

# Healthy Communities:

Building Systems to Integrate  
Community Development and Health

## Conference Materials

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Attendance List

The Pew Charitable Trusts  
901 E Street, NW  
Washington, DC 20004

Monday, November 7, 2011



# Healthy Communities Conference: Building Systems to Integrate Community Development and Health

<http://www.frbsf.org/cdinvestments/conferences/healthy-communities/2011-washington-dc/>

## Conference Summary

As the connections between health and community development become increasingly apparent, foundations, health institutions, government, community development organizations, private sector lenders and others have been experimenting with new ways to collaborate and leverage resources. Scaling these new approaches to measurably improve population health will require fundamental system reform. This conference will highlight promising new models and explore three areas of system reform that are urgently needed to formally align community development and health: **data, capital, and policy.**

## Conference Steering Committee

### Nancy Andrews

President and CEO  
Low Income Investment Fund

### Elaine Arkin

Consultant  
Robert Wood Johnson Foundation

### Eleanor Blume

Senior Associate, Financial Security Portfolio  
The Pew Charitable Trusts

### David Erickson

Director, Center for Community Development Investments  
Federal Reserve Bank of San Francisco

### Ian Galloway

Senior Research Associate  
Federal Reserve Bank of San Francisco

### Douglas Jutte

Assistant Professor  
University of California, Berkeley

### David Pope

Senior Associate, Government Relations  
The Pew Charitable Trusts

### Marjorie Paloma

Senior Policy Adviser  
Robert Wood Johnson Foundation

### Lisa Richter

Principal  
GPS Capital Partners

### Aaron Wernham

Director, Health Impact Project  
The Pew Charitable Trusts

### Shale Wong

Senior Program Consultant  
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Paul Selker, Spark Street Digital  
Alex Davidson, Federal Reserve Bank of San Francisco  
Wenbo Wang, Federal Reserve Bank of San Francisco

## Center for Community Development Investments

Federal Reserve Bank of San Francisco  
[www.frbsf.org/cdinvestments](http://www.frbsf.org/cdinvestments)

### Center Staff

**Joy Hoffmann**, FRBSF Group Vice President  
**Scott Turner**, Vice President  
**John Olson**, Senior Advisor  
**David Erickson**, Center Director  
**Ian Galloway**, Senior Research Associate

### Advisory Committee

**Frank Altman**, Community Reinvestment Fund  
**Nancy Andrews**, Low Income Investment Fund  
**Jim Carr**, National Community Reinvestment Coalition  
**Prabal Chakrabarti**, Federal Reserve Bank of Boston  
**Catherine Dolan**, Opportunity Finance Network  
**Andrew Kelman**, Bank of America Securities  
**Judd Levy**, New York State Housing Finance Agency  
**John Moon**, Living Cities  
**Kirsten Moy**, Aspen Institute  
**Mark Pinsky**, Opportunity Finance Network  
**John Quigley**, University of California, Berkeley  
**Lisa Richter**, GPS Capital Partners, LLC  
**Benson Roberts**, U.S. Department of the Treasury  
**Clifford N. Rosenthal**, NFCDCU  
**Ruth Salzman**, Russell Berrie Foundation  
**Ellen Seidman**, Consultant  
**Bob Taylor**, Wells Fargo CDC  
**Kerwin Tesdell**, Community Development Venture Capital Alliance  
**Betsy Zeidman**, Robert F. Kennedy Center for Justice and Human Rights



# Healthy Communities Initiative

Washington, DC | Los Angeles, CA | Boston, MA | New York, NY | Houston, TX | Las Vegas, NV

<http://www.frbsf.org/cdinvestments/conferences/healthy-communities/>

The Federal Reserve Bank of San Francisco and the Robert Wood Johnson Foundation created the Healthy Communities Initiative to explore how the health and community development sectors can collaborate to promote better health outcomes for low-income people and communities by addressing issues concerning the social determinants on health. A key component of the Healthy Communities Initiative is a conference series covering the following topics:

**New Resources.** As traditional health funders begin to understand the strong integration between health outcomes and physical environments, there are many new potential partnerships between health-oriented foundations (Robert Wood Johnson Foundation, The Pew Charitable Trusts, Kaiser Family Foundation, The California Endowment, and others in the Grantmakers In Health group) and new government programs (Healthy Foods Financing Initiative, Sustainable Communities, anti-childhood obesity programs like Let's Move!, charter school financing, early care programs). Harmonizing these new funding streams with the traditional community development programs (investment and lending motivated by the Community Reinvestment Act, New Markets Tax Credits, Low Income Housing Tax Credits, etc) will be both a challenge and an opportunity.

**New Partners.** The important work of the affordable housing and community development sector could be much more effective when joined with other partners (e.g., early care and education programs, nutrition programs, and the like). To do this requires sharing of knowledge between many sectors, with health and community development being the most immediately promising.

**New Ideas.** The health sector has a much more sophisticated approach to data collection and outcomes measurement. Community development could learn much in this area. Similarly, as the health sector tries to improve nutrition and recreation opportunities in low-income neighborhoods, it can learn from the sophisticated and networked approach community development uses to implement its programs.

**Long-term Cost Savings.** At a recent community development conference at the San Francisco Fed, HUD's Assistant Secretary for Policy Development and Research Raphael Bostic asserted that one of the main benefits to Promise and Choice Neighborhoods is better health and subsequent cost savings. These conferences will look for ways to demonstrate those savings.

## Conference Series Schedule (2010-12)

Federal Reserve Board  
Washington, DC  
July 13, 2010

Federal Reserve Bank of San Francisco  
Los Angeles, CA  
September 29, 2010

Federal Reserve Bank of Boston  
Boston, MA  
April 20, 2011

Federal Reserve Bank of New York  
New York, NY  
June 13, 2011

Federal Reserve Bank of Dallas  
Houston, TX  
September 28, 2011

The Pew Charitable Trusts  
Washington, DC  
November 7, 2011

Federal Reserve Bank of San Francisco  
Las Vegas, NV  
January 19, 2012

# Conference Agenda

**8:45 – 9:30am**

## **Welcome and Introductions**

### **Shelley Hearne**

Managing Director, Pew Health Group  
The Pew Charitable Trusts

### **Risa Lavizzo-Mourey**

President and CEO  
Robert Wood Johnson Foundation

### **David Erickson**

Director, Center for Community Development Investments  
Federal Reserve Bank of San Francisco

**9:30 – 10:00am**

## **Morning Keynote: Progress, One Year Later**

Introduction:

### **Tamera Luzzatto**

Managing Director, Government Relations  
The Pew Charitable Trusts

### **Melody Barnes**

Director, Domestic Policy Council  
The White House

**10:00 – 10:15am**

## **Morning Break**

**10:15 – 11:15am**

## **Working Together: Regional Models, Lessons, and Strategies for Scale**

Moderator:

### **Lisa Richter**

Principal  
GPS Capital Partners

### **David Fleming**

Director and Health Officer for Public Health  
Seattle and King County

### **Paul Grogan**

President  
The Boston Foundation

Respondent:

### **Kimberlee Cornett**

Director, Social Innovation Practice  
The Kresge Foundation

**11:15am – 12:15pm**

## **Bending the Cost Curve: Integrating Health and Community Development**

Moderator:

### **Douglas Jutte**

Assistant Professor, School of Public Health  
University of California, Berkeley

### **Ronda Kotelchuck**

Founding Executive Director  
Primary Care Development Corporation

### **David Kindig**

Emeritus Professor of Population Health Sciences  
University of Wisconsin School of Medicine

### **Neal Halfon**

Director, Center for Healthier Children, Families, and Communities  
University of California, Los Angeles (UCLA)

**12:15 – 1:15pm**

## **Lunch**

### **Susan Dentzer**

Editor-in-Chief  
*Health Affairs*

**1:15 – 2:15pm**

**Systems Change: Capital**

Moderator: **Nancy Andrews**  
President and CEO  
Low Income Investment Fund

**Alicia Glen**  
Managing Director  
Goldman Sachs

**Dan Letendre**  
CDFI Lending and Investing Executive  
Bank of America

**Annie Donovan**  
Chief Operating Officer  
NCB Capital Impact

**2:15 – 2:30pm**

**Afternoon Break**

**2:30 – 3:30pm**

**Systems Change: Data**

Moderator: **Nancy Adler**  
Director, Center for Health and Community  
University of California, San Francisco

**Aaron Wernham**  
Senior Associate, Government Relations  
The Pew Charitable Trusts

**Sister Lillian Murphy**  
Chief Executive Officer  
Mercy Housing

**Catherine Ross**  
Director, Center for Quality Growth and Regional Development  
Georgia Institute of Technology

**Todd Park**  
Chief Technology Officer  
U.S. Department of Health and Human Services

**3:30 – 5:00pm**

**Systems Change: Policy**

Moderator: **Nicolas P. Retsinas**  
Director *Emeritus*, Joint Center for Housing Studies  
Harvard University

**Raphael Bostic**  
Assistant Secretary for Policy Development and Research  
U.S. Department of Housing and Urban Development

**Julie Moreno**  
Senior Policy Analyst,  
Office of the Surgeon General Assigned to the Domestic Policy Council  
The White House

**Larkin Tackett**  
Director, Place-Based Initiatives  
U.S. Department of Education

**Lisa Garcia**  
Senior Advisor on Environmental Justice  
U.S. Environmental Protection Agency

**5:00 – 5:15pm**

**Closing and Next Steps**

**James Marks**  
Senior Vice President, Health Group  
Robert Wood Johnson Foundation

**David Erickson**  
Director, Center for Community Development Investments  
Federal Reserve Bank of San Francisco

**5:15 – 6:30pm**

**Reception**



# Speaker Biographies



**Nancy O. Andrews** is the President and Chief Executive Officer of the Low Income Investment Fund (LIIF). LIIF is a \$600 million Community Development Financial Institution (CDFI) that has invested over \$750 million in community projects. LIIF's investments have leveraged \$5 billion in private capital for poor communities in 26 states across the U.S. Est-

ablished 25 years ago, LIIF has served over 700,000 low income people by providing capital for 54,000 affordable homes for families and children, 125,000 spaces of child care and 43,000 spaces in school facilities. LIIF is a national CDFI with staff and offices in San Francisco, Los Angeles, New York City and Washington, D.C. Ms. Andrews' career spans 30 years in the community development field. In addition to her work at LIIF, she has served on numerous boards and committees, including Housing Partnership Network, Center for Housing Policy Advisory Council, Bank of America's National Community Advisory Council, the National Housing Law Project, and the Center for International Forestry Research. She is a recognized expert on the challenges facing America's neighborhoods and is frequently asked to testify before Congress and speak at conferences and events. Previously, Ms. Andrews served as the Deputy Director of the Ford Foundation's Office of Program Related Investments, where she assisted in the management of a \$130 million social investment portfolio. She also designed and launched the foundation's housing policy program. Ms. Andrews was the Chief Financial Officer of the International Water Management Institute, a World Bank-supported international development organization. Additionally, Ms. Andrews has been an independent consultant on community development, social investment, financial analysis and housing policy. In this capacity, she consulted for the Department of Housing and Urban Development and the Department of Treasury during the Clinton administration. Ms. Andrews received an M.S. in Urban Planning with a concentration in Real Estate Finance from Columbia University.



**Nancy E. Adler**, PhD, is the Vice-Chair of the Department of Psychiatry, and Director of the Center for Health and Community. She is also the Lisa and John Pritzker Professor of Psychology, in the Departments of Psychiatry and Pediatrics at the University of California, San Francisco. She received a BA from Wellesley College and a Ph.D. in Psychology from Har-

vard University. After serving as Assistant and Associate Professor at UC, Santa Cruz, she came to UCSF to initiate a graduate program in Health Psychology. She has served as director of that program, an NIMH-sponsored postdoctoral program in "Psychology and Medicine: Translational Research on Stress, Behavior and Disease," and a postdoctoral "Health and Society Scholars Program" funded by the Robert Wood Johnson Foundation. Dr. Adler is a Fellow of the American Psychological Society (APS) and the American Psychological Association (APA). She has served as President of the Division of Population and Environmental Psychology of the APA and received its Superior Service Award; she is also a member of the Society for Experimental Social Psychology, the Academy of Behavioral Medicine Research, and the Society for Behavioral Medicine. Dr. Adler has been awarded the Chancellor's Award for Advancement of Women, the George Sarlo Prize for Excellence in Teaching, and the Lifetime Achievement in Mentoring Award from UCSF, and the Out-

standing Contribution to Health Psychology award from APA's Division of Health Psychology and the APA Distinguished Scientific Award for the Application of Psychology. She has been elected to membership in the American Academy of Arts and Sciences and the Institute of Medicine (IOM). She chaired an IOM committee on the psychosocial needs of cancer patients and currently chairs a committee on women's health research. She served on the IOM Membership Committee and now serves on the Report Review Committee of the National Academies of Science and was named a National Associate of the National Academies. She recently completed a term on the Advisory Committee to the Director of the NIH. Dr. Adler's earlier research examined the utility of decision models for understanding health behaviors with particular focus on reproductive health. This work identified both determinants of consequences of unwanted pregnancy. Her current work examines the pathways from socioeconomic status (SES) to health. As director of the MacArthur Foundation Research Network on SES and Health, she coordinates research spanning social, psychological and biological mechanisms by which SES influences health. Within the network she has focused on the role of subjective social status in health.



**Melody Barnes** is the Director for the Domestic Policy Council, which coordinates the domestic policy-making process in the White House. Before joining the White House, Barnes served as the Senior Domestic Policy Advisor to President Obama's campaign. Prior to joining the campaign, she was the Executive Vice President for Policy at the Center for American

Progress. From 1995 to 2003, she served as Chief Counsel to Sen. Edward M. Kennedy on the Senate Judiciary Committee. In those capacities, and as Director of Legislative Affairs for the U.S. Equal Employment Opportunity Commission and assistant counsel to the U.S. House of Representatives Judiciary Subcommittee on Civil and Constitutional Rights, she worked extensively on civil rights and voting rights, women's health, religious liberties, and commercial law. Barnes received her bachelor's degree from the University of North Carolina at Chapel Hill and received her law degree from the University of Michigan. She began her career as an attorney with Shearman & Sterling in New York City, and is a member of both the New York State Bar Association and the District of Columbia Bar Association.



**Raphael Bostic**, PhD, has served as the Assistant Secretary for Policy Development and Research (PD&R) since July 16, 2009. In this Senate-confirmed position, he is a key advisor to the Secretary on overall Departmental policy, program evaluations, demonstrations, and research. Dr. Bostic leads a multi-disciplinary team of nearly 160 people that is responsible for providing current information on housing needs, economic and housing market conditions at the regional, city, and local levels, and research on important housing and community development issues. This information helps the Secretary and other principal staff make informed decisions on HUD policies and programs, as well as budget and legislative proposals. Dr. Bostic served as a professor in the University of Southern California's School of Policy, Planning, and Development where he examined how credit markets, financing, and policy enhance

household access to economic and social amenities, with a particular focus on housing and homeownership. He was Director of USC's Master of Real Estate Development degree program and was the founding director of the Casden Real Estate Economics Forecast. Prior to that, he worked at the Federal Reserve Board of Governors, where his work on the Community Reinvestment Act earned him a Special Achievement Award. Dr. Bostic previously served as a special assistant to his current position for Assistant Secretary Susan Wachter. He earned his Ph.D. in Economics from Stanford University and his BA from Harvard University.



**Kimberlee Cornett** is the Director of Social Investment Practice at The Kresge Foundation. In this capacity, she works closely with the foundation's program directors and officers to make capital and financing available to organizations working on key, strategic priorities of the foundation. She identifies capital gaps and then structures loans, loan guarantees

and alternative financing through banks, community development financial institutions and specialized lenders to meet specific project needs.

Prior to joining Kresge in 2009, Kimberlee worked at Maryland-based Enterprise Community Investment, a real estate investment services company for affordable housing and community development. From 2000 to 2007, she served as vice president of the firm's investment management division and closed on \$1 billion in equity investments in affordable housing projects. Later, as vice president of national equity initiatives, she led business development efforts for the company's debt and equity products. Kimberlee was appointed a White House Fellow by President Clinton and served at the Small Business Administration. Previously, she led a Habitat for Humanity start-up affiliate and worked at a shelter for homeless women and children in Washington. A graduate of Hood College in Maryland, she earned a master's degree in organizational development at Marymount University in Virginia.



**Susan Dentzer** is the editor-in-chief of Health Affairs, the nation's leading peer-reviewed journal focused on the intersection of health, health care and health policy in the United States and internationally. One of the nation's most respected health and health policy journalists, she is an on-air analyst on health issues with the PBS NewsHour, and a frequent

guest and commentator on such National Public Radio shows as This American Life and The Diane Rehm Show. Dentzer is an elected member of the Institute of Medicine, the health arm of the National Academy of Sciences, and of the Council on Foreign Relations, the independent, nonpartisan membership organization and think tank dedicated to exploring the foreign policy choices facing the United States and other countries. Before joining Health Affairs in May 2008, Dentzer was on-air Health Correspondent at the PBS NewsHour. From 1998 to 2008, she led the show's unit providing in-depth coverage of health care and health policy. Prior to joining the PBS NewsHour, she was chief economics correspondent and economics columnist for U.S. News & World Report, and previously was a senior writer at Newsweek. Dentzer's other work in television has included appearances as a regular analyst or commentator on CNN and The

McLaughlin Group. Her writing has also earned her several fellowships, including a Nieman Fellowship at Harvard University, where she studied health economics and policy, and a U.S.-Japan Leadership Program Fellowship, during which she researched the effects of the rapidly aging Japanese population. Dentzer is an elected member of the National Academy of Social Insurance, a nonprofit, nonpartisan organization made up of the nation's leading experts on social insurance, is a fellow of the Hastings Center, a nonpartisan research institution dedicated to bioethics and the public interest. Dentzer is a member of the Board of Directors of Research!America, the nation's largest not-for-profit public education and advocacy alliance committed to making research to improve health a higher national priority. She is also a member of the Board of Overseers of the International Rescue Committee, a humanitarian organization providing relief to refugees and displaced persons around the world. She chairs the IRC board's Program Committee, which oversees the organization's activities in resettling refugees in the United States and in dealing with refugees and displaced persons in roughly 25 countries. Formerly, Dentzer served on the Board of Directors of the Global Health Council and was its chair from 2008-2010. A graduate of Dartmouth and holder of an honorary master of arts from the institution, Ms. Dentzer is a Dartmouth trustee emerita and chaired the Dartmouth Board of Trustees from 2001 to 2004. She serves on the Board of Overseers of Dartmouth Medical School. Dentzer, her husband and their three children live in the Washington, DC area.



**Annie Donovan** is Chief Operating Officer for NCB Capital Impact. She currently plays a leadership role in strategy formation, product innovation, policy and capital development for NCB Capital Impact. Prior to that, Ms. Donovan managed NCB Capital Impact's commercial lending teams, which provide financial services to cooperative businesses

and community based organizations across the United States. She has been with NCB Capital Impact since 1993, and has been working in the field of community and cooperative development for nearly 20 years, including service in the U.S. Peace Corps. Current and past board membership includes the Washington Area Community Investment Fund, Cooperative Development Services, Cooperative Development Foundation, The ICA Group, Frontier Natural Products, New Markets Tax Credit Coalition and H Street Main Street. Past and present advisory roles include the National Congress for Community Economic Development and Wall Street Without Walls. Ms. Donovan has an undergraduate degree in Economics and an MBA in Finance.



**David J. Erickson**, PhD is the director of the Center for Community Development Investments at the Federal Reserve Bank of San Francisco and edits the Federal Reserve journal Community Development Investment Review. His research areas in the Community Development Department of the Federal Reserve include community development finance, affordable housing, economic development, and institutional changes that benefit low-income communities. He recently served as an editor of a joint research project with the Brookings Metropolitan Policy Program studying areas of concentrated poverty in the United States and was also an editor of a collection of

research papers and essays on the Community Reinvestment Act, which was recently translated into Chinese by the People's Bank of China. Dr. Erickson has a Ph.D. in history from UC Berkeley, with a focus on economic history and public policy. He also holds a master's degree in public policy from the Goldman School of Public Policy at Berkeley and an undergraduate degree from Dartmouth College. His book on the history of community development, *The Housing Policy Revolution: Networks and Neighborhoods*, was published in 2009 by the Urban Institute Press.



**David W. Fleming, M.D.**, is Director and Health Officer for Public Health - Seattle & King County, a large metropolitan health department with 1900 employees, 39 sites, and a budget of \$296 million, serving a resident population of 1.8 million people. Department activities include core prevention programs, environmental health, community oriented

primary care, emergency medical services, correctional health services, Public Health preparedness, and community-based public health assessment and practices. Prior to assuming this role, Dr. Fleming directed the Bill & Melinda Gates Foundation's Global Health Strategies Program. In this capacity, Dr. Fleming was responsible for the creation, development, and oversight of cross-cutting programs targeting diseases and conditions disproportionately affecting the world's poorest people and countries. He oversaw the Foundation's portfolios in vaccine-preventable diseases, nutrition, newborn and child health, leadership, emergency relief, and cross-cutting strategies to improve access to health tools in developing countries. Dr. Fleming has also served as the Deputy Director of the Centers for Disease Control and Prevention (CDC). While at CDC, Dr. Fleming led efforts to develop the agency's scientific and programmatic capabilities, and served as the principal source of scientific and programmatic expertise in CDC's Office of the Director. He provided oversight of CDC's global health portfolio through its Office of Global Health, and also oversaw the Director's offices of Minority Health, Women's Health, and the Associate Director for Science. Dr. Fleming has published scientific articles on a wide range of public health issues. He has served on a number of Institute of Medicine and federal advisory committees, the Boards of the Global Alliance for Vaccines and Immunizations and the Global Alliance for Improved Nutrition, as President of the Council of State and Territorial Epidemiologists and as the State Epidemiologist of Oregon. Dr. Fleming received his medical degree from the State University of New York Upstate Medical Center in Syracuse. He is board certified in internal medicine and preventive medicine and serves on the faculty of the departments of public health at both the University of Washington and Oregon Health Sciences University.



**Lisa Garcia** joined the U.S. Environmental Protection Agency (EPA) in January, serving as the Administrator's Senior Advisor on environmental justice, and the Associate Assistant Administrator for the Office of Environmental Justice. Ms. Garcia helps to elevate environmental justice (EJ) issues to the highest levels of the Agency and works closely with all programs to integrate and strengthen all of EPA's EJ initiatives. Ms. Garcia's work promotes meaningful working relationships with EJ communities and builds strong partnerships to address some of

the country's most persistent environmental challenges. Previously, Ms. Garcia served as the Chief Advocate for Environmental Justice and Equity at the New York State Department of Environmental Conservation and co-chair of the Governor's Environmental Justice Interagency Task Force. Ms. Garcia also served as Assistant Attorney General for the New York State Attorney General, where she represented various state agencies in environmental litigation matters and defended New York's Brownfields Cleanup Program.



**Alicia Glen** is a Managing Director at Goldman Sachs and is the Head of the Urban Investment Group (UIG), the firm's business platform focused on providing capital to under-served domestic urban markets and coordinating CRA investing and lending activity. In addition to serving on the UIG Investment Committee, she is a member of the Diverse Business Engage-

ment Committee and Bank Management Committee, and Co-Heads the 10,000 Small Businesses Initiative. Under her leadership, UIG has become the industry leader in structuring complex public-private partnerships, catalyzing more than \$4 billion of development across dozens of residential, mixed-use and commercial projects, as well as financing job creation and neighborhood revitalization strategies like the \$40mm New York Healthy Food and Healthy Communities Fund. Ms. Glen serves on the Boards of the Corporation for Supportive Housing, Enterprise Community Partners, the Bowery Residents Committee, the Citizens Housing and Planning Council, and is a Trustee of the Citizens Budget Commission. Before joining Goldman Sachs, Ms. Glen was the Assistant Commissioner for Housing Finance at the New York City Department of Housing, Preservation and Development from 1998 to 2002. In this capacity, she was responsible for financing the rehabilitation and construction of thousands of units of market, moderate and low income units as well as overseeing the City's supportive housing, tax credit and tax incentive programs. Prior to joining HPD, Ms. Glen was a real estate associate at Fulbright & Jaworski and at Kalkines, Arky Zall & Bernstein (now Manatt, Phelps). From 1993 to 1996, Ms. Glen was an attorney at Brooklyn Legal Services. Prior to attending law school, Ms. Glen worked for Manhattan Borough President, David Dinkins. Ms. Glen is a graduate of Amherst College and Columbia Law School.



**Paul S. Grogan** became the President and CEO of the Boston Foundation, one of the nation's oldest and largest community foundations, on July 1, 2001. With assets of \$695 million, the Foundation and its donors made \$86 million in grants to nonprofit organizations throughout the Greater Boston community in 2009.

Mr. Grogan joined the Foundation from Harvard University, where he served as Vice President for Government, Community and Public Affairs from 1999 to 2001. As one of five vice presidents of the University, he oversaw all government relations for Harvard, relations with Harvard's host communities of Cambridge and Boston, and the Harvard news office. He was also a Senior Lecturer at the Harvard Business School. Mr. Grogan spearheaded unprecedented University commitments to the community, including \$21 million for affordable housing and \$5 million for the Harvard After-School Initiative. He



successfully transformed the University's previously poor relationship with the City of Boston, which paved the way for Harvard to double its property holdings in the Allston neighborhood with the public blessing of the Mayor, local neighborhood groups and the editorial page of the Boston Globe. From 1986 through 1998, he was President and CEO of the nonprofit Local Initiatives Support Corporation (LISC), the nation's largest community development intermediary. During his term as president, LISC raised and invested more than \$3 billion of private capital in inner-city revitalization efforts across America, all channeled through local nonprofit community development corporations. Mr. Grogan graduated with a degree with honors in American History from Williams College in 1972 and earned a Masters degree in Administration from the Harvard Graduate School of Education in 1979. Mr. Grogan is the co-author, with Tony Proscio, of the book *Comeback Cities*, published in 2000, which syndicated columnist Ron Brownstein of the Los Angeles Times has written is "arguably the most important and insightful book on the American city in a generation." He and his wife, Karen Sunnaborg, a city planner, are raising three sons in the Jamaica Plain neighborhood of Boston.



**Neal Halfon**, M.D., M.P.H., is director of the UCLA Center for Healthier Children, Families and Communities, and also directs the Child and Family Health Program in the UCLA School of Public Health, and the National Center for Infant and Early Childhood Health Policy. Dr. Halfon is professor of pediatrics in the David Geffen School of Medicine at UCLA; community health sciences in the UCLA School of Public Health; and public policy in the UCLA School of Public Affairs. He is also a consultant in the Health Program at RAND. Dr. Halfon has also published the results of research on immunizations for inner-city children, the health care needs of children in foster care, trends in chronic illnesses for children, delivery of health care services for children with asthma, and investigations of new models of health service delivery for high-risk children. He recently co-authored and co-edited *Child Rearing in America: Challenges Facing Parents with Young Children* with Kathryn Taaffe McLearn and Mark A. Shuster. In this volume Dr. Halfon and a team of experts analyze findings from recent nationwide surveys, offering new insights into parenting beliefs and practices that could help bring about more family-responsive and holistic child health and developmental. Dr. Halfon has also served as a domestic policy and health care advisor to former Vice President Al Gore, providing guidance in 1998 and 1999 on the development of several new initiatives focused on family-centered community building. He continues to work with former Vice President Gore on a recently launched initiative examining new approaches to health care reform in the US.



**Shelley A. Hearne**, PhD, is the managing director of the Pew Health Group at The Pew Charitable Trusts and a visiting professor at the Johns Hopkins Bloomberg School of Public Health. Ms. Hearne most recently was the founding executive director of Trust for America's Health—a national organization dedicated to preventing epidemics, protecting people. Her prior positions include executive director of the Pew Environmental Health Commission, a program officer at The Pew Charitable Trusts, the acting director of the New Jersey Department of Environmental Protection Office of Pollution Prevention and a scientist with the Natural Resources Defense Council. She has served as the chair of the American Public Health Association's Executive Board and Vice President of the Council on Education for Public Health—the accreditation body for public health schools. She is the author of a broad array of national accountability reports, including "Ready or Not: Protecting the Public's Health from Disease, Disasters and Bioterrorism" which grades state health disaster preparedness. Ms. Hearne has testified regularly before the U.S. Congress on bioterrorism, pandemic preparedness and health tracking. She is the national recipient of the Delta Omega Curriculum Award honoring innovative public health teaching, received the Senator Frank R. Lautenberg Award for Public Health Advocacy and the American Public Health Association's Distinguished Service Award in Environmental Health. Ms. Hearne has appeared on ABC News, CBS News, CNN, NBC News and MSNBC to speak on topics including credit card reform, human health issues, pandemic flu preparedness, and food safety. Ms. Hearne holds a bachelor's degree in chemistry and environmental studies with honors from Bowdoin College and a doctorate in environmental health sciences from Columbia University's School of Public Health.



**Douglas Jutte**, M.D., M.P.H., is a physician and population health researcher. He is an assistant professor in the Division of Community Health and Human Development in UC Berkeley's School of Public Health. He teaches in the UC Berkeley-UCSF Joint Medical Program and is Associate Director of the Health and Medical Sciences Masters degree program. His research interests focus on health resilience and vulnerability in children, and the biological links through which social-contextual factors contribute to children's long-term medical, psychosocial and cognitive outcomes. He has a long-standing collaboration with the Manitoba Centre for Health Policy and utilizes their unique longitudinal population health database for child health research. He has published in *Archives of Pediatrics and Adolescent Medicine*, *Epidemiology and Academic Pediatrics*. Jutte received his MD from Harvard Medical School; he also has a Masters in Public Health from UC Berkeley and a BA from Cornell University. His post-doctoral research training was through the Robert Wood Johnson Foundation Health & Society Scholars program. He continues his clinical work as a neonatal hospitalist attending high-risk deliveries and caring for healthy and ill newborns at a local community hospital.



**David A. Kindig, M.D.**, is Emeritus Professor of Population Health Sciences and Emeritus Vice-Chancellor for Health Sciences at the University of Wisconsin-Madison, School of Medicine. He Co-Directs the Wisconsin site of the Robert Wood Johnson Health & Society Scholars Program. He also serves as Editor for the Improving Population Health blog. Dr. Kindig received a B.A. from Carleton College in 1962 and M.D. and Ph.D. degrees from the University of Chicago School of Medicine in 1968. He completed residency training in Social Pediatrics at Montefiore Hospital in 1971. Dr. Kindig served as Professor of Preventive Medicine/Population Health Sciences at the University of Wisconsin from 1980-2003, where he developed a unique distance education graduate degree in medical management. He was Vice Chancellor for Health Sciences at the University of Wisconsin-Madison from 1980-1985, Director of Montefiore Hospital and Medical Center (1976-80), Deputy Director of the Bureau of Health Manpower, U.S. Department of Health, Education and Welfare (1974-76), and the First Medical Director of the National Health Services Corps (1971-73). He was National President of the Student American Medical Association in 1967-68. He served as Chair of the federal Council of Graduate Medical Education (1995-1997), President of the Association for Health Services Research (1997-1998), a ProPAC Commissioner from 1991-94 and as Senior Advisor to Donna Shalala, Secretary of Health and Human Services from 1993-95. In 1996 he was elected to the Institute of Medicine, National Academy of Sciences. He received the Distinguished Service Award, University of Chicago School of Medicine 2003. He chaired the Institute of Medicine Committee on Health Literacy in 2002-2004, chaired Wisconsin Governor Doyle's Healthy Wisconsin Taskforce in 2006, and received the 2007 Wisconsin Public Health Association's Distinguished Service to Public Health Award.



**Ronda Kotelchuck** is the founding Executive Director of the Primary Care Development Corporation (PCDC), a nonprofit organization dedicated to expanding access to primary care in underserved communities. Since its inception in 1993, PCDC has financed more than 90 primary care projects throughout New York State, totaling \$260 million. PCDC has also provided Performance Improvement training and coaching to more than 250 primary care organizations throughout the U.S., helping to transform the delivery and quality of primary care services. Prior to PCDC, Ms. Kotelchuck served as Vice President for Corporate Planning and Intergovernmental Relations at the NYC Health and Hospitals Corporation, where she spearheaded HHC's 1989 strategic plan, focusing on efforts to expand primary care services in New York City. She is a fellow of the New York Academy of Medicine; former co-chair of the Hermann Biggs Society; and a member of the California Health Care Foundation's Advisory Committee on Safety Net Clinic Design. She also served as a member of the Institute of Medicine's Committee on the Consequences of Uninsurance. Ms. Kotelchuck has received the Paul Ramos Memorial Award from the Community Health Care Association of NYS and the Avedis Donabedian Healthcare Quality Award from the American Public Health Association.



**Risa Lavizzo-Mourey, M.D., M.B.A.**, president and CEO of the Robert Wood Johnson Foundation, is a national leader in transforming America's health systems so people live healthier lives and receive the health care they need. A practicing physician with business credentials and hands-on experience developing national health policy, she was drawn to the Robert Wood Johnson Foundation by the opportunity, as she puts it, to "alter the trajectory and to push society to change for the better." Driven by the belief that the Robert Wood Johnson Foundation is a steward of private resources that must be used in the public's interest, particularly to help the most vulnerable, Lavizzo-Mourey combines the values she learned as a doctor—commitment to others, a sense of altruism—with the skills and knowledge from her business training—the importance of measuring results and outcomes, of clear accountability, of taking a disciplined approach to managing resources and motivating people. Through it all, she is guided by the conviction that philanthropy is about simultaneously improving individual lives, transforming systems and in turn, achieving lasting social change. Lavizzo-Mourey was a leader in academic medicine, government service and her medical specialty of geriatrics before joining RWJF in 2001 as senior vice president and director of the health care group. Previously, at the University of Pennsylvania, she was the Sylvan Eisman Professor of medicine and health care systems and director of Penn's Institute on Aging. In Washington, D.C., she was deputy administrator of what is now the Agency for Health Care Research and Quality. She is a member of the Institute of Medicine of The National Academies. Raised in Seattle by physician parents, Lavizzo-Mourey earned her medical degree from Harvard Medical School, and an M.B.A. from the University of Pennsylvania's Wharton School. She completed a residency in Internal Medicine at Brigham and Women's Hospital in Boston; was a Robert Wood Johnson Clinical Scholar at the University of Pennsylvania; and trained in Geriatrics at Penn. Always a physician as well as an agent for wide-scale social change, she still treats patients at a community health clinic in New Brunswick, N.J. She and her husband of more than 30 years have two adult children.



**Dan Letendre** is the CDFI Lending & Investing Executive for Bank of America. In this capacity, he is responsible for managing the bank's lending and investing activities with Community Development Financial Institutions (CDFIs). Bank of America currently has over \$1 billion of loans and investments to these community-based intermediaries that provide financing for affordable housing, small businesses, and community facilities providing health care, education, childcare and other needed social services. Prior to this role, Mr. Letendre was Managing Director of the Merrill Lynch Community Development Company, a subsidiary of Merrill Lynch that provided capital, liquidity and technical assistance to underserved communities. He also managed the New Markets Tax Credit Program and focused on expanding the firm's Socially Responsible Investment products focused on the community development sector. Before joining Bank of America, Mr. Letendre was Vice President at JPMorgan Chase, where he managed the bank's lending and investing activities with CDFIs. He also managed JPMorgan Chase's portfolio of community development venture capital investments and the New Markets Tax Credit Program. Prior to his work with the bank's commu-

nity development division, Mr. Letendre worked within Chase's Financial Institutions Group, which provides lending and advisory services to banks, thrifts and credit unions. He was a management consultant with Booz Allen & Hamilton in their Financial Institutions Practice and a research analyst with Paine Webber, focusing on financial institutions in developing countries in the Asia-Pacific Region. He has served on the boards of several community development institutions including Low Income Investment Fund, Corporation for Enterprise Development, the New York Community Investment Company, as well as on the advisory boards of Local Capital Markets Investment Fund and the Opportunity Finance Network - CARS Program. Mr. Letendre received a BS from Manhattan College and an MBA from Harvard Business School.



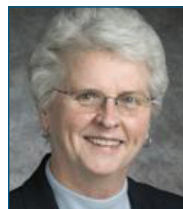
**Tamera Luzzatto** is the managing director of Government Relations at The Pew Charitable Trusts. She ensures that Pew's wide range of nonpartisan policy work at the state, federal and international levels is effectively and accurately communicated to policy makers. Ms. Luzzatto served as Secretary of State Hillary Rodham Clinton's chief of staff in the U.S. Senate from 2001 to 2009. Prior to her service with Senator Clinton, Ms. Luzzatto was on the staff of West Virginia Senator John D. Rockefeller IV for nearly 15 years, serving as legislative director and chief of staff. She was Senator Rockefeller's primary liaison to two major advisory panels which he chaired, the National Commission on Children and the Pepper Commission on Health Care. Ms. Luzzatto began her career working for ACTION, the federal umbrella agency at the time for the Peace Corps and other volunteer and national service programs. With nearly three decades of experience in politics and government, she speaks regularly about Congress and public policy to academic institutions and other organizations across the country. She currently serves on the boards of the Washington Bach Consort, a highly acclaimed baroque choral group, and Language ETC, which provides English classes to immigrants in the Washington region. She also serves on the Johns Hopkins Neurosurgery Advisory Committee and a worship and music committee of the Chevy Chase Presbyterian Church. She graduated from Harvard University, magna cum laude, with a degree in government.



**James S. Marks**, MD, MPH, senior vice president at the Robert Wood Johnson Foundation (RWJF), directs all program and administrative activities of the RWJF Health Group. This includes the Foundation's work in childhood obesity, public health and vulnerable populations. Prior to joining RWJF in 2004, Marks retired as assistant surgeon general after serving as director of the Centers for Disease Control's National Center for Chronic Disease Prevention and Health Promotion for almost a decade. Throughout his tenure at CDC, Marks developed and advanced systematic ways to prevent and detect diseases such as cancer, heart disease and diabetes, reduce tobacco use and address the nation's growing epidemic of obesity. A national leader in public health who has been an advocate of strengthening public health systems and services for more than 25 years, Marks has received numerous federal, state, and private awards, including the U.S. Public Health Service Distinguished Service Award, the Council of State and Territorial Epidemiologists' Pump

Handle Award, the Association of State and Territorial Chronic Disease Directors' Award for Excellence, the American Cancer Society's Distinguished Service Award, and the National Arthritis Foundation's Special Award of Appreciation. In 2004, he was elected to the Institute of Medicine. He is an emeritus member of the board of directors of C-Change, whose members are the nation's key cancer leaders from government, business, and nonprofit sectors. He has published extensively in the areas of maternal and child health, health promotion and chronic disease prevention, and has served on many government and nonprofit committees devoted to improving the public's health. Marks received an M.D. from the State University of New York at Buffalo. He trained as a pediatrician at the University of California at San Francisco, and was a Robert Wood Johnson Clinical Scholar at Yale University, where he received his M.P.H. He and his wife, Judi, a retired high school guidance counselor, live in Princeton and have two children, both pursuing careers in medicine.

**Julie Moreno** is the Senior Policy Analyst, Office of the Surgeon General Assigned to the Domestic Policy Council, where she is responsible for coordinating the implementation of the Report to the President from the White House Task Force on Childhood Obesity. Currently twelve federal agencies participate in advancing the 70 recommendations that include federal, state, local, and private sector action. Julie is on assignment to the White House from the Department of Health and Human Services, where she worked with three Surgeons General on broad prevention efforts that include obesity prevention, tobacco prevention and cessation, and other public health issues of national significance. In addition to helping develop the White House Task Force Report on Childhood Obesity, Julie helped develop Surgeon General Regina Benjamin's Vision for a Healthy and Fit Nation, which was released in 2010. Julie holds a Masters in Health Sciences from Johns Hopkins University, with a focus on maternal and child health.



**Sister Lillian Murphy**, RSM has been Chief Executive Officer of Mercy Housing since 1987. Under her leadership, Mercy Housing has grown to become an award-winning national not-for-profit housing organization operating in 41 states and the District of Columbia and serving over 128,000 people in more than 37,000 units of quality affordable homes. Sister Lillian is a national spokesperson for the cause of affordable housing and the needs of persons who are economically poor. She believes that providing safe, decent, quality housing for everyone, regardless of income, is a matter of economic and social justice. She holds a Masters Degree in Public Health from the University of California at Berkeley and an undergraduate degree in Social Science from the University of San Francisco (USF). Prior to becoming President and CEO of Mercy Housing, Sister Lillian worked in the health care field for 16 years. In 1998, the USF recognized Sister Lillian by awarding her an honorary Doctor of Humane Letters. In 1999, she received the Non-Profit Housing Association of Northern California's Affordable Housing Leadership Award for Lifetime Achievement. Sister Lillian is currently serving on the boards of the National Housing Trust and Alegent Health. She is a past member of the Affordable Housing Advisory Council for the Federal Home Loan Bank, the advisory committee of the Bank of America Community Development



Bank, the Housing Impact Advisory Council of the Federal National Mortgage Association. She has served on the boards of the Catholic Health Corporation, Catholic Healthcare West, the Colorado Trust, the Low Income and Investment Fund, and as a Public Interest Director for the Federal Home Loan Bank in Topeka, Kansas. A Sister of Mercy from the Burlingame, California community for 50 years, Sister Lillian resides in Denver.



**Todd Park** has served as the U.S. Department of Health and Human Services' Chief Technology Officer since August 2009. In this role, his mission is to be a change agent and "entrepreneur-in-residence," helping HHS harness the power of data, technology, and innovation to improve the health of the nation. Prior to joining HHS, Mr. Park co-founded Athena health

and co-led its development into one of the most innovative health IT companies in the industry. He also cofounded Castlight, a web-based health care shopping service for consumers. Mr. Park has also served in a volunteer capacity as a Senior Fellow at the Center for American Progress, where he focused on health IT and health reform policy, and as senior health care advisor to Ashoka, a leading global incubator of social entrepreneurs, where he helped start Healthpoint Services, a venture to bring affordable telehealth, drugs, diagnostics, and clean water to rural India. Mr. Park graduated magna cum laude and Phi Beta Kappa from Harvard College with an A.B. in economics.



**Nicolas P. Retsinas** was appointed Director of Harvard University's Joint Center for Housing Studies in 1998. The Joint Center is a collaborative venture of the Graduate School of Design and the Harvard Kennedy School. The Center conducts research to examine and address the most critical housing and community development issues in America. Mr. Retsinas is a Lecturer in Housing Studies at the Graduate School of Design and the Harvard Kennedy School, and he is also a Lecturer in Real Estate at the Harvard Business School. Prior to his Harvard appointment, Retsinas served as Assistant Secretary for Housing-Federal Housing Commissioner at the United States Department of Housing and Urban Development and as Director of the Office of Thrift Supervision. Mr. Retsinas also served on the Board of the Federal Deposit Insurance Corporation, the Federal Housing Finance Board and the Neighborhood Reinvestment Corporation. He received a Meritorious Service Award from the US Treasury Department in 1997. He also received the Excellence in Public Service Award from the Rental Housing Association in 1998 and the Housing Leadership Award from the National Low Income Housing Coalition in 2001. He is in the National Housing Hall of Fame and was named one of the most influential people in real estate by the National Association of Realtors, in home building by BUILDER magazine, and in multi-family housing by Multi-Housing News. In 2008, he was inducted into the Affordable Housing Hall of Fame and in 2009 was named by BUILDER magazine as one of the top 30 innovators in the home building industry in the past 30 years. Mr. Retsinas also served the State of Rhode Island as the Executive Director of the Rhode Island Housing and Mortgage Finance Corporation from 1987 to 1993. He received his master's degree in city planning from Harvard University and his AB in economics from New York

University. In 2008, he received an honorary Doctorate in Public Service from Rhode Island College. Mr. Retsinas serves on the Board of Trustees for the National Housing Endowment and Enterprise Community Partners, and he is on the Board of Directors of ShoreBank, Community Development Trust, Inc., Freddie Mac, and the Center for Responsible Lending. He is the immediate past Chair of the Board of Directors of Habitat for Humanity International. Mr. Retsinas has lectured and written extensively on housing, community development and banking issues. He has co-edited *Low-Income Homeownership: Examining the Unexamined Goal* (2002), *Building Assets, Building Credit: Creating Wealth in Low-Income Communities* (2005), *Revisiting Rental Housing: Policies, Programs, and Priorities* (2008) and *Borrowing to Live: Consumer and Mortgage Credit Revisited* (2008). He has also co-authored *Opportunity and Progress: A Bipartisan Platform for National Housing Policy* (2004) and *Our Communities, Our Homes: Pathways to Housing and Homeownership in America's Cities and States* (2007). He is a Fellow at the National Academy for Public Administration and the Urban Land Institute.

**Lisa Richter** is principal and co-founder of GPS Capital Partners, LLC, a consultancy that assists foundations, banks and institutional investors in the design and execution of profitable investment strategy that enhances public good. Her work spans asset classes, return expectations and issue areas, frequently incorporating place-based and sector focus to increase equitable access to opportunities, including health, education and sustainable community development. Lisa co-designed and serves as lead trainer for the PRI Institute sponsored by the PRI Makers Network, co-authored *Equity Advancing Equity* (an analysis of impact investing for community foundations) and recently published a guide to health-focused impact investing with *Grantmakers In Health*. She brings over two decades of fund management and development finance experience from the National Community Investment Fund and ShoreBank and has served as advisor to the Bank of America National Community Advisory Council, Wall Street Without Walls, 2009 Clinton Global Initiative, and *New Frontiers in Philanthropy* (a project of the Center for Civil Society Studies at Johns Hopkins University), vice-chair of the Community Development Financial Institutions Coalition, director of the Social Investment Forum, and steering committee member of the New Markets Tax Credit Coalition. She holds a bachelor's degree and an MBA from the University of Chicago.



**Catherine L. Ross**, PhD, has extensive experience in both the public and private sector. She is the first endowed faculty member in Georgia Tech's College of Architecture where she serves as Harry West Professor and directs the Center for Quality Growth and Regional Development (CQGRD). Dr. Ross has held several positions at Georgia Tech including that of Vice Provost. She was also the first Executive Director of the Georgia Regional Transportation Authority (GRTA). Dr. Ross served as Senior Policy Advisor on the Executive Committee of the Transportation Research Board of the National Academy of Sciences, on the boards of the Eno Foundation and the Metropolitan Atlanta Rapid Transit Authority (MARTA), and has held several other national leadership positions including President of



of Vice Provost. She was also the first Executive Director of the Georgia Regional Transportation Authority (GRTA). Dr. Ross served as Senior Policy Advisor on the Executive Committee of the Transportation Research Board of the National Academy of Sciences, on the boards of the Eno Foundation and the Metropolitan Atlanta Rapid Transit Authority (MARTA), and has held several other national leadership positions including President of

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the National Association of Collegiate Schools of Planning (ACSP). Dr. Ross is an Urban Land Institute Fellow, a National Science Foundation ADVANCE Professor, and has recently been named a member of the National Academy of Public Administration (NAPA). Dr. Ross has been widely recognized for the quality of her work and was the recipient of the “Find the Good and Praise It Award” presented in 1998 by Secretary of Transportation Rodney Slater for her work on the National Personal Transportation Survey Team. She was selected in July 2009 to advise the Obama Administration on the first ever White House Office of Urban Affairs. An internationally known transportation and urban planner, Dr. Ross has conducted research and has project experience at the local, national, and international levels. In addition, she co-founded Euquant, Inc., an Atlanta-based economic and planning consulting firm. Her research has been funded by the National Science Foundation (NSF), U.S. Department of Transportation (DOT), Housing and Urban Development (HUD), the Ford Foundation, the Robert Wood Johnson Foundation (RWJF), U.S. Environmental Protection Agency (EPA), Lincoln Institute of Land Policy-China, Federal Transit Administration, and many local, city, and state governments throughout the country. She has published extensively, including two books: *The Inner City: Urban Poverty and Economic Development in the Next Century* (January 1997) and the newly released *Megaregions: Planning for Global Competitiveness* (July 2009). Dr. Ross attended Kent State University for her undergraduate degree, completed the Master’s of Regional Planning Program and Doctoral Degree at Cornell University, and conducted post-doctoral work at the University of California- Berkeley.



**Aaron Wernham, M.D.**, is the director of the Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts designed to promote the use of health impact assessments (HIAs) and support the growth of the field in the United States. Dr. Wernham is an HIA expert who has led HIAs at the state and federal levels. He has conducted HIA trainings for, collaborated with and advised numerous health and environmental regulatory agencies on integrating HIAs into their programs. Prior to joining Pew, Dr. Wernham was a senior policy analyst with the Alaska Native Tribal Health Consortium, where he led the first successful efforts in the United States to formally integrate HIAs into the federal environmental impact statement process. Dr. Wernham also directed a collaborative state-tribal-federal working group on HIAs and, with this group, wrote HIA guidance for federal and state environmental regulatory and permitting efforts. Dr. Wernham received his medical degree from the University of California, San Francisco, and a master’s degree in health and medical sciences from the University of California, Berkeley. Board certified in family medicine, he previously served as clinical faculty in the University of California, Davis, family medicine residency program at Contra Costa Regional Medical Center.



**Larkin Tackett** is currently Director of Place-Based Initiatives in the US Department of Education’s Office of Innovation and Improvement. His responsibilities including managing the Promise Neighborhoods program; developing the Department’s place-based strategy to leverage public and private resources to support comprehensive education reform in

high-poverty neighborhoods; and leading the Department’s work on the White House Strong Cities Strong Communities (SC2) and Neighborhood Revitalization Initiatives. Tackett began his career teaching eighth grade social studies and journalism with Teach For America at Eliza Miller Jr. High School in West Helena, Arkansas, a small town in the Mississippi Delta. Tackett served as deputy director of Promise Neighborhoods in the U.S. Department of Education’s Office of Innovation and Improvement. His main responsibilities included drafting the Promise Neighborhoods funding competition, creating a framework to leverage and integrate resources from other Federal programs, and developing the Department’s strategy for school climate and community support. Tackett has an MBA from the University of Texas, Austin and a BA from Brandeis University.

# Attendees

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