

Washington Center
for **Equitable Growth**



**New Growth
Innovation Network**

POWERING INCLUSIVE ECONOMIES

Economic Mobility Roundtable

September 23, 2019

Federal Reserve Bank of Atlanta

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Economic Mobility Roundtable Discussion

September 23, 8:30am – 1pm

Federal Reserve Bank of Atlanta

Agenda

8:30 - 8:45	Check-in and Breakfast
8:45 - 9:15	Welcome and Introductions over breakfast
9:15 - 9:45	Presentation, Liz Hipple, Washington Center for Equitable Growth <i>Equitable Growth's framework for understanding the drivers of economic mobility</i> <i>20 minute presentation; 10 minute Q&A</i>
9:45 - 10:10	Presentation, Bob Weissbourd, NGIN <i>Quality Growth Practice to Drive Economic Mobility: Linking Community and Economic Development</i> <i>15 minute presentation; 10 minute Q&A</i>
10:10 - 10:25	Community and Economic Development in Atlanta <i>Observations from Atlanta-based participants</i> <i>10 minute discussion; 5 minute Q&A</i>
10:25 - 10:40	Break
10:40 – 12:00	Roundtable Discussion <i>How can we improve economic mobility with innovative projects and initiatives?</i>
12:00 - 1:00	Roundtable Discussion continues over lunch



Background Memo

Economic Mobility

Traditionally, researchers seeking explanations for the drivers of intergenerational mobility have emphasized the role of parental resources in the *development* of human capital as the central explanation for why some people experience upward or downward mobility. Transmission channels of health, education, and parental investments of both time and money are all important pathways via which a child's human capital -- their skill set -- is built up and developed, and which can be enhanced or impaired by lack of and disparity in economic resources.

Equitable Growth's [framework](#) for understanding the drivers of intergenerational mobility calls for research and policy to move beyond the focus on the development of human capital -- in light of the research that shows that the development of human capital is insufficient on its own to ensure meaningful prospects for upward mobility. There are roadblocks preventing people from fully *deploying* their human capital and therefore achieving upward mobility. The roadblocks discussed in the report include structural changes in the labor market over the past 30 years that have depressed wages for equivalent skills, persistent and ongoing racial discrimination in the labor market, and the increasing importance of parental wealth to facilitating entry to the labor market.

Equitable Growth's framework orients us towards several themes through which we can start to address the issue, including:

- A human capital development approach might orient the individual as the central unit of analysis, but even seemingly individual choices are made in the context of broader structural conditions at the level of economy, neighborhood and family – all of which shape opportunity.
- While Equitable Growth's analysis focuses on the labor market as the major arena for analyzing how human capital development and deployment promotes or inhibits upward mobility, there are other important factors that also interact with and shape the labor market, ranging from new drivers of economic growth to neighborhoods, transit, the criminal justice system, etc.

Quality Growth Practice to Drive Economic Mobility

As Equitable Growth's research demonstrates, economic mobility is a function of several factors, including economic prosperity, neighborhood vitality, and family and other sociological factors. Our discussion will focus on the first two: **economic prosperity** and **neighborhood vitality**, which are interdependent.

The drivers of **economic prosperity** are changing, in part due to the response to the transition to a dynamic, knowledge-intensive, technology- and innovation-based economy.¹ In the short term, growth in this new economy is massively disrupting legacy industries and labor markets, undermining the middle class and creating unprecedented wealth disparity. In the long term, it is increasingly clear that regions with less inequity grow more sustainably over time – they do not waste as many assets, are more efficient and productive and reduce the costs of poverty.²

The economic health of metropolitan regions is inextricably tied to their component neighborhoods, affecting **neighborhood vitality – and vice versa**. Many of the systems that convert assets to wealth are located in neighborhoods, and so regional growth depends on identifying, connecting to and building up assets at a neighborhood level.³ On the flip side, neighborhoods do not have economies of their own, but instead play the crucial role of nurturing and connecting their residents, businesses and real estate to regional (and global) economies and markets.

Roles of neighborhoods

Neighborhoods perform two roles in the context of their regional economies, serving as:⁴

- ***Neighborhoods of Opportunity*** that develop and deploy their human capital, business, real estate and other assets into regional markets, aligned with emerging regional opportunities (e.g., priority clusters, growing job types and their associated skills, etc.), and
- ***Neighborhoods of Choice*** that offer packages of housing and local amenities (from retail to schools) that attract and retain the distinct, varied types of residents in the region. Young singles, starter home families, immigrants and others seek different neighborhood characteristics, and a healthy region has varied types of neighborhoods to serve different population segments.

¹ This transition is often referred to as the “fourth industrial revolution.” The first was the steam engine; the second, electricity; third, information technologies. The fourth is defined by the fusion of digital, physical and biological spheres – including particularly artificial intelligence and big data expressed in the internet of things. Some argue that the dramatic changes go beyond even a fourth industrial revolution to represent a next, post-industrial epoch of man (hunter-gatherer; agrarian; feudal; industrial; knowledge). <https://bit.ly/1pBfye4>; <https://bit.ly/2GdyHQN>; <https://bit.ly/2HCWvhY>

² Manuel Pastor and Chris Benner, *Equity, Growth, and Community: What the Nation Can Learn from America’s Metro Areas, California*: University of California Press, 2015, available at <https://doi.org/10.1525/luminos.6>; “The Changing Dynamics of Urban America,” Cleveland: CEOs for Cities, 2004, available at <http://rw-ventures.com/the-changing-dynamics-of-urban-america/>; Jonathan D. Ostry, Andrew Berg, and Charalambos G. Tsangarides, “Redistribution, Inequality, and Growth,” IMF Staff Discussion Note, April 2014, available at www.imf.org/external/pubs/ft/sdn/2014/sdn1402.pdf; OECD Directorate for Employment, Labour, and Social Affairs, “Does Inequality Hurt Economic Growth?” Focus on Inequality and Growth, 9 (December 2014); OECD, *In It Together: Why Less Inequality Benefits All*, May 2015, available at www.oecd.org/social/in-it-together-why-less-inequality-benefits-all-9789264235120-en.htm.

³ See, e.g., ; Robert Weissbourd, “Diverse Perspectives on Critical Issues: Strengthening Communities for Regional Prosperity,” Living Cities Policy Series, 2006.

⁴ Robert Weissbourd, Riccardo Bodini and Michael He, “Dynamic Neighborhoods,” a project of Living Cities (2009 RW Ventures) <http://rw-ventures.com/wp-content/uploads/2017/01/DNT-Final-Report.pdf> ; “The Greater Chatham Initiative: Comprehensive Plan for Economic Growth and Neighborhood Vitality,” June 2016, <http://bit.ly/2k1zNVd>.

Directly addressing the “opportunity” characteristics of well-functioning, connected neighborhoods bring income, wealth and jobs into the neighborhood which in turn support local amenities (“choice”), though the process is iterative.

Economic prosperity and **neighborhood vitality** thus reinforce one another as neighborhood assets are developed and deployed into regional economies. Each neighborhood and region must more deliberately build upon its unique assets – all of them – to clearly define its place in the next economy. Strategic initiatives must be carefully tailored to targeted people and places, to drive economic prosperity, linked to neighborhood vitality, and **improve economic mobility**.

Economic Mobility in Practice

The roundtable discussion will begin to develop new initiatives that can improve economic mobility – focused on regions and communities with which attendees are most familiar. Background on Atlanta is provided below, although discussion will extend to regions across the United States.

Atlanta provides an extreme case for economic mobility discussions: it has one of the lowest levels of intergenerational mobility across its commuting zone (ranking 49th out of the 50 largest commuting zones).⁵ At the same time, the city is growing; after experiencing a predictable decline in activity following the 1996 Summer Olympics, the city has added jobs, investment, and entirely new industries as traditional strengths have been supplemented with increasing tech activity. Since 2005, private-sector employment growth in the City of Atlanta has been almost twice the national rate (21.5% versus 10.7%). The city is also surrounded by a strong metropolitan economy: between 2000-2016, the Atlanta metro ranked 23rd of the top 100 US metros for overall growth (jobs, Gross Metropolitan Product, and jobs at young firms).⁶ The Atlanta economy today is an enviable blend of traditional strengths like Education, Healthcare, and Corporate Headquarters, along with leadership in key 21st century growth clusters like FinTech, Life Sciences, Logistics, and Cybersecurity.⁷ Atlanta’s great challenge in the 21st century will be finding ways for more of its residents to participate and share in the benefits of the city’s growth, while continuing to foster the conditions that have made it an attractive city for investment and business growth and expansion.

The Roundtable: Discussion Questions

The roundtable conversation will evolve as participants contribute their thought leadership and practitioner experience, but to guide the discussion, several of these questions will be posed.

⁵ Raj Chetty and others, “Where Is the Land of Opportunity? The Geography of Intergenerational Mobility in the United States,” *The Quarterly Journal of Economics* 129 (4) (2014): 1553–1623, available at <https://doi.org/10.1093/qje/qju022>

⁶ Shearer, Chad, et al. “Metro Monitor 2018.” Brookings, The Brookings Institution, Feb. 2018, www.brookings.edu/research/metro-monitor-2018/.

⁷ Mass Economics Urban Data Platform; Invest Atlanta, *2017 Annual Report*. Web. 13 June 2018.

1. What existing, under-deployed neighborhood assets do you most commonly see in your region? (i.e.- underemployed middle skill workers; competitive businesses overlooked in regional supply chains; industrial real estate that could be used in market-making development projects to bring jobs back to neighborhoods, etc.)
2. What market and other failures prevent investment in these assets? What types of interventions have been most successful in addressing the market and other barriers to better target, develop and deploy these assets?
3. Informal, flexible, often cross-sector networks are becoming important in the next economy, allowing more efficient and nimble connections of economic resources and actors to deploy assets. How do we create new civics and governance to improve these networks – and expand the decision-makers at the table to include those who have typically been left out?
 - What is the role of social capital and networks in economic mobility, and how can neighborhood development facilitate the development of those things?
 - What are some of the important institutional players that help create and strengthen connections between neighborhoods and broader regional markets? What can be strengthened within these institutions themselves to make them more successful?
4. Asset- and market-based development initiatives can be targeted at the margins of the market, or at the most disadvantaged populations. Which do you see as most effective for improving economic mobility? How should initiatives targeting each of these better relate to one another?
5. What kinds of data analytics (or similar analyses) do local decision-makers need to achieve sophisticated tailoring of economic development strategies to specific populations and places?



Attendee Bios

May Amoyaw

Manager of Events and Conferences
Washington Center for Equitable Growth

May Amoyaw is the manager of Events and Conferences at the Washington Center for Equitable Growth. Prior to joining Equitable Growth, she served as the director of Community Engagement and Policy for Baltimore's 13th councilmanic district, where she organized large-scale economic policy events and conferences. May Amoyaw has also been featured in several publications, including *The Baltimore Sun*. She has a Bachelor of Science degree in political science from Towson University and a Master of Science degree in education from The Johns Hopkins University.

Steven Brown

Research Associate
Urban Institute

Kreg Steven Brown is a research associate in the Center on Labor, Human Services, and Population and the Research to Action Lab at the Urban Institute. His work covers projects concerned with racial disparities in economic opportunity. His primary research focuses on employment, examining racial and gender differences in career pathways, barriers in access to work, and gaps in wages and earnings. Previously, he conducted research on segregation and homeownership and access to affordable housing.

Before joining Urban, Brown was an analyst at Abt Associates, where he contributed to the Family Options Study of stable and affordable housing options for homeless families, including coauthoring the project's short-term impacts report. He also was a research assistant at the Office of Population Research at Princeton University on projects related to affirmative action and access to higher education. Brown received his BA from Princeton University and his MA from Harvard University and is completing his PhD at Harvard, all in sociology.

Anika Goss-Foster

Executive Director
Detroit Future City

Anika Goss is the Executive Director of Detroit Future City (DFC), a think-and-do tank focused on land use and economic development in Detroit. In this role, Anika leads a team of experts to implement the DFC Strategic Framework, a comprehensive 50-year guide to decision making and investment in Detroit. Anika Goss is a leading force and visionary in Detroit's revitalization, playing a crucial role in Detroit as an advocate for an equitable and sustainable future for the

city. Anika has led the development of several significant research studies, including the 2019 release of “Growing Detroit’s African-American Middle Class” comprehensive data report supporting attraction, retention and growth strategies. She also has helped bolster the future of Detroit’s land use and sustainability through awarding over \$330,000 in grants aimed at accelerating vacant land revitalization in Detroit.

Anika joined the DFC after nearly 25 years of leadership in national and local roles in community development and non-profit management. Anika worked at the Local Initiatives Support Corporation (LISC) for 16 years, with her most recent post as Vice President of the Midwest Region. In this role, Anika provided leadership, strategic and technical support for seven LISC offices in cities across the Midwest that reported directly to her. Her role included forging new partnerships, fund development support, program design and administrative leadership for LISC nationally. Before this, Anika served as LISC’s Vice President of Sustainable Communities, where she led the organization’s new strategic efforts to implement comprehensive community development as part of its Building Sustainable Communities program.

Commissioner Natalie Hall

Commissioner of District 4
Fulton County

Natalie Hall is Fulton County Commissioner of District 4, which encompasses the heart of downtown Atlanta, Midtown, Old 4th Ward, and neighborhoods west of the Mercedes Benz Stadium to Fulton Industrial Boulevard. The unique attribute about this district is that it’s completely inside of the City of Atlanta. She previously served Fulton County faithfully for six years as the Chief of Staff to the late Fulton County District 4 Commissioner Joan P. Garner and has over 25 years of management experience in the public and private sectors. Commissioner Hall is a member of the Atlanta Homeless Continuum of Care Governing Council and former member of the Fulton County Board of Health.

An honors graduate with a Bachelor of Science degree in Computer Information Systems, Natalie earned her masters’ degrees in Business Administration and Public Administration from Keller Graduate School of Management in Atlanta, Georgia. Commissioner Hall is a Certified Public Manager (CPM) through the Carl Vinson Institute of Government of the University of Georgia. She is a certified member of the National Association of Counties (NACo) 16th Annual County Leadership Institute (CLI). She is also a Certified County Commissioner through the Association County Commissioners of Georgia (ACCG) and the University of Georgia Carl Vinson Institute of Government.

On the Fulton County Commission, Commissioner Hall serves as Executive Sponsor of Fulton’s Strategic Priority area called “All People are Healthy.” She believes in a holistic approach to health that includes having good physical and mental health, but also having access to healthy food, quality healthcare, a quality education, gainful employment, affordable housing, equal

access to a fair justice system and obtaining an overall quality of life that sustains the individual and their family.

Liz Hipple

Senior Policy Advisor
Washington Center for Equitable Growth

Liz Hipple is Senior Policy Advisor at the Washington Center for Equitable Growth. She leads Equitable Growth's work to explore the relationship and connections between inequality and economic mobility. Her analysis and writing focuses on translating and synthesizing academic research for a policy audience.

Prior to joining Equitable Growth, she was Manager for Government Affairs at the Economic Innovation Group, a research and advocacy organization focusing on geographic inequality. She previously worked at the U.S. Department of the Treasury as a Policy Advisor in the Office of Domestic Finance and as a Special Assistant in the Office of the Chief of Staff. She graduated from Swarthmore College with a degree in political science and public policy.

Corey Husak

Government Relations Manager
Washington Center for Equitable Growth

Corey Husak is the Government Relations Manager at the Washington Center for Equitable Growth. Prior to joining Equitable Growth, Husak was the NAFTA Policy Coordinator for the Corn Refiners Association and served as an Economic Policy Staffer for U.S. Sen. Claire McCaskill (D-MO). While earning a master's in public policy from the University of Chicago, Husak completed projects in economic and urban policy for Chicago's Metropolitan Planning Council and the Office of the CFO of Washington, D.C. Husak received a bachelor's in history and international relations from William Jewell College after spending a year at the University of Oxford.

Dan Immergluck

Professor, Urban Studies Institute
Georgia State University

Dan Immergluck is a Professor in the Urban Studies Institute. His research concerns housing markets, neighborhood change, urban poverty and racial dynamics, financial markets and urban form, and community and economic development practice and policy. Professor Immergluck is the author of four books, more than sixty scholarly articles, numerous book chapters and encyclopedia entries, and scores of applied research and policy reports. His latest book is *Preventing the Next Mortgage Crisis: The Meltdown, the Federal Response, and the Future of Housing in America* (Rowman and Littlefield, 2015).

Dr. Immergluck's work has been funded by the Annie E. Casey Foundation, the John D. and Catherine T. MacArthur Foundation, the Federal Reserve Bank of Atlanta, and other funders. He has consulted to the U.S. Department of Justice, the U.S. Department of Housing and Urban Development, the Center for Community Progress, Abt Associates, and other organizations. Professor Immergluck's scholarship is widely cited, and he has been quoted extensively in national and international media, including the New York Times, the Washington Post, the Wall Street Journal, National Public Radio, and other venues. He has testified several times before the U.S. Congress, as well as before the Federal Reserve Board. He has served as a Visiting Scholar at the Federal Reserve Bank of Atlanta and as a Senior Fellow at the Center for Community Progress in Washington, D.C. Professor Immergluck has worked with nonprofit organizations and local governments around the country on a variety of projects.

Jamie Jordan

Director of Programs & Business Services
Technical College System of Georgia (TCSG)

Jamie Jordan is the Director of Programs & Business Services for the Office of Workforce Development at the Technical College System of Georgia (TCSG). In this role, he oversees the WIOA Programs, Business Services, Apprenticeship, and Strategic Populations teams for WorkSource Georgia. Previously, Jamie served as the High Demand Career Initiative (HDCI) Program Manager for the Georgia Department of Economic Development (GDEcD). Managing HDCI from its inception when launched by Governor Deal in 2014, Jamie actualized the governor's vision of an initiative to make Georgia's workforce and education efforts cooperatively more responsive to private sector demands. Prior to the role with HDCI, Jamie served as the Liaison to the State Workforce Development Board for GDEcD.

Jamie is a two-time graduate of the University of Georgia, where he graduated with a bachelor's degree in Political Science and a master's degree in Business Administration from the Terry College of Business. He was a member of the inaugural class of the Miller Leadership Academy. He is a native of Griffin, Georgia and currently resides in Atlanta.

Amit Khanduri

Program Officer
LISC Atlanta

Amit Khanduri is a Program Officer at the Atlanta office of Local Initiatives Support Corporation (LISC), where he leads the office's family income and wealth building strategies and supports the office's neighborhood revitalization efforts. His studies and work focus on local solutions to economic mobility challenges and human-centered approaches to the delivery of public services. Previously, Amit served on the leadership team for WorkSource Atlanta (WSA), the city of Atlanta's workforce development agency. He created and managed the agency's Business Relations department, building cross-sector partnerships and job training programs that

addressed employers' pressing talent needs and improved the economic well-being of low-income residents.

Prior to WSA, Amit was a Human Capital Analyst at Deloitte Consulting's Federal Practice where he helped federal agencies align their culture, structure, and talent with their mission. Amit has a master's degree in Public Policy from Duke University and a bachelor's degree in Business Administration from Georgia Tech. Amit resides in Atlanta and enjoys all things related to food, basketball, and travel.

Rod Miller

CEO

Invest Puerto Rico

Rod Miller is the CEO of Invest Puerto Rico ("InvestPR") and leads the entity's mission to attract new businesses and investment capital to the Island. Between 2005 and 2019, Rod Miller has held leadership positions in economic development agencies throughout the continental US. In Arizona, at the Greater Phoenix Economic Council, he co-authored, developed, secured funding and managed its Foreign Direct Investment Program. In Louisiana he directed Baton Rouge's Foreign Direct Investment Program and was founding executive of the New Orleans Business Alliance, a P3 in charge of leading the economic recovery of New Orleans after Hurricane Katrina. In Michigan, he served as Chief Executive Officer of the Detroit Economic Growth Corporation, responsible for leading the economic recovery of bankrupt and post-bankrupt Detroit. Miller's most recent position was as President and CEO of Ascendant Global, a global economic development consultancy with operations in Detroit, Medellin and New Orleans focused on providing robust solutions that drive job creation and encourage private investment.

Mr. Miller holds a BS in International Business, Magna Cum Laude, from St. Augustine's College in Raleigh, NC, a Master of Public Policy from Harvard University and a Graduate Diploma in Finance, Fulbright Fellow, from the Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico. He also conducted studies at the Universidad Autónoma de Guadalajara, also in Mexico, and the Universidad de Sevilla in Spain and can speak both Spanish and Portuguese.

Teresa Prim

Co-Founder

Prim Lawrence Group

Teresa Rufaro Prim is the co-founder of Prim Lawrence Group, a community economic development and real estate development consulting firm. Ms. Prim brings a wealth of knowledge and experience to the firm with more than 30 years of experience in affordable housing development, business development, consumer and worker-owned cooperatives,

organizational management and program design. Her firm is responsible for securing both public and private sector financing for over 600 units of affordable housing representing more than \$150 million for single family and multi-family housing development projects. In addition, Ms. Prim has secured more than \$55 million in financing for commercial real estate and small businesses.

Prim Lawrence Group's client list includes: City of Chicago Community Land Trust, City of Racine Department of Planning, Chicago Rehab Network, Cook County Department of Planning & Development, LaCasa Norte, The Neighborhood Institute, Landmark Preservation Council of Illinois, Local Initiative Support Corporation (LISC), LISC Chicago, MacArthur Foundation, Sarah's Circle, Sedaka International on behalf of Japan's Ministry of Foreign Affairs, Uptown Habitat for Humanity, WHEDA and Women's Business Development Center to name a few. Ms. Prim holds a Bachelors of Science degree in Business Administration with an emphasis in Management Information Systems from the University of Wisconsin-Milwaukee and a Masters of Science degree in Community Economic Development from New Hampshire College. Ms. Prim has completed additional training and certification in real estate finance, construction management, multi-family loan packaging, nonprofit management, community development law and accounting.

Keith Rachey

Senior Vice President, Chief Impact Officer
Community Reinvestment Fund

As Senior Vice President, Chief Impact Officer, Keith Rachey is responsible for developing and executing the business strategies necessary for CRF to be a catalyst for creating meaningful community impact. He oversees marketing, community engagement, strategic partnerships and capital raising for CRF. With a background in information science and technology, Rachey is actively involved in shaping CRF's strategic focus on transforming the community development finance industry through technological innovation.

Prior to joining CRF, Rachey founded Inetium, a Microsoft consulting firm, and served as President and CEO for 11 years. He grew the company to become the leading Microsoft consulting firm in the upper Midwest with multi-million dollars in revenue and more than 100 employees before it merged into Avtex Solutions in 2011, where he served as Chief Customer Officer for two years. Earlier in his career, Rachey worked for General Mills for nine years as Senior IT Manager. Rachey holds a degree in finance and business computer information systems (BCIS) from St. Cloud State University.

Ed Sivak

Chief Policy and Communications Officer
Hope Enterprise Corporation/Hope Credit Union (HOPE)

Ed Sivak is the Chief Policy and Communications Officer for Hope Enterprise Corporation/ Hope Credit Union (HOPE). As a member of HOPE's executive team, Sivak leads teams that drive the organization's policy & advocacy agenda; and its communications with members, community partners, investors, media and other stakeholders. Over his 18 year career with HOPE, Sivak has managed numerous community development initiatives including a \$4.5 million collaborative to support the recovery of over 500 small businesses in post-Katrina New Orleans and a \$5 million partnership to expand economic opportunity in the Mississippi Delta. He currently represents HOPE as a member of the Persistent Poverty Working Group, a consortium of CDFIs working in Appalachia, the Mississippi Delta, the U.S. / Mexico border and in Native communities to channel public, private and philanthropic resources into the nation's most distressed regions. In 2016, the group successfully advocated for the creation of the USDA Community Facilities Re-Lending Program. The program makes available \$400 million in low cost capital to finance hospitals, nonprofit and other municipal facilities in persistent poverty areas.

Sivak has testified numerous times before the Mississippi Legislature on issues affecting low-income residents and provided expert commentary regarding financial inclusion before the Federal Reserve Board and the Consumer Financial Protection Bureau. Sivak is currently a member of the Government Affairs Committee for Inclusiv, the trade association for community development credit unions. He is a former member of the Federal Reserve Board Consumer Advisory Council where he chaired the Community Affairs and Housing Subcommittee and the NeighborWorks Community Initiatives Advisory Committee. In November 2017, he was appointed to the Jackson Public School Board by Mayor Chokwe Lumumba as part of a larger effort to prevent a takeover of the school district by the state of Mississippi. He continues to serve on the school board as Vice President. Sivak holds graduate degrees in public policy and administration from Jackson State University and Georgetown University and a Bachelor of Arts from Marquette University.

Bill Taft

Senior Vice President of Economic Development
LISC

Bill leads the expansion of LISC's inclusive economic development efforts in its 33+ local programs by investing in people, places, and businesses. Bill has been with LISC since 2005, initially serving as LISC Indianapolis' Executive Director, later as Program Vice President, and now as Senior Vice President for Economic Development. Under Bill's leadership, LISC Indianapolis invested over \$240 million to leverage \$1 billion of investment in the core urban neighborhoods of Indianapolis. Prior to that, Bill was President of Southeast Neighborhood Development, Inc. (SEND) for 14 years, overseeing the early phases of revitalizing the Fountain Square area of Indianapolis. Bill holds an undergraduate degree from Cedarville University and

a master's from Ball State University's College of Architecture and Planning.

Katerina Taylor

President & CEO

DeKalb Chamber of Commerce

Katerina Taylor, a Kansas native and the daughter of a successful entrepreneur, is a 15-year veteran in the financial services industry. An entrepreneur and community advocate, she also served as vice president for SunTrust Bank from 2003-2012. During her time at SunTrust she successfully designed and executed business growth and development strategies and created and facilitated training programs for more than 500 regional and local Vice Presidents.

Taylor became the first woman President and CEO in the DeKalb Chamber's 81-year history in 2014. The Chamber's core focus is to work with businesses across DeKalb and metro Atlanta, focusing on business growth, economic and workforce development, community outreach, education initiatives, business and public advocacy and entrepreneurship. Taylor recently served as Chair for the DeKalb Thrives Steering Committee. DeKalb Thrives was the county's five-year strategic plan to improve the business climate, enhance quality of place, and revitalize commercial corridors and employment centers in DeKalb. Her work around DeKalb Thrives was successfully completed in 2018 and helped spur a new five-year strategy around public private partnerships. Taylor has a BBA in Marketing from Texas Wesleyan University and an MBA in Finance.

Bob Weissbourd

Interim CEO, NGIN

President, RW Ventures, LLC

Bob Weissbourd was a lead developer, and is now interim CEO, of the New Growth Innovation Network (NGIN), a network of leading economic development practitioners dedicated to inventing the tools, products, and enterprises that will drive a more inclusive, prosperous economy. Bob also manages RW Ventures, LLC, an economic development firm specializing in technical analysis of urban assets and markets, and in creating the products and enterprises necessary to successfully grow urban and regional economies. In this role, he was lead developer of the Greater Chatham Initiative, TREND, Chicagoland Food and Beverage Network, the Center for Financial Services Innovation, MetroEdge and the Metropolitan Business Planning Initiative, which he co-managed with the Brookings Institution.

He previously served for ten years in executive positions at Shorebank Corporation, designing, delivering and managing comprehensive development finance initiatives to invest in distressed communities. He has over thirty years of experience leading economic development work in dozens of cities and scores of neighborhoods. Before joining Shorebank, Bob was a partner at Hartunian, Futterman & Howard, leading complex civil rights and other constitutional litigation,

and representing governments, non-profit organizations and community leaders. Bob served as Chair of the Obama Campaign Urban Policy Committee, on the Obama Transition HUD Agency Review Team, as a nonresident Senior Fellow at the Brookings Institution Metropolitan Policy Center and as adjunct professor at the University of Chicago Harris School of Public Policy.

Adrienne White

VP of Strategy
Citizens Trust Bank

Adrienne is the VP of Strategy/Business Development at Citizens Trust Bank. Prior to joining Citizens Trust Bank she was the VP of Finance of the National Center for Civil and Human Rights and worked at a fortune 500 company and big 4 accounting firm. In 2016 she was recognized by Atlanta Business Chronicle as one of the 40 Under 40 and has taken on various leadership roles in the Atlanta community including the Atlanta Track Club Board, Atlanta Public School Audit Committee, Atlanta BeltLine Partnership advisory board, Outstanding Atlanta, Black Girls Run!, National and State political campaigns, LEAD Atlanta, New Leaders Council and national and state politics. She currently serves on the Grove Park Foundation Board.

Adrienne is a licensed certified public accountant in Georgia and earned her Masters of Accountancy and Bachelor of Science in Commerce; Concentration in Accounting, from The University of Virginia.

