

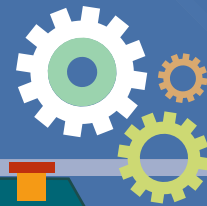
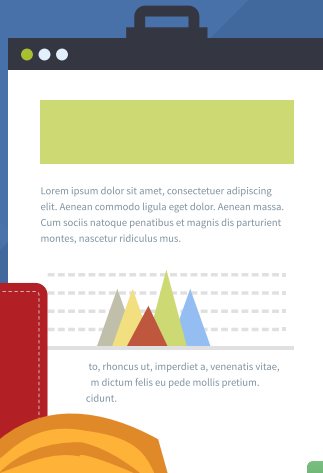
# EQUITABLE ECONOMIC DEVELOPMENT CONFERENCE MAY 19, 2015 LANCASTER, PA

COLLABORATION



EQUITY

JOBS



FEDERAL RESERVE BANK  
OF PHILADELPHIA



Community First Fund

# AGENDA

## A Conference on Equitable Economic Development

Federal Reserve Bank of Philadelphia's Community Development Studies and Education Department  
and Community First Fund

8:30 a.m.–9:00 a.m.      **Registration and Continental Breakfast**

9:00 a.m.–9:15 a.m.      **Welcome and Purpose of Event**

**Theresa Y. Singleton**, Ph.D., Vice President and Community Affairs Officer  
Federal Reserve Bank of Philadelphia

**Daniel Betancourt**, President and CEO, Community First Fund, Lancaster, PA

9:15 a.m.–10:15 a.m.      **Context and Research on Equitable Economic Development**

**R. Eric Menzer**, Chairman

Community First Fund, Lancaster, PA

**Eileen Divringi**, Community Development Research Analyst

Federal Reserve Bank of Philadelphia

**Adam Friedman**, Executive Director

Pratt Center for Community Development, Brooklyn, NY

This session will explain what equitable economic development is, provide an overview of recent research on the subject, and highlight an Equitable Innovation Economies Initiative co-organized by the Pratt Center for Community Development.

10:15 a.m.–10:30 a.m.      **Break**

10:30 a.m.–11:45 a.m.      **How Can Economic Development and Workforce Development Be More Closely Aligned?**

**Matthew Tuerk**, Vice President of Administration and Investor Relations

Lehigh Valley Economic Development Corporation, Bethlehem, PA

**Nancy Dischinat**, Executive Director

Lehigh Valley Workforce Investment Board, Inc., Allentown, PA

**Carlos Graupera**, CEO and Executive Director

Spanish American Civic Association, Lancaster, PA

Moderator: **Chris Shannon**, Community Affairs Manager

Federal Reserve Bank of Boston

This session will explain why and how one strategic plan for both economic and workforce development was created in the Lehigh Valley, as well as what's next for the plan's implementation. The session will also focus on an innovative workforce development initiative and the need for collaboration between the economic and workforce development sectors.

11:45 a.m.–1:00 p.m.      **Lunch and Keynote Address: How Can Different Sectors Work Together Toward an Equitable Economic Development Strategy?**

**Brad Whitehead**, President

Fund for Our Economic Future, Cleveland

The Fund for Our Economic Future has promoted economic growth and equitable access to opportunity in northeastern Ohio since 2004 through multiyear grants to regional economic development intermediaries and initiatives. Insights will be shared from the Fund's Growth & Opportunity initiative, which emphasizes cross-sector partnerships and the interconnections in job creation, job preparation, and job access as core components to a successful economic development strategy.

1:00 p.m.–2:30 p.m.

### **Different Perspectives on Equitable Economic Development**

*Can Allentown's Neighborhood Improvement Zone (NIZ) Promote Equity?*

**Don Bernhard**, Community Development Director  
Downtown Allentown Community Development Initiative, Allentown, PA.  
**Alan L. Jennings**, Executive Director  
Community Action Committee of the Lehigh Valley, Inc., Bethlehem, PA

The NIZ is a special taxing district created by state law that encourages development and revitalization in downtown Allentown, PA. The NIZ consists of approximately 128 acres in downtown Allentown and the new Riverfront district. This session will explore whether, and how, the NIZ can promote equitable outcomes.

*Can Pennsylvania's Economic Development Programs Support Equitable Outcomes?*

**Scott D. Dunkelberger**, Acting Deputy Secretary  
Office for Business Financing  
Pennsylvania Department of Community and Economic Development  
**Jeff Chapman**, Director, Economic Development, State Fiscal Health and Economic Growth  
The Pew Charitable Trusts, Washington, D.C.

Pennsylvania's economic development programs provide a range of grants, loans, and tax incentives to promote job attraction, creation, and retention. Can these programs create greater economic opportunities that benefit low-income residents and deteriorated communities?

Moderator: **Sean Zielenbach**, Ph.D., President  
SZ Consulting, LLC, Alexandria, VA

2:30 p.m.–3:45 p.m.

### **What Are the Strategies to Promote Equitable Economic Development in Smaller Cities That Include Affordable Housing in Residential-Commercial Properties?**

**Ira Goldstein**, Ph.D., President, Policy Solutions  
The Reinvestment Fund, Philadelphia  
**Tripp Muldrow**, Consultant  
Arnett Muldrow & Associates, Greenville, SC  
**Alan W. Shuman**, President  
Shuman Development Group, Reading, PA

Moderator: **Elyse D. Cherry**, CEO  
Boston Community Capital

This session will underscore the importance of creating affordable and mixed-income housing in smaller cities of Pennsylvania as part of a broader equitable economic development strategy.

3:45 p.m.–4:00 p.m.

### **Summary and Next Steps**

**R. Eric Menzer**, Chairman  
Community First Fund, Lancaster, PA

**Daniel Betancourt**  
**President and CEO**  
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Daniel Betancourt has been president and CEO of Community First Fund since May 1999. He has more than 25 years of experience in small business and community economic development on a solid banking base. Under Betancourt's leadership, Community First Fund has grown into a successful community development financial institution that attracts multimillion-dollar investments.

Betancourt serves on the boards of the Community Action Program of Lancaster County, the Greater Philadelphia Hispanic Chamber of Commerce, the Crispus Attucks Community Center in Lancaster, and the City of Lancaster Revitalization and Improvement Zone Authority. Betancourt previously was chair of the Association for Enterprise Opportunity, a member of the advisory board of the Federal Home Loan Bank of Pittsburgh, and a board member of the Spanish American Civic Association, the Millersville University Foundation, and the School District of Lancaster. Betancourt was awarded the Small Business Champion of the Year by the U.S. Small Business Administration and the Pennsylvania Latino Pride Award for Economic Development from the Governor's Advisory Commission on Latino Affairs. He was also named one of the "Top Forty Under Forty Business Leaders" in Central Pennsylvania by the *Central Penn Business Journal*. In 2010, Betancourt was named one of five Baldwin fellows by the Lancaster County Community Foundation and used the fellowship to attend Harvard Business School's Strategic Perspectives in Nonprofit Management Program. He has a B.S. in business administration from Millersville University.

**Jeff Chapman**  
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Jeff Chapman directs the work of the Pew Charitable Trusts on economic development, which helps states shape economic strategies that are effective, accountable, and fiscally sound. He oversees the project's outreach to state leaders, which includes technical assistance to develop and

adopt policy solutions. He also manages researchers who identify and analyze proven approaches that serve as models for other states. He has also testified before state legislative bodies as well as professional and academic associations.

Chapman came to Pew in 2010 from the Washington State Budget & Policy Center, where he conducted analyses to evaluate and guide state fiscal policy development. He also advised Washington Governor Christine Gregoire as a member of the Governor's Council of Economic Advisers. Previously, as an economist with the Economic Policy Institute, Chapman performed research and provided technical assistance to state-based think tanks. He has a master's degree in public policy from the Harvard Kennedy School.

**Elyse D. Cherry**  
**CEO, Boston Community Capital**  
**President**  
**Boston Community Venture Fund**  
**President, Aura Mortgage Advisors**  
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Elyse D. Cherry is CEO of Boston Community Capital (BCC) and president of BCC's Venture Fund and Aura Mortgage Advisors and NSP Residential affiliates. She helped found BCC in 1984 and has been integrally involved in its growth from a startup organization to what it is today — a national model for community investment. Under her leadership, BCC has invested more than \$1 billion in underserved communities, financing affordable housing, jobs, and opportunities for low-income people. BCC's foreclosure relief work has been highlighted by former Federal Reserve Chair Ben Bernanke as "an innovative strategy to keep occupied homes from becoming vacant." BCC's work to bring solar energy to low-income communities led the White House to name Cherry a 2014 Solar Champion of Change.

Cherry is a leader in the community development finance industry. She has served on the Massachusetts Foreclosure Impacts Task Force and the Advisory Committee to the Massachusetts Office of Consumer Affairs and Business Regulation, as past chair of the Massachusetts Cultural Council and MassEquality, as vice chair of the Opportunity Finance Network, and as a member of the boards of the Community Development Venture Capital Alliance and Wall Street Without Walls. She started her career as a VISTA volunteer at the East Tennessee Community Design Center. Cherry is a graduate of the Northeastern University School of Law and Wellesley College.

**Nancy Dischinat**  
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Nancy Dischinat is the executive director of the Lehigh Valley Workforce Investment Board, Inc. (LVWIB). She has more than 30 years of experience in the business of workforce development and strives to align workforce development, economic development, education, and the community. This alignment strategy provides a clear understanding of skills gaps and educational and training requirements needed for current and future employment opportunities, with a focus on preparing a pipeline of workers for career pathways within high-priority occupations.

Under Dischinat's leadership, LVWIB effectively negotiates strategic partnerships and alliances, convenes legislative stakeholders and policymakers, and builds and manages relationships with key stakeholders related to workforce and economic development, education, and the community. Dischinat serves on numerous business, workforce, economic development, and community committees and is a local, state, and national speaker on workforce issues.

**Eileen Divringi**  
**Research Analyst, Community Development Studies**  
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Eileen Divringi joined the Community Development Studies and Education Department of the Federal Reserve Bank of Philadelphia in June 2014. Before joining the Bank, she completed a graduate degree program at the University of Pennsylvania. During her studies, she interned with the Philadelphia Redevelopment Authority and the Opportunity Finance Network.

Divringi has a master's degree in city planning from the University of Pennsylvania and a B.A. in political science and environmental studies from the University of Michigan.

**Scott D. Dunkelberger**  
**Acting Deputy Secretary**  
**Office for Business Financing**  
**Pennsylvania Department of**  
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Scott D. Dunkelberger joined the Pennsylvania Department of Commerce following graduate school in March 1985. He started as an area development representative in the Bureau of Appalachian Development and State Grants. He subsequently was promoted to a policy analyst, then to senior development specialist in the Office of Regional and Community Initiatives, and then to director of the grants office. In February 2002, Dunkelberger became the director of the Center for Business Financing, which administers the commonwealth's grant, loan, and tax credit programs designed to stimulate business expansion and modernization efforts as well as assist local economic development efforts.

Dunkelberger is also the executive director of the Pennsylvania Industrial Development Authority (PIDA), recognized as one of the nation's oldest economic development programs that makes loans to benefit Pennsylvania businesses that will improve the economic base of the commonwealth. In February 2005, Dunkelberger also became executive director for the Commonwealth Financing Authority, which oversees financing programs targeted to business development, infrastructure development, and alternative energy development. In February 2015, he was promoted to acting deputy secretary of the Office for Business Financing.

**Adam Friedman**  
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Adam Friedman is the third executive director of the Pratt Center for Community Development. In 1997, he was the founding executive director of the New York Industrial Retention Network, where he led efforts to strengthen the city's manufacturing sector and promote sustainable development.

Previously, Friedman was executive director of the Garment Industry Development Corporation and director of economic development for Manhattan borough presidents David Dinkins and Ruth Messinger. He has also taught urban planning courses at the Pratt Institute and Columbia University. He is one of New York City's leading advocates of manufacturing and the employment opportunities it brings.

## **Ira Goldstein**

**President, Policy Solutions  
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Ira Goldstein, Ph.D., is the president of the Reinvestment Fund (TRF) Policy Solutions, a results-oriented, socially responsible community investment group. Goldstein has conducted detailed spatial and statistical analyses in many cities and regions across the U.S., which local governments use to craft policy responses and allocate scarce resources based on local conditions. He also has conducted studies of mortgage foreclosures and abusive lending practices. His work supported civil rights and consumer protection cases brought by federal, state, and local governments.

For more than 25 years, Goldstein has been a lecturer for the University of Pennsylvania's Urban Studies program. He instructs undergraduates and graduate students in research methods, statistics, and housing policy. Before joining TRF, Goldstein was the mid-Atlantic director of the Office of Fair Housing and Equal Opportunity for the U.S. Department of Housing and Urban Development (HUD). He is a former member of the Federal Reserve Board's Consumer Advisory Council and a current member of the Research Advisory Council of the Center for Responsible Lending, the Pennsylvania Housing Advisory Committee, the advisory board for HUD's journal Cityscape, the HOPE LoanPort board, and the board of the SHARE Food Program.

**Carlos Graupera**  
**CEO and Executive Director**  
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Carlos Graupera has been president of the Spanish American Civic Association (SACA) since its founding in 1973. During his tenure with the organization, he has overseen the creation of SACA Development Corporation

(SACADC), a housing development corporation dedicated to home ownership opportunities for inner-city residents. SACADC has rehabilitated more than 100 single-family units for sale to low- and moderate-income first-time home buyers and has built 40 new townhouses for sale to moderate-income first-time homebuyers. SACADC also facilitated the location of a credit union in the barrio as a result of an economic development venture and is building 30,000 feet of commercial retail space as part of its latest neighborhood economic development venture.

During Graupera's tenure at SACA, his work has led to various community development activities, including organizing the Centro Hispano in Lancaster and opening Nuestra Clinica, a bilingual mental health and drug and alcohol outpatient clinic. Graupera also developed Nuestra Clinica Residencial, a Latino-focused residential drug and alcohol treatment program for men. He has also overseen the creation of WLCH Radio Centro, a full-time Spanish educational public radio station serving the Latino community of Lancaster. With the help of local education advocates, he helped to open La Academia Partnership Charter School in Lancaster. Graupera is the past chairman of the Governor's Advisory Commission on Latino Affairs. He also serves on the board of directors of the South Central PA Sickle Cell Council.

**Alan L. Jennings**  
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Alan L. Jennings has been with the Community Action Committee of the Lehigh Valley, Inc. (CACLV) since 1980 and became executive director in March 1990. He has been the driving force behind a range of CACLV programs designed to improve the quality of life for low-income people, including a regional food bank, the largest family shelter in the region, two long-term transitional housing programs, weatherization, homeownership counseling, and foreclosure mitigation. The agency also operates a series of community development initiatives, from entrepreneurial training and microlending to neighborhood revitalization and housing rehabilitation. During Jennings' tenure, CACLV grew from nine employees and a \$500,000 budget to 90 employees and a budget (including four subsidiaries) exceeding \$20 million.

Jennings has challenged the Lehigh Valley community to tackle many issues and organized campaigns to pass voter

referenda that generated more than \$60 million for open space preservation, that increased fees to record deeds and mortgages that raised approximately \$10 million for affordable housing development, and that challenged banks to commit more than \$600 million to community development during mergers. He helped lead statewide campaigns to increase the minimum wage and helped create a state-funded hunger relief effort and an emergency mortgage assistance program. He has a bachelor's degree from Dickinson College and teaches social entrepreneurship at Lehigh University.

**R. Eric Menzer**  
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R. Eric Menzer became president of York Revolution Professional Baseball, owners and operators of the York Revolution, in 2010. He is responsible for achieving the organization's vision of being the premier provider of baseball and social experiences in the communities the Revolution serves. He is an avid baseball fan but an even bigger advocate of providing the York community with authentic, family-friendly experiences. Under his guidance, York Revolution Professional Baseball also owns and operates WOYK 1350 sports radio, manages the York City Ice Arena, and operates Eventive, a growing special events production business.

Menzer is active in community affairs and civic leadership. He chairs the boards of the York County Convention & Visitors Bureau and Community First Fund and serves on the boards of Downtown Inc., A Better York, and the Strand-Capitol Performing Arts Center. Menzer was previously the senior vice president of Wagman Construction Inc. in York. In that role, he led the Codo development group, a real estate development partnership creating transformative multifamily projects in downtown York. Before this position, Menzer was the director of economic development for the City of York for eight years and was previously the executive director of the York County Transportation Authority.

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Tripp Muldrow is a principal in Arnett Muldrow & Associates in Greenville, SC. A native of Greenville, Muldrow is a 1996 graduate of Clemson University. He has 22 years of experience in community revitalization and urban economic development and has worked on downtown revitalization, branding, and neighborhood planning projects across the country. His firm has evolved a specialty niche in downtown economic development and community branding and has completed projects in more than 300 communities.

Muldrow is a past president of the South Carolina Chapter of the American Planning Association and has served on the faculty of the South Carolina Mayors' Institute on City Design and on the board of the Main Street South Carolina program. He has spoken at dozens of national and statewide planning, economic development, and community revitalization conferences. In addition, Muldrow has served on the City of Greenville Planning and Zoning Commission, the Leadership Greenville board of regents, and the boards of the Historic Greenville Foundation and the Greenville Housing Authority. As chairman of the Upstate Transit Coalition, he advocates for multimodal transit options in a four-county region of South Carolina.

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Chris Shannon is a community affairs manager at the Federal Reserve Bank of Boston. In that role, she researches and fosters innovations in workforce and youth development to promote household stability in low- and moderate-income communities and to maximize employment. Before joining the Boston Fed, she worked at the Merrimack Valley and South Shore Workforce Investment Boards (WIBs) and oversaw the regional Perkins Loan programming for Bristol County at Bristol Community College. During her more than 10 years in workforce development, Shannon made a regular practice of visiting career centers and WIBs in other states to get a better understanding of local issues and promising practices.

Shannon is experienced in youth issues, including college and career readiness, academic alignment issues, financial capabilities, and vocational education. She has more than 20 years of experience in instructional design and has created educational materials for the National Endowment for Financial Education, the National Association of State Boards of Education, the National Jump\$tart Coalition, the Take Charge America Institute, the Massachusetts Department of Elementary and Secondary Education, and the Massachusetts Office of Consumer Affairs and Business Regulation. She started as an educator and has worked in vocational, urban, comprehensive, and higher education settings, including five years at the Maggie L. Walker Governor's School in Richmond, VA. She has a master's degree from Virginia Commonwealth University and two undergraduate degrees from the University of Delaware.

**Alan W. Shuman**  
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Alan W. Shuman is president of Shuman Development Group, which has brokered/developed roughly 2 million square feet of residential, retail, and office space within the City of Reading. Development financing has ranged from market-driven commercial loans to highly leveraged historic and New Markets Tax Credit transactions. The development projects have included high-profile sites such as the abandoned Reading Outlet Center, the vacant Burlington Coat Factory Outlet Center, the abandoned Big Mill Outlet building, the Baer Building (Reading's first high rise), the Exide battery plant (formerly Exide's world quarters), the M&T Bank building, and the 18-story Abraham Lincoln Hotel.

Shuman graduated from Pennsylvania State University with a bachelor's degree in business history. He also served time in the U.S. Army Reserve as an executive officer of a combat armor company.

**Theresa Y. Singleton**  
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Theresa Y. Singleton, Ph.D., is vice president in the Community Development Studies and Education Department of the Federal Reserve Bank of Philadelphia and is the Bank's community affairs officer. Before joining the Bank, Singleton was the director of research and information at the Housing Assistance Council in Washington, D.C. In that role, she was responsible for the organization's research and information activities, including oversight of the communications and public relations functions. She also developed and managed the organization's research agenda. In addition, she directed and contributed to research and information products examining demographic trends, assessing policy impacts, and developing recommendations for rural communities.

Before her work on rural housing issues, Singleton taught undergraduate courses on the American political system at Temple University and Widener University. She has a Ph.D., an M.A., and a B.A. in political science from Temple University.

**Matthew Tuerk**  
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Matthew Tuerk serves as the vice president of administration and investor relations at the Lehigh Valley Economic Development Corporation (LVEDC). In addition to directing the operations of LVEDC, Tuerk assists with strategic planning and coordinates economic research at LVEDC.

Tuerk has six years of experience working in regional economic development, leading innovation initiatives in small cities. He helped found Hive 4A, a hackerspace and coworking space in Allentown, PA, and has provided a leading voice for the adoption of nontraditional methods



of economic development through collaborative work environments. He has an M.B.A. from the Darla Moore School of Business of the University of South Carolina and a B.S. in international business from the College of Charleston.

## **Brad Whitehead**

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Brad Whitehead is president of the Fund for Our Economic Future, a collaboration of foundations and other philanthropic partners working to transform Northeast Ohio's economy. While working as a senior fellow at the Cleveland Foundation, Whitehead was instrumental in establishing the fund in 2004. Since its inception, the fund has raised more than \$100 million to improve regional economic competitiveness through pooled grant making, research, and convening. Before joining the Cleveland Foundation, Whitehead worked at McKinsey & Company for 20 years as a director and senior partner. There, his global client work spanned a broad range of corporate strategy, operations, and organizational issues, but his major area of focus was in growth and new business.

Whitehead is a founder of CMSD [Cleveland Metropolitan School District] Rows, which promotes rowing to urban school students. He also serves on the boards of OneCommunity and the Brookings Institution's Metropolitan Policy Program. He has an M.P.A. from the John F. Kennedy School of Government at Harvard University and graduated from Harvard College with an A.B. in economics. He also was a Harvard Scholar and a Hearst Foundations scholar.

## **Sean Zielenbach**

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Sean Zielenbach, Ph.D., has 25 years of experience in economic development and development finance. He currently consults for community development entities throughout the country on issues of strategic planning, impact measurement, and program and product development. He previously worked at the federal Community Development Financial Institutions (CDFI) Fund, where he developed a model for underwriting CDFIs, created a framework for assessing the economic and social impacts of these organizations, and helped design the New Markets Tax Credit Program. He has also coordinated fundraising efforts for the Chicago office of the Local Initiatives Support Corporation.

Zielenbach has conducted studies on issues pertaining to affordable housing and neighborhood revitalization. For example, he examined the economic impacts of HOPE VI public housing redevelopments on their surrounding neighborhoods. He assessed the neighborhood effects of the federal Housing Choice Vouchers Program (Section 8) in weaker urban markets, and analyzed the economic development infrastructure in greater Cleveland, with a particular focus on small business and workforce development. He has published articles on community development as well as a book, *The Art of Revitalization: Improving Conditions in Distressed Inner-City Neighborhoods*, which examined the factors associated with neighborhood change in Chicago. Zielenbach has a doctorate from Northwestern University and a bachelor's degree from Princeton University.





