of managing evaluation and research investments and surfacing actionable data to inform strategy and decision making.

Daniela Pineda joined Living Cities in September 2014. As Associate Director of Evaluation and Impact, Daniela defines the strategic direction of our evaluation portfolio and leads all evaluation investments. Prior to joining Living Cities she was the first Strategic Data Officer for the Postsecondary Success team at

Daniela Pineda, cont.

the Bill & Melinda Gates Foundation. In that role she was responsible for managing evaluation and research investments that focused on surfacing actionable data to inform strategy and decision making. Previously she held several research/evaluation roles; Daniela was a research fellow at MDRC, working with the Young Adults and Postsecondary Education Policy area in New York City. She was also a visiting scholar at the Steinhardt Institute for Higher Education Policy at New York University. Daniela held research fellowships from Mathematica Policy Research, the National Science Foundation, and the Association for Institutional Research among others. Daniela holds a doctorate in Public Policy and Sociology and an MA from the University of Michigan- Ann Arbor, and a Bachelor's degree from Pomona College.

Ellen Ward

Ellen Ward works to source, underwrite and manage Living Cities' Catalyst Fund investments that support the organization's programmatic priorities to improve the lives of low-income people and the communities where they live.

Ellen joined the Living Cities' Capital Innovation team in November 2014.

Prior to joining Living Cities, Ellen worked for the Commonwealth of Massachusetts in the Department of Housing and Community Development where she oversaw the State's homelessness prevention and rapid-re housing programs. She was instrumental in developing a targeting tool to prioritize prevention resources for families at highest risk of homelessness and managed a short-term housing subsidy program for 7,000 previously homeless families.

Before working in the public sector, Ellen was a Vice President at SunTrust Bank where she originated, structured, and underwrote community capital investments with a primary focus on affordable housing developments. Ellen holds a Master in City Planning degree from Massachusetts Institute of Technology and a Bachelor of Science in Business and Enterprise Management from Wake Forest University.