

## SPARCC Advisory Committee Members



**Vicki Arroyo Executive Director, Georgetown Climate Center Georgetown Law**

Vicki Arroyo is the Executive Director of the Georgetown Climate Center at Georgetown Law, where she also serves as the Assistant Dean of Centers and Institutes and a Professor from Practice. She oversees the Center's work at the nexus of climate and energy policy, supervising staff and student work on climate mitigation and adaptation at the state and federal level. She teaches "experiential" environmental law courses to both law and public policy students. She previously served at the Pew Center on Global Climate Change, including serving as the Pew Center's Vice President for Domestic Policy and General Counsel. For over a decade, she directed the Pew Center's policy analysis, science, adaptation, economics, and domestic policy programs. She also served as Managing Editor of the Center's book and oversaw publication of numerous reports and policy briefs. In addition to teaching at Georgetown Law, she has taught courses on environmental policy and climate change at Catholic University, George Mason University's graduate public policy program, and Tulane Law School. Previously, she practiced environmental law with Kilpatrick Stockton and other private firms and served in two offices at U.S. EPA: the Office of Air and Radiation and the Office of Research and Development where she reviewed development of standards under the Clean Air Act. From 1988 - 1991, she created and directed the Louisiana Department of Environmental Quality's policy office, and served during some of that time as Governor Buddy Roemer's environmental advisor. She holds a B.S. in Biology, high honors, from Emory (double major in Philosophy); a Masters of Public Administration from Harvard, and a J.D., Magna Cum Laude, from Georgetown Law, where she was Editor-in-Chief of The Georgetown International Environmental Law Review.



**Robin Barnes Executive VP and COO Greater New Orleans, Inc.**

As the number two executive at GNO, Inc., the regional economic development organization for Southeast Louisiana, Robin Barnes oversees several major initiatives designed to create and protect jobs in the region. To turn environmental threats into economic opportunity and job creation, Barnes has led the development of the region's new Emerging Environmental industry and workforce sector and the Greater New Orleans Urban Water Plan. She has built new coalitions to better engage the business community in restoration and resilience efforts, including the Coalition for Coastal Resilience & Economy in Louisiana. Barnes serves on the Sewerage and Water Board of New Orleans and recently served on the Hurricane Sandy Rebuilding Task Force. Formerly, Barnes was Managing Director for Louisiana at Seedco Financial, now called TruFund Financial Services, a national nonprofit Community Development Financial Institution. In 2006, she relocated from New York City to New Orleans to open Seedco Financial's Louisiana field office and run the organization's emergency business and economic recovery response to Hurricanes Katrina, Rita, Gustav and Ike, and the Deepwater Horizon Oil Spill. At Seedco Financial, Barnes deployed Federal funds totaling \$30 million for emergency grants and loans to a total of 1,000 small businesses in greater New Orleans. She is a graduate of the University of Pennsylvania and the Robert F. Wagner Graduate School of Public Service at New York University.



**Judith Bell**  
**Vice President of**  
**Programs**  
**The San Francisco**  
**Foundation**

Judith Bell is the Vice President of Programs at The San Francisco Foundation. Bell brings extensive experience in strategic planning and policy development, with a focus on economic and social equity to the Foundation. Previous to joining the Foundation, Bell was the President of PolicyLink where she had been since its inception, becoming President in 2004. As President, Bell worked to develop the organization into a national leader on a range of equity issues, with her particular focus being policy development and campaign strategy at the local, state, and national levels. Her leadership helped ignite a new national narrative around access and opportunity for all people with a focus on improving health and infrastructure, including increasing access to healthy foods. Bell contributed to the successful establishment of the national Healthy Food Financing Initiative and the Convergence Partnership, which brings together some of the nation's largest foundations to collectively advance healthy people and healthy places through the many touchstones of health and equity, including the food system, community economic development, and prevention. She also played a leadership role in launching and advancing the federal Promise Neighborhoods program and by helping to create the Promise Neighborhoods Institute at PolicyLink. Before PolicyLink, Bell directed the West Coast Regional Office of Consumers Union where she engaged in efforts to improve the quality of life for all consumers, particularly in access to health care. She spearheaded a campaign to preserve more than \$14 billion in charitable assets, resulting in the creation of several foundations in California and across the country. She holds an undergraduate degree from the University of California at Santa Cruz and a Master's of Public Administration from Harvard University where she was a Lucius Littauer fellow.



**Scott Bernstein Founder**  
**and Chief Strategy +**  
**Innovation Officer**  
**CNT**

Scott Bernstein, Founder & Chief Innovation Officer, leads CNT's work to understand and better disclose the economic value of resource use in urban communities, and helps craft strategies to capture the value of this efficiency productively, locally and inclusively. He studied at Northwestern University, served on the research staff of its Center for Urban Affairs, taught at UCLA and was a founding Board member at the Brookings Institution Metropolitan Center. President Clinton appointed Bernstein to the President's Council for Sustainable Development, where he co-chaired its task forces on Metropolitan Sustainable Communities and on Cross-Cutting Climate Strategies and contributed to other federal advisory panels on global warming, development strategy, and science policy. He helped write a climate change strategy for the 1st 100 days of the Obama Administration. Bernstein is a Board Member of the American Council for an Energy-Efficient Economy, the Congress for the New Urbanism, Elevate Energy, and the Shared-Use Mobility Center; helped create the Chicago Climate Action Plan at the request of Mayor Richard M. Daley; and works with governors, mayors, and metropolitan organizations across the US. Bernstein also offered strategies for incorporating location efficiency into former Memphis Mayor A C Wharton's visionary plan to reduce the city's poverty rate by 10% in 10 years, work that has since expanded nationally. CNT is a signer of the Charter of the New Urbanism and Bernstein is a member of the Urban History Association, which includes urbanists old and new. CNT is honored to be a recipient of the MacArthur Foundation Award for Creative & Effective Institutions and a variety of awards that recognize its work in the arenas of public health, equity, and climate resilience, and a founding core-group member of L-Evated Chicago.



**Laurel Blatchford**  
**President Enterprise**  
**Community Partners,**  
**Inc.**

Laurel is President at Enterprise Community Partners, Inc., one of the nation's foremost social enterprises. Laurel leads the organization's national programmatic and policy platforms, including the teams working in ten local markets across the United States, Enterprise's groundbreaking initiatives focused on connecting people and communities to opportunity and the policy team, which focuses on policy change at the national, state and local levels. She is also responsible for Enterprise Advisors, the organization's consulting and technical assistance platform; and the organization's knowledge, impact and strategy functions. Laurel brings a wealth of experience toward helping Enterprise meet its ambitious goals. Prior to joining Enterprise, she held a number of senior positions in government and the private sector, including leadership roles at the U.S. Department of Housing and Urban Development (HUD) and in the administration of New York City Mayor Michael Bloomberg. Laurel graduated cum laude from Williams College and received a master's degree in public policy from the Harvard Kennedy School. She currently serves on the board of the National Housing Trust, the National Housing Conference, the Community Preservation and Development Corporation, and the National Resource Network governing board.



**Dana Bourland Vice**  
**President, Environment**  
**The JPB Foundation**

Dana is Vice President at The JPB Foundation. She works at the intersection of issues related to health, poverty and the environment. Dana is leading the creation and development of JPB's Environment Program with a focus on a just and clean energy transition, green infrastructure, and environmental health. Dana prioritizes JPB's entire Environment related grantmaking to benefit the health and well-being of low-income communities. Formerly Dana was Vice President of Green Initiatives for Enterprise Community Partners where she led environmental strategy for the national organization. She developed and oversaw all aspects of Enterprise's award-winning Green Communities program including the creation of country's first green standard for affordable housing, the Green Communities Criteria, and Enterprise's Multifamily Retrofit Program. Dana co-created and served as Managing Director of the Green Communities Offset Fund. A Returned Peace Corps Volunteer, Dana is a graduate of Harvard's Graduate Program in Real Estate and holds a Master of Planning Degree from the Humphrey Institute of Public Affairs, Univ. of Minnesota. Fast Company Magazine named Dana of the Most Influential Women Activists in Technology. She is featured in and has contributed to numerous publications including the book "Apollo's Fire: Igniting America's Clean Energy Economy", "Greening Our Built World: Costs, Benefits, and Strategies", "Women in Green", "Growing Greener Cities", "Becoming an Urban Planner" and is included as faculty in Fast Company's 30-second MBA program. Dana has planned and advised industry-wide conferences and addressed national and international audiences on green affordable housing and community development. She is an Ironman finisher and avid traveler. Dana serves on the Board of the American Visionary Art Museum.



**Susan Casey-Lefkowitz**  
**Chief Program Officer**  
**Natural Resources**  
**Defense Council**

Susan Casey-Lefkowitz is NRDC's Chief Program Officer. She coordinates NRDC's programmatic work across the institution, focusing on achieving NRDC's core priorities of curbing global warming and creating a clean energy future, reviving the world's oceans, defending endangered wildlife and wild places, protecting our health by preventing pollution, ensuring safe and sufficient water, and fostering sustainable communities. She also chairs NRDC's Clean Power Initiative. Casey-Lefkowitz joined NRDC in 2000 as director of NRDC's work in Canada, starting and leading the tar sands and Keystone XL campaigns. She then led NRDC's International program and coordinated NRDC's international work across the institution, including our work with partners on the ground in China, India, Canada, Latin America, and Europe as well as our global work on climate, energy, toxins, oceans, and wildlife. Prior to joining NRDC, Casey-Lefkowitz directed the Central and Eastern European program at the Environmental Law Institute and worked in Germany at the IUCN Environmental Law Center on developing country conservation treaty implementation. She received her law degree from the University of Virginia School of Law in 1990 and a BA from the University of Virginia in 1986 in Latin American studies. She works out of NRDC's Washington, D.C., office.



**Shaun Donovan Former**  
**OMB Director Former**  
**HUD Secretary**

Shaun Donovan is an American architect and urban planner who led New York City's department of housing preservation and development before serving as U.S. Secretary of Housing and Urban Development in the administration of President Barack Obama. Donovan attended Harvard University, where he earned a B.A. in Engineering and master's degrees in Architecture and Public Administration. After graduating, he worked as an architect in New York and Italy before joining a community-based nonprofit group that developed affordable housing in New York City. He entered public service as a special assistant at HUD in 1998. In 2000 he was named deputy assistant secretary for multifamily housing, a role that involved the management of a federal housing subsidy program that assisted nearly two million people. During the transition between the administrations of Presidents Bill Clinton and George W. Bush, Donovan remained at HUD as acting commissioner of federal housing. After leaving HUD in 2001, Donovan became a consultant to the Congressional Millennial Housing Commission and researched federally assisted housing as a visiting scholar at New York University. In 2002 he returned to the private sector, working as director of Prudential Mortgage Capital Co.'s federal lending and affordable-housing division. In 2004 New York Mayor Michael Bloomberg appointed Donovan to lead the city's housing department. While there, Donovan created an affordable-housing plan that preserved some 165,000 homes and apartments. He closed loopholes in zoning ordinances and created a public-private partnership that rewarded developers who provided low-cost, sustainable housing. In 2008 Donovan was nominated secretary of HUD by Obama, and he was confirmed by the Senate in January 2009. In 2014 he was nominated by Obama to serve as director of the Office of Management and Budget, and he was confirmed by the Senate in July.



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

David J. Erickson is Director of Community Development at the Federal Reserve Bank of San Francisco and serves as Community Development Officer for the Federal Reserve's Twelfth District. In this role, he leads the Community Development team toward its mission to advance economic opportunity for lower-income Americans. Erickson launched and now advises the Federal Reserve journal Community Development Investment Review and previously served as research manager for the Center for Community Development Investments, where he fostered initiatives exploring innovative community development financing models and greater intersections with the health, arts, and environmental sectors to identify new investible opportunities that benefit lower-income communities. Erickson led the collaboration between the Federal Reserve and the Robert Wood Johnson Foundation to bring together the health and community development fields. To date, this partnership has resulted in over 26 conferences around the country and numerous publications, including a cluster of articles in Health Affairs in November 2011. Erickson has a Ph.D. in History from the University of California, Berkeley, with a focus on Economic History and Public Policy. He also holds a Master's degree in Public Policy from Berkeley and an undergraduate degree from Dartmouth College.



**David Fleming**  
**Vice President, Global**  
**Health Programs**  
**PATH**

Dr. David Fleming is PATH's vice president of Global Health Programs which brings together PATH's significant country experience and deep technical expertise to facilitate the organization's ability to achieve impact through innovative approaches and solutions. In his role, Dr. Fleming oversees PATH's presence in country offices and is responsible for PATH's scientific expertise in sexual and reproductive health; maternal, newborn, child health, and nutrition; noncommunicable diseases; malaria; neglected tropical diseases; HIV/AIDS and tuberculosis; health systems innovation and delivery; and digital health. Dr. Fleming also leads the divisional strategy, directs the Global Health Programs senior leadership team, and serves as an organizational representative with PATH donors and partners. Dr. Fleming possesses more than 30 years of experience in public health leadership. Prior to PATH, Dr. Fleming served as the director and health officer for Public Health - Seattle and King County (PHSKC). He has previously held positions as the director of Global Health Strategies at the Bill & Melinda Gates Foundation, as the Deputy Director at the US Centers for Disease Control and Prevention (CDC), and as the State Epidemiologist for the Oregon Health Division.



**Salin Geevarghese**  
**Senior Advisor**  
**Center for the Study of**  
**Social Policy**

Salin Geevarghese serves as Senior Fellow at the Center for the Study of Social Policy (CSSP) as well as the founding Director of the Mixed-Income Strategic Alliance and its Innovation and Action Network. From April 2014 to January 2017, Geevarghese served in a senior appointed leadership post as HUD's Deputy Assistant Secretary for the Office of International and Philanthropic Innovation (within the Office of Policy Development and Research) during the Administration of President Barack Obama. Appointed by Secretary Shaun Donovan and serving under Secretary Julian Castro, in this role, Salin led an innovation team charged with engaging cross-sector and cross-border partners to harness and apply best practices, programs and policies for the benefit of communities and aligning common efforts. Among the most prominent roles, Geevarghese led the United States' domestic preparations on the New Urban Agenda and co-led with the U.S. State Department its delegation in October 2016 to Quito, Ecuador for Habitat III, the largest conference in the world focused on sustainable and inclusive urbanization and the role of cities for growth and shared prosperity. Prior to this appointment, Secretary Donovan appointed Salin as Acting Director of the Office of Sustainable Housing and Communities. Salin came to the Obama Administration as a Senior Advisor and as part of the founding leadership of HUD's Office of Sustainable Housing and Communities and the Partnership for Sustainable Communities between HUD, DOT and EPA. Geevarghese also consulted on many of the place-based initiatives of the Administration as well as efforts to embed and institutionalize its key design and operational elements. A recognized expert and leader, Salin has consulted, spoken, and written widely on open records laws and transparency, public education issues, civil rights and equity issues, community and economic development, sustainable urbanization, and civic innovation and engagement efforts.



**Amy Gillman**  
**Senior Program Officer**  
**Robert Wood Johnson**  
**Foundation**

Amy Gillman, who joined the Robert Wood Johnson Foundation (RWJF) in 2017, is a senior program officer with the Foundation's work to promote healthy, more equitable communities. She seeks to elevate community development as a key strategy to advance RWJF's efforts to build a national Culture of Health. To this end, she draws on her extensive expertise in developing comprehensive approaches to neighborhood investment and revitalization that improve health, well-being and equity in low-income urban and rural communities. Previously, Gillman was the national program director for Community Health at the Local Initiatives Support Corporation (LISC), the country's largest community development nonprofit, where she sought to integrate health and well-being into LISC's neighborhood revitalization efforts. In this role Gillman directed national initiatives supporting cross-sector collaborations in local LISC sites, including a partnership with County Health Rankings & Roadmaps to impact health through food access, housing, and mental health, and the expansion of green and healthy homes strategies with affordable housing owners. She also managed LISC's healthy food financing portfolio, which leveraged over \$100 million for grocery stores, farmers' markets, and other healthy food outlets. Gillman also served as the LISC National Program Director for Early Childhood Facilities, which has supported the development of more than 200 quality centers across the country. Prior to LISC, Gillman held several positions in social welfare policy and international community development in N.Y. and Washington, D.C. She has been a speaker on community development and health in forums nationwide. She earned a BA from Wesleyan University and a master's degree in management from Yale University.



**Isela Gracian  
President  
East LA Community  
Corporation**

Isela Gracian joined ELACC in 2004, and previous to her role as President, was ELACC's Vice President of Operations for nearly five years. A graduate of UC Davis, Gracian began with ELACC as coordinator for a job training program and in her 12 years of service since, has held various progressive positions, including Director of Community Organizing. She has led the organization's strategic and operational planning efforts since 2010, along with program oversight for all ELACC departments. The California Women's Foundation recognized Gracian for her thought-leading work formulating solutions to community issues by appointing her a California Women's Policy Institute Fellow in 2006/2007. She currently serves on various boards, including Strategic Concepts in Organizing and Political Education (SCOPE) and the California Reinvestment Coalition. Gracian is distinguished as an authority among Los Angeles area equitable community development and anti-displacement leadership.



**Robin Hacke Executive  
Director Center for  
Community Investment**

Robin Hacke is Executive Director of the Center for Community Investment. She brings more than two decades of investment experience to the work, having served as director of capital innovation for Living Cities, as a venture capitalist and strategy consultant in the technology industry and as a public finance banker. Most recently, Hacke was a senior fellow at The Kresge Foundation from 2014-16, where she researched and incubated a capital absorption practice to improve the ability of cities to attract and leverage capital for investment in public purposes and explore how philanthropy can develop strategies to advance this goal. She has served as a Visiting Scholar at the Federal Reserve Bank of San Francisco, a consultant to major foundations and a member of the Steering Committee for the Federal Reserve Bank of Boston's Working Cities Challenge.



**Douglas Hooker**  
**Executive**  
**Director Atlanta**  
**Regional**  
**Commission**

Douglas Hooker leads the Atlanta Regional Commission (ARC), the regional planning agency for the 10-county, 73-city Atlanta region. Hooker's career has spanned public and private sector organizations, including: the City of Atlanta's Department of Public Works (Commissioner), the Georgia State Road & Tollway Authority (Executive Director), Bio-Lab, Inc. (Director of Finance & Administration), Atkins Engineering (formerly PBS&J, VP for Marketing & Business Development), and Georgia Power. Throughout his career, he has worked on important regional and local projects in the areas of energy, education, transportation, transit, water, and community engagement. He is deeply involved in the community, including board service on the Leadership Atlanta Board of Directors, the Council for Quality Growth, CHRIS Kids Advisory Board, the Georgia Tech (President's) Advisory Board, and the Ivan Allen College Advisory Board, the Atlanta Technical College Local Advisory Committee, and the Agnes Scott Board of Visitors. Doug also serves on the Board of Directors of the Atlanta Symphony Orchestra and the Atlanta Music Project. He is an alumnus of Leadership Georgia, Leadership Atlanta, the Regional Leadership Institute, and the Institute for Georgia Environmental Leadership. He has received numerous awards and recognitions including the Whitney Young Service Award (Boy Scouts), the Distinguished Alumni Award (Ivan Allen College), 100 Most Influential Georgians (Georgia Trend Magazine), 100 Most Influential Atlantans (Atlanta Business Chronicle), 10 Most Influential Atlantans (Atlanta Tribune), Lauren H Solomon Trailblazer Award (Conference Of Minority Transportation Officials), and others. Hooker holds a Bachelor of Mechanical Engineering degree and a Master of Science (Technology & Science Policy) degree from Georgia Tech, as well as a Masters of Business Administration from Emory University's Goizueta Business School.



**Dr. Anthony Iton**  
**Senior Vice-President of**  
**Healthy Communities**  
**The California**  
**Endowment**

Anthony B. Iton, M.D., J.D., MPH, as Senior Vice President of Healthy Communities, joined The Endowment in October 2009. Prior to his appointment at The Endowment, Iton served since 2003 as both the Director and County Health Officer for the Alameda County Public Health Department. In that role, he oversaw the creation of an innovative public health practice designed to eliminate health disparities by tackling the root causes of poor health that limit quality of life and lifespan in many of California's low-income communities. Iton also served for three years as Director of Health and Human Services and School Medical Advisor for the City of Stamford, Connecticut. Concurrent to that, he also served as a physician in internal medicine for Stamford Hospital's HIV Clinic. In addition, Iton served for five years as a primary care physician for the San Francisco Department of Public Health. Iton's varied career also includes past service as a staff attorney and Health Policy analyst for the West Coast regional office of Consumer's Union, the publisher of Consumer Reports magazine. Iton, who has been published in numerous public health and medical publications, is a regular public health lecturer and keynote speaker at conferences across the nation. He earned his B.S. in Neurophysiology, with honors, from McGill University, in Montreal, Quebec, his J.D. at the University of California, Berkeley's Boalt Hall School of Law, and his medical degree from Johns Hopkins University School of Medicine.





**Maria Rosario Jackson**  
Institute Professor,  
Herberger Institute for  
Design and the Arts  
Arizona State University

Maria Rosario Jackson is Senior Advisor to the Arts & Culture Program at The Kresge Foundation, and an Institute Professor at Arizona State University where she holds appointments at both the Herberger Institute for Design and the Arts, and the College of Public Service and Community Solutions. In 2013, President Obama appointed Maria to the National Council on the Arts. She serves on the advisory board of the Lambent Foundation and L.A. Commons, and on boards of directors of both the Alliance for California Traditional Arts and The Music Center in Los Angeles. She has previously served on the boards of Association of Performing Arts Presenters, the National Performance Network/Visual Artists Network, Mid-Atlantic Arts Foundation, Cultural Alliance for Greater Washington, and Fund for Folk Culture. She also has served on research and project advisory bodies on measuring arts participation, museums in communities, arts institutions and shifting demographics, arts and health outcomes, and economic and social impacts of the arts. Jackson is the former director of the Culture, Creativity and Communities Program at the Urban Institute, where she was based for 18 years. There, she led research on arts and culture indicators, measuring cultural vitality, arts and culture in comprehensive revitalization in low-income communities, development of art spaces, and support systems for artists. Prior to her role at the Urban Institute she was a Research Fellow at the Center for the Study of Urban Poverty at UCLA. Jackson earned a Doctorate in Urban Planning from University of California Los Angeles and a Master's degree in Public Administration from University of Southern California.



**Chris Kabel**  
Deputy Director, Health  
The Kresge Foundation

Chris M. Kabel is Deputy Director of The Kresge Foundation's Health Program. He is responsible for developing and co-executing the Health team's grantmaking and investment strategies to promote health equity. He also invites and reviews grant proposals in support of the Health Program's goals, while contributing to the team's learning and evaluation strategies. In addition, Kabel promotes and fosters more effective cross-team work at the foundation, supporting the development of interdisciplinary grantmaking and investment approaches that advance the strategies of multiple Kresge programs. Prior to joining the foundation in 2013, Chris worked for eight years as a Senior Program Officer at the Northwest Health Foundation in Portland, Oregon. Before this he served as a fundraiser for Doernbecher Children's Hospital and Oregon Health and Science University. Kabel earned a bachelor's degree in Journalism from the University of Southern California and a Master's degree in Public Health from Portland State University.



**Amy Kenyon**  
**Program Officer, Cities**  
**and States**  
**Ford Foundation**

Amy Kenyon works on the Cities and States team. Her work has focused on reforming the rules that shape regional development in US metropolitan areas in order to expand economic opportunities for low-income people. Her grant making has supported integrated approaches to equitable development, through improving access to permanently affordable housing and transit choices and deepening community engagement in land use planning processes. Amy has been a program officer at the foundation since 2013. She has more than 15 years of experience in the nonprofit and public sector, with an emphasis on developing and implementing finance and community development solutions for low-income communities. Before assuming the role of program officer, she worked for three years as a program manager with the foundation's Metropolitan Opportunity program, coordinating its evaluation and helping to build a unified theory of change and place-based strategies that span its three initiatives. In collaboration with a cross-program working group, she also supported the development and rollout of a foundation-wide results reporting process. Earlier, Amy was a consultant with numerous government agencies and nonprofit organizations on projects that helped to improve the viability of low-income communities, promote entrepreneurship among disadvantaged populations, and maintain environmental sustainability. She also served as a director of economic and community development in upstate New York. Amy earned her master's degree from the New School for Public Engagement's program in urban policy and management, where she concentrated in organizational effectiveness and community development finance. She holds a bachelor's degree in international business from Messiah College.



**Karen McNeil-Miller**  
**President & CEO**  
**The Colorado Health**  
**Foundation**

Karen McNeil-Miller describes social and human impact as the center of her life's work. As the President and CEO of the Colorado Health Foundation, McNeil-Miller helps guide the Foundation to determine the most impactful investment of human, financial, and influence capital on behalf of Colorado's most vulnerable individuals and families. Bringing the Foundation's mission to life is her driving force. McNeil-Miller joined the Foundation after serving for more than 10 years as the President of the Kate B. Reynolds Charitable Trust, one of North Carolina's largest private foundations. Under her leadership, the Trust evolved into a strategic, impact-driven foundation with a national presence on issues ranging from rural health to access to care. Before joining the Trust, McNeil-Miller spent 16 years with the Center for Creative Leadership, an international leadership development and research nonprofit organization headquartered in Greensboro, North Carolina. During her tenure, McNeil-Miller developed expertise in individual and organizational leadership development, succession planning, strategic thinking, team building, diversity, executive coaching, and leading change and transitions. McNeil-Miller lives each day knowing that good health impacts every element of our lives. A former special education teacher and head of the Piedmont School in North Carolina, McNeil-Miller is active within the nonprofit community and national and regional philanthropic and rural health organizations. She is a board member of the Denver Metro Chamber of Commerce and Denver Academy.



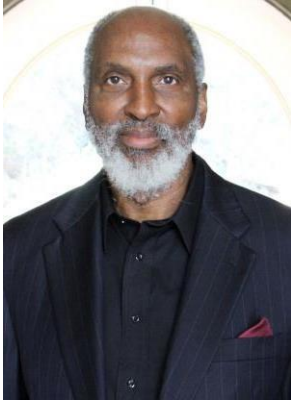
**Daniel A. Nissenbaum  
President and CEO  
Low Income Investment  
Fund**

Daniel A. Nissenbaum is the President and Chief Executive Officer of the Low Income Investment Fund (LIIF). LIIF is a Community Development Financial Institution (CDFI) that has invested \$2.2 billion in community projects. LIIF's investments have leveraged \$10.8 billion in private capital for poor communities in 31 states across the U.S. and generated \$57 billion in benefits for families and society. Prior to LIIF, Mr. Nissenbaum was a Managing Director at Goldman Sachs, where he oversaw Community Reinvestment Act compliance for the firm's Urban Investment Group and capital investment for the 10,000 Small Businesses program. Previously, held real estate and community development finance positions at Chemical Bank, Chase Manhattan Bank Community Development Corporation (CDC), JPMorgan CDC and HSBC Bank. In addition, Mr. Nissenbaum served as an Investment Officer with the Merrill Lynch Community Development Company, where he was actively involved in debt financings, including construction lending, revolving credit facilities and other community development financings to for-profit and nonprofit intermediaries. He holds positions on several boards including the Community Restoration Corporation. Mr. Nissenbaum earned a Bachelor's Degree from Grinnell College and a Masters of Business Administration from Columbia Business School.



**Manuel Pastor  
Professor, Sociology  
and American Studies &  
Ethnicity  
Director, USC Program  
for Environmental and  
Regional Equity (PERE)  
Director, USC Center for  
the Study of Immigrant  
Integration (CSII)**

Dr. Manuel Pastor is Professor of Sociology and American Studies & Ethnicity at the University of Southern California. He currently directs the Program for Environmental and Regional Equity (PERE) at USC and USC's Center for the Study of Immigrant Integration (CSII). Pastor holds an economics Ph.D. from the University of Massachusetts, Amherst, and is the inaugural holder of the Turpanjian Chair in Civil Society and Social Change at USC. Dr. Pastor's research has generally focused on issues of the economic, environmental, and social conditions facing low-income urban communities – and the social movements seeking to change those realities. Dr. Pastor was the Founding Director of the Center for Justice, Tolerance, and Community at the University of California, Santa Cruz. Dr. Pastor speaks frequently on issues of demographic change, economic inequality, and community empowerment and has contributed opinion pieces to such outlets as the Los Angeles Times, the San Jose Mercury News, the San Francisco Chronicle, the Sacramento Bee, the Huffington Post, and many others. In January 2002, he was awarded a Civic Entrepreneur of the Year award from the California Center for Regional Leadership. In 2012, he received the Liberty Hill Foundation's Wally Marks Changemaker of the Year award for social justice research partnerships. Pastor's current research is looking at the last several decades of economic, social, and environmental transformations in California – and what they can tell us about the road ahead for the U.S.



**John A. Powell**  
**Director, Haas Institute**  
**for a Fair and Inclusive**  
**Society**  
**University of**  
**California, Berkeley**

John A. Powell is the Director of the Haas Institute for a Fair and Inclusive Society, which brings together researchers and scholars, community partners, strategic communicators, and policymakers to identify and eliminate the barriers to an inclusive, just, and sustainable society and to create transformative change toward a more equitable world. Powell is a Professor of Law and Professor of African American Studies and Ethnic Studies at UC Berkeley and holds the Robert D. Haas Chancellor's Chair in Equity and Inclusion. Powell is an internationally recognized expert in the areas of civil rights and civil liberties and a wide range of issues including race, structural racialization, ethnicity, housing, poverty, and democracy. Powell writes and speaks extensively on a number of issues related to racial justice, poverty, opportunity-based housing, voting rights, racial and ethnic identity, spirituality and social justice, and the needs of citizens in a democratic society. Powell was formerly the Executive Director of the Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University where he held the Gregory H. Williams Chair in Civil Rights & Civil Liberties at the Moritz College of Law. Prior to that, he founded and directed the Institute on Race and Poverty at the University of Minnesota. He was formerly the Director of Legal Services in Miami, Florida and was National Legal Director of the American Civil Liberties Union where he was instrumental in developing educational adequacy theory. Powell has served as a consultant to the governments of Mozambique and South Africa and has lived in Africa and India. Powell has taught at numerous law schools including Harvard and Columbia University. Powell is also the author of several books.



**Dr. Kenneth S. Robinson**  
**President/CEO**  
**United Way of the Mid-**  
**South**

Dr. Kenneth S. Robinson became the President/CEO of United Way of the Mid-South in February 2015, yet his volunteer and Board-level leadership with United Way of the Mid-South extends more than 23 years. Dr. Robinson's bi-professional synthesis of medicine and ministry has made him a strong leader in the areas of public policy, health and healthcare, and community development at the highest levels of local, statewide, and national impact. He served in the Governor's Cabinet as Tennessee's Commissioner of Health (2003-2007), guiding significant contracting and grant-making authority within his Department's \$548 million budget. Immediately prior to joining United Way, he was Consultant and Public Health Policy Advisor to the Mayor of Shelby County (2008-2015) and Chair of "Healthy Shelby," which was highlighted by United Way Worldwide as a replicable model of public/private collective impact. For 25 years (1991-2016), Robinson also served as Pastor and CEO of St. Andrew AME Church in Memphis; developing health and human services, high-quality childcare, Pre-K and K-5 education, and economic development initiatives. He founded an associated CDC, The Works, Inc., a very effective nonprofit that partners with United Way to impact lives locally. In 2000, United Way of America (now United Way Worldwide) awarded him its Community Builder of the Year award; recognizing both his local volunteer work with United Way and his formative community work through St. Andrew. He holds a Bachelor of Arts, cum laude, from Harvard College; the Doctor of Medicine degree from Harvard Medical School; and a Master of Divinity from Vanderbilt Divinity School.



**Sarah Wartell**  
**President**  
**Urban**  
**Institute**

Sarah Rosen Wartell became President of the Urban Institute in 2012. During her tenure, Urban has articulated its strategy to “elevate the debate” by bringing more of its research insights to federal, state, and local government and practice; becoming a leader in research communications and data visualization; and undertaking an ambitious program of business systems and technology modernization. Previously, Wartell was Deputy Assistant to the President for Economic Policy and Deputy Director of the National Economic Council. At the US Department of Housing and Urban Development from 1993 to 1998, she advised the federal housing commissioner on housing finance, mortgage markets, and consumer protection. Later, she was a consultant to the bipartisan Millennial Housing Commission. After government service, Wartell was the Founding Chief Operating Officer and then Executive Vice President of the Center for American Progress. Her work focused on the economy and housing markets, and she directed the Mortgage Finance Working Group and "Doing What Works" government performance program. Before her tenure in government, she practiced law with the Washington, DC, firm Arnold & Porter. Wartell currently serves on the boards of the Low Income Investment Fund, Center for Law and Social Policy, and Center for Urban Science and Progress at New York University. She is also a Penn Institute for Urban Research Scholar. Her areas of expertise include community development, consumer finance, asset building, and housing finance. Wartell has an AB degree with honors in urban affairs from Princeton University's Woodrow Wilson School of Public and International Affairs. She has a JD degree from Yale Law School.

## Additional Attendees for December 3, 2018 SPARCC NAC Meeting



**Abbey K. Cofsky**  
**Managing Director -**  
**Program**  
**Robert Wood Johnson**  
**Foundation**

Abbey Cofsky is managing director for the Robert Wood Johnson Foundation's work to promote healthy, more equitable communities. In this role, she oversees efforts to build healthier environments, catalyze local efforts to prevent disease, promote health, and address the social determinants of health. She views her work as an opportunity to advance sustainable changes that engage all sectors of a community, from government and policymakers, to businesses and civic groups, to parents and volunteers. As she describes it, "We want to put better health within everyone's reach. Across America, these changes are happening, and communities are transforming themselves in ways that close gaps and ensure that everyone has the same opportunity to better health." Cofsky holds an MPH from the George Washington University School of Public Health and Health Services and a BA from Boston College. She lives outside of Philadelphia with her husband, Jon, and their three boys, William, Samuel, and Jacob.



**Alexandra Desautels**  
**Program Manager for**  
**Strategy Development**  
**The California Endowment**

Alexandra Desautels is the Program Manager for Strategy Development and Dissemination for The California Endowment. Alexandra serves in multiple capacities advancing the goals of the Building Healthy Communities initiative, a \$1 billion comprehensive community initiative launched in 2010 to advance statewide policy, change the narrative, and transform 14 of California's communities most devastated by health inequities into places where all people have an opportunity to thrive. Alexandra's role includes strategic communications, leading projects that span multiple sites participating in the place-based initiative, developing impact investing opportunities, and engaging in organizational development efforts. Alexandra joined TCE after serving as the Local Policy Manager for the Alameda County Public Health Department, where she oversaw local policy work at the intersection of health and criminal justice, economic development, housing, land use, transportation, and education. Alexandra has an MSW, with an emphasis on policy, planning and organizational development.



**David D. Fukuzawa**  
**Managing Director, Health**  
**The Kresge Foundation**

David D. Fukuzawa, managing director of Kresge's Health and Human Services Programs, has more than 20 years of experience in philanthropy, with a special focus on children and youth. David joined Kresge in 2000 and has served as a program officer and senior program officer. In 2002, he helped develop the Special Opportunities Initiative. The initiative focused on building the capacity of high-impact organizations that reached underserved populations, but were uncompetitive in the foundation's historic bricks-and-mortar challenge program. He then managed the initiative. A Yale University graduate, David also holds a master of divinity degree from Catholic Theological Union in Chicago and a master of science in administration degree from Central Michigan University. He has published articles about urban issues and population health, including "Achieving Healthy Communities through Community-centered Health Systems" in the Winter 2013 edition of National Civic Review.

## SPARCC Executive Team



**Rachel Bluestein**  
**Vice President of National Programs**  
**Low Income Investment Fund**

Rachel Bluestein is the VP of National Programs at the Low Income Investment Fund, where she oversees LIIF's Early Childhood Education Programs, leads LIIF's participation in the Strong, Prosperous, And Resilient Communities Challenge (SPARCC), and develops and manages national partnerships and strategic initiatives. Previously, Rachel served as the Sr. Director of Business Development and Finance at Civic Builders, a nonprofit developer of charter school facilities. Rachel also has extensive lending experience, having worked at Citi Community Capital underwriting loans to CDFIs and large multi-lender funds, and at the Nonprofit Finance Fund lending to community facilities and charter school projects. She holds both a BA and an MBA from Yale University.



**John Moon**  
**District Manager of Community Development**  
**Federal Reserve Bank of San Francisco**

John Moon leads outreach/engagement and oversees the regional managers for community development as the Federal Reserve Bank of San Francisco's District Manager. He has extensive community development experience in the public and private sectors including work at Living Cities, the Federal Reserve Board of Governors, U.S Treasury's CDFI Fund, Municipal Government, Federal Home Loan Bank of Seattle, and Fleetbank. As an investor, he facilitated and invested in community development transactions ranging from affordable housing projects, small business loans, commercial- real estate, transit development, and others using a wide range of public and private capital sources. Moon has also advanced national community development programs and policies, including those involving community/social investments, healthy communities, small business credit, and affordable housing and has published articles and papers and spoken nationally on these topics. He also serves on a number of regional and national advisory groups. Moon graduated from UCLA Magna Cum Laude and Harvard University's Kennedy School of Government.



**Yerina Mugica**  
**Senior Director, Resilient**  
**Communities, Healthy**  
**People & Thriving**  
**Communities Program**  
**Natural Resources Defense**  
**Council**

As Senior Director, Resilient Communities at the Natural Resources Defense Council, Yerina leads multidisciplinary teams to advance strategies that support strong, just and resilient communities that bring together economic, social and environmental solutions to help maintain health and prosperity in the face of climate disruption. Yerina's work through Resilient Communities is centered on building local capacity, scaling up best practices, aligning policies and funding with community visions, and unlocking markets. It includes leading initiatives that support investment in improving the energy efficiency and quality of affordable multifamily homes and other buildings, strengthening community infrastructure and reducing waste while making our food system more sustainable. Yerina brings over 15 years of experience researching, developing and deploying effective strategies to drive better performance at the intersection of business, government and social and environmental impact. Prior to her role as senior director of Resilient Communities, Yerina was the Managing Director of NRDC's, Center for Market Innovation which she helped to launch in 2007. Prior to joining NRDC, Yerina worked as a consultant to government and private sector clients and later as director of product development for an internet startup firm. Yerina holds an MBA from the University of North Carolina at Chapel Hill with a concentration in Sustainable Enterprise and a certificate in Nonprofit Leadership and a BS in business administration from Northeastern University. Yerina believes in the power of people to make the world better and strives every day to make progress toward a more just and sustainable future for all.



**Melinda Pollack**  
**Senior Vice President,**  
**National Initiatives**  
**Enterprise Community**  
**Partners, Inc.**

Melinda Pollack is senior vice president of National Initiatives at Enterprise Community Partners, Inc. She oversees Enterprise's national programs including SPARCC (Strong, Prosperous and Resilient Communities Challenge) and efforts focused on economic mobility. Melinda joined Enterprise in 2007 to focus on affordable transit oriented development (TOD) financing solutions and policy efforts for the Denver region. Through this effort, she guided the creation of the Denver Regional TOD Fund, which has grown to be a \$24 million tool for preservation and land acquisition for affordable housing. She also co-founded Mile High Connects, a collaboration of more than 20 philanthropies and nonprofits dedicated to ensuring that all people benefit from the Denver region's transportation expansion, with an agenda focused on transportation, housing, jobs, education and health. In addition, Melinda led Enterprise's work on the Denver Social Impact Bond (SIB), one of the first city-level SIBs in the United States to address chronic homelessness. Nationally, Melinda guides the implementation of SPARCC, a \$90 million initiative seeking to develop communities that are racially equitable, climate resilient and healthy. In addition, she's Enterprise's lead on developing partnerships to understand barriers to and realize greater economic mobility for low-income communities. Melinda holds a bachelor's degree in communications and human services from The George Washington University and a master's in public administration from the University of Colorado.





**Shelley Poticha**  
**Managing Director.**  
**Healthy People & Thriving**  
**Communities**  
**Natural Resources**  
**Defense Council**

Shelley Poticha is the managing director of Healthy People & Thriving Communities, one of the four cornerstone programs at the Natural Resources Defense Council, a leading nonprofit group that fosters vibrant communities, protects people's health, and preserves wild places. HP&TC leaders and staff are environmental advocates and partners in the places where we live, play, learn and work, putting people at the center of their work. They use policy, science, the law, finance, and public engagement to change systems, build agency, and secure more equitable and sustainable access to resources so that all can thrive. Shelley is a longtime partner of NRDC in multiple initiatives including transportation policy reform, LEED-ND, and the creation of Smart Growth America, a non-profit coalition. Prior to joining NRDC, Shelley was a senior adviser and director of the Office of Sustainable Housing and Communities at the Department of Housing and Urban Development. Before joining HUD, she served as President and CEO of Reconnecting America, where she became a national leader for the reform of land use and transportation planning and policy with the goal of creating more sustainable and equitable development, particularly around transit stations. She also previously served as Executive Director of the Congress for the New Urbanism. Shelley holds a Master of City Planning from the University of California at Berkeley and a Bachelor of Arts from the University of California, Santa Cruz. She is based in NRDC's Washington, D.C., office.