



Build Back Better Regional Challenge Technical Assistance Virtual Conference

**Transforming Local Communities
Through Innovation and Sustainable Economic Development**

Feb. 2-3, 2022

E·D·A
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION



Dear Build Back Better Regional Challenge Finalist:

Congratulations to you and your regional partners on getting to this point in the Build Back Better Regional Challenge. This phase of the competition is meant for you to take your coalition's vision and develop the specific needs – implementation projects, partners, and funding – your coalition needs to succeed. With that in mind, I am thrilled that you will be joining the Build Back Better Regional Challenge conference on Feb. 2-3, 2022, to continue that work.

I am so impressed by the coalitions that you've built across the country, and I know you are all working feverishly on your Phase 2 applications. I am asking you to use these two days as an opportunity to learn from experts and your peers, and take the time to collaborate with your coalition partners as you continue to coalesce around a shared plan for a transformative economic strategy in your region.

EDA is cheering you on! We hope this virtual conference will provide resources and technical assistance to set you up for success. Even if your coalition doesn't receive Phase 2 funding, it is our goal at EDA to support each of your regions as you work to transform your regional economies.

You have an enormous role in determining the future of your regions. Through your efforts, you will create good-paying jobs, advance economic equity, strengthen regional industry clusters and boost U.S. competitiveness on the global stage. Importantly, your work will inspire others to pursue collaborative, transformative economic development strategies.

Over the next six weeks, I hope you continue to take advantage of all the resources available to expand your ambitions, refine your project goals, and strengthen the commitments from across your coalition. Looking forward to seeing you virtually!

Sincerely,

Alejandra Y. Castillo
U.S Assistant Secretary of Commerce
for Economic Development



Contents

Event Agenda, Day One.....	4
Event Agenda, Day Two.....	5
Session Details, Day One.....	6
Session Details, Day Two.....	7
Featured Speakers	8
Speaker Bios	14
Zoom Tips & Technical Preparation	28
Accessing the Conference.....	28
Audio/Video.....	28
Closed Captioning	29
Presenting On-camera.....	30
Participating in Breakout Rooms	31
Overview	31
Prerequisites	31
Windows macOS	32



Event Agenda

Wednesday, February 2, 2022

11:00 AM ET **Opening Remarks**

Michele Chang, Deputy Assistant Secretary for Policy, U.S. Economic Development Administration

Alejandra Y. Castillo, U.S. Assistant Secretary of Commerce for Economic Development

Scott Andes, Build Back Better Regional Challenge Program Lead, U.S. Economic Development Administration

11:30 AM ET **Technical Assistance: “Defining outcomes and organizing for success”**

Bruce Katz, The Nowak Metro Finance Lab at Drexel University

Jon Schnur, America Achieves

Moderator: Avanti Krovi, The Nowak Metro Finance Lab at Drexel University

12:30 PM ET **Technical Assistance: “Building equity into everything”**

Don Edwards, Justice and Sustainability Associates

Moderator: Brian Schwartz, Justice and Sustainability Associates

1:30 PM ET **Lunch**

1:55 PM ET **Remarks from Ginni M. Rometty, Former Chairman, President and CEO, IBM**

Introduction by Todd Fisher, Program Director American Rescue Plan, U.S. Economic Development Administration

2:15 PM ET **Technical Assistance: “Supercharging local partnerships and driving commitments to action”**

Dan Correa, Federation of American Scientists

Ishan Sharma, Federation of American Scientists

Kathleen Warner, America Achieves

Moderator: Jenn Steinfeld, National League of Cities Institute

3:15 PM ET **Closing Remarks**

Alejandra Y. Castillo, U.S. Assistant Secretary of Commerce for Economic Development

Gina M. Raimondo, U.S. Secretary of Commerce

Scott Andes, Build Back Better Regional Challenge Program Lead, U.S. Economic Development Administration

3:45 PM ET **Coalition Working Time**



Event Agenda

Thursday, February 3, 2022

11:00 AM ET Opening Remarks

Michele Chang, Deputy Assistant Secretary for Policy, U.S. Economic Development Administration

Alejandra Y. Castillo, U.S. Assistant Secretary of Commerce for Economic Development

Gene Sperling, Senior Advisor to the President of the United States

Scott Andes, Build Back Better Regional Challenge Program Lead, U.S. Economic Development Administration

11:30 AM ET Technical Assistance: “Successful outcome-oriented component projects”

Andrew Altman, America Achieves

Trisha Korbas, Economic Development Representative, U.S. Economic Development Administration

Lee J. Shirey, Economic Development Representative, U.S. Economic Development Administration

12:40 PM ET Technical Assistance: “Storytelling and building your narrative”

Allison Bajracharya, America Achieves

Bill Burton, Bryson Gillette

Moderator: Virginia Flores, America Achieves

1:40 PM ET Closing Remarks

Alejandra Y. Castillo, U.S. Assistant Secretary of Commerce for Economic Development

Scott Andes, Build Back Better Regional Challenge Program Lead, U.S. Economic Development Administration

Allison Bajracharya, America Achieves

2:00 PM ET Coalition Working Time



Session Details, Day One

Technical Assistance: “Defining outcomes and organizing for success”

This session will help finalists refine their overarching vision and strategy for competitive industry clusters to drive transformative economic impact. The speakers will cover how finalists should be thinking about their region’s specific needs and assets; how to strengthen strategic and project coherence to create an integrated, competitive strategy; how they plan for evaluation and decision-making as projects unfold; and how to get in front of barriers to scale and success.

Technical Assistance: “Building equity into everything”

This session will focus on helping applicants understand what equity is and isn’t, and why equitable economic development requires intentional, inclusive engagement. A focus on equity should be woven throughout applications; this session will help participants reflect on how they’ve done that effectively, and what needs to be improved. We will consider how to design equitably, both in process and outcome, and how to measure progress during project implementation. Come prepared to contemplate what a resilient, responsive coalition would look like, who needs to be at the table, and how you will genuinely and effectively engage underserved communities in a sustainable way.

Technical Assistance: “Supercharging local partnerships and driving commitments to action”

This session will focus on how to engage and utilize local industry partners or other major regional anchors in the cluster, building strong matches both in terms of quantity and quality of local investments. It will also help applicants leverage support from other key actors, including state and local officials and philanthropies, within their proposals.



Session Details, Day Two

Technical Assistance: “Successful outcome-oriented component projects”

This session will provide guidance on how to design strategies to translate ambitious visions for regional economic development into successful and integrated implementation and component applications. It will include regional economic development representatives discussing common pitfalls in the component application process. The discussion will also zoom out to cover the importance of integrating outcome goals, governance, and measurements into the design of component applications from the start.

Technical Assistance: “Storytelling and building your narrative”

This session will bring it all together and help finalists communicate their overarching narrative in a compelling way. The ability to pitch the region’s cluster convincingly will not only be key to a successful application, but also benefit finalists as they take their vision to other potential funders, such as the philanthropic community or other government agencies.

Featured Speakers



Gina M. Raimondo, U.S. Secretary of Commerce

Gina M. Raimondo serves as the 40th U.S. Secretary of Commerce and was sworn in by Vice President Kamala Harris on March 3, 2021. As Secretary of Commerce, she is focused on a simple but vital mission — to spur good-paying jobs, empower entrepreneurs to innovate and grow, and help American workers and businesses compete.

Secretary Raimondo was formerly the 75th Governor of Rhode Island and its first woman governor. She grew up in Smithfield in a tight-knit Italian-American family, the youngest of Joseph and Josephine Raimondo's three children. Her family history and her childhood experiences shaped her core beliefs in hard work, opportunity for all, and the importance of financial security.

After arriving from Italy at age 14, Secretary Raimondo's grandfather learned English studying in the Providence Public Library and later lived with her family. Her mother was a homemaker, who dedicated her life to teaching her children about the importance of hard work and determination. Her father was a World War II Navy veteran from a family of butchers and became the first in his family to attend college thanks to the GI Bill. After working for 26 years in manufacturing, Joseph lost his job along with hundreds of others when the factory moved overseas, and the Raimondo family lost their sense of financial security.

As a teenager, Secretary Raimondo rode a public bus to LaSalle Academy in Providence, where she was valedictorian of her graduating class. She went on to graduate with honors from Harvard, where she was recognized as the top economics student in her class. She won a Rhodes Scholarship to Oxford University where she earned a doctorate and met her future husband, Andy Moffit. She later graduated from Yale Law School. Secretary Raimondo clerked for US District Judge Kimba Wood and served as founding employee and senior vice president at Village Ventures.

Wanting to start her own business and be close to family, she returned home to Rhode Island and founded Point Judith Capital, a venture capital firm. In November 2010, Secretary Raimondo was elected to serve as General Treasurer of Rhode Island, receiving the largest number of votes of any statewide candidate. When she took office as General Treasurer, she tackled the state's \$7 billion unfunded pension liability. Secretary Raimondo was sworn into office as Governor in January 2015 and

won a second term in 2018. She also served as chair of the Democratic Governors' Association in 2019.

During her time as Governor, Secretary Raimondo kick-started the state's economy and made record investments in infrastructure, education, and job training. She focused tirelessly on creating economic opportunities and good-paying jobs for all Rhode Islanders. Early in her administration, she launched an innovative workforce development program that develops business-led partnerships to address unique workforce challenges.

Secretary Raimondo is married to Andy Moffit and they have two children, Ceci and Tommy, and a rescue dog, Sparky.



Alejandra Y. Castillo, U.S. Assistant Secretary of Commerce for Economic Development

Alejandra Y. Castillo was sworn in as U.S. Assistant Secretary of Commerce for Economic Development on August 13, 2021. She has served in leadership positions for three presidents: Biden, Obama and Clinton. Her professional career spans two decades, focusing on creating equitable and inclusive opportunities for all Americans.

Prior to EDA, Castillo was the Chief Executive Officer of YWCA USA, where she championed the 163-year-old organization delivering critical social, educational, and economic development services throughout its 204 associations.

In 2014, Castillo was appointed by President Obama to serve as the national director of the Commerce Department's Minority Business Development Agency (MBDA), becoming the first Hispanic woman to lead the agency. During her tenure, she led MBDA's efforts to boost the growth and global competitiveness of minority business enterprises (MBEs). Under her leadership, MBDA expanded its effort to help MBEs gain access to capital, contracts, and business opportunities, assisting MBEs in growing in size and scale.

Castillo first joined the Department of Commerce in 2008 as a Special Advisor to the Under Secretary for the U.S. Department of Commerce's International Trade Administration (ITA). Additionally, Castillo served as a Senior Policy Analyst in the White House during the Clinton Administration.

She holds a bachelor's degree in Economics and Political Science from the State University of New York at Stony Brook, a master's degree in public affairs from the

LBJ School at the University of Texas at Austin, and a Juris Doctor degree from American University's Washington College of Law.



Michele Chang, Deputy Assistant Secretary for Policy, U.S. Economic Development Administration

Michele Chang is a seasoned executive with nearly 20 years of experience in the private, public and nonprofit sectors. She joins the Economic Development Administration as the Deputy Assistant Secretary of Policy. She most recently was the Executive Director of the Rework America Business Network at the Markle Foundation, where she worked with Fortune 500 companies to help American workers without four-year degrees get the skills they need and access quality jobs.

Ms. Chang served in the Obama Administration as Acting Chief of Staff and Deputy Chief of Staff at the U.S. Small Business Administration (SBA), where she managed the day-to-day operations of the 3,000+ person agency. She also served as the agency's point person on policy issues with the White House's National Economic Council; coordinated cross-agency initiatives; and launched and ran new federal programs.

Prior to joining the Administration, Ms. Chang worked at McKinsey & Company, where she helped local governments, public school systems and Fortune 500 companies alike tackle some of their most challenging and urgent issues. She has also held roles at PricewaterhouseCoopers; and Hope Street Group, a national nonprofit where she led their national workforce development programs.

Ms. Chang earned her bachelor's degree from the University of California, Los Angeles, in Mathematics/Applied Sciences and her MBA from the University of Chicago Booth School of Business. She was born and raised in San Jose, California, and currently lives in Maryland with her husband and three children.



Gene Sperling, Senior Advisor to the President of the United States

Gene Sperling is the White House ARP Coordinator and Senior Advisor to the President.

Gene Sperling is the White House ARP Coordinator and Senior Advisor to the President. Previously, Sperling served as Director of the National Economic Council and National Economic Advisor to both President Obama (2011-2014) and President Clinton (1997-2001). He is the only person to hold that position for two Presidents. He also served as Deputy National Economic Advisor (1993-1996), Counselor to the Secretary of Treasury and Member of the President's Auto Task Force (2009-2010) and Economic Advisor to Governor Mario Cuomo, (1990-1992).

Under Presidents Clinton and Obama, he played a lead role in the significant expansion of the Earned Income Tax Credit (EITC) and other refundable tax relief for hard-pressed families. He was a key architect of the 1993 Economic Plan during the Clinton administration and a key negotiator in the 1997 Balanced Budget Agreement that led to the Children's Health Initiative Program (CHIP), higher education tax relief and played leadership roles in the creation of the New Markets Tax Credit, Community Development Financial Institutions, Gear-Up, Debt Relief for low-income nations, and anti-sweatshop and anti-child labor initiatives.

Under President Obama, Sperling played a critical role in passage of expanded tax relief for low-income families, the payroll-tax cut, the Small Business Jobs Act (including the State Small Business Credit Initiative), the proposed American Jobs Act, the Manufacturing Hubs Initiative, as well as in special initiatives on college opportunity and efforts to help long-term unemployed. He is the author of *Pro-Growth Progressive: An Economic Strategy for Shared Prosperity* (2005).

He graduated from University of Minnesota summa cum laude, attended Wharton Business School and received his JD from Yale Law School where he was Senior Editor of the Yale Law Journal. Born and raised in Ann Arbor, Michigan, he currently resides in Santa Monica with his wife Allison Abner and their children.



Ginni M. Rometty, Former Chairman, President, and CEO, IBM

Virginia M. (Ginni) Rometty is the former Chairman, President and Chief Executive Officer of IBM.

Ginni became CEO of IBM in 2012 and retired from the company on December 31, 2020. During her tenure she made bold changes to reposition IBM for the future, investing in high value segments of the IT market and optimizing the company's portfolio. Under Ginni's leadership, IBM built out key capabilities in hybrid cloud, security, quantum computing, industry expertise, and data and AI, both organically and through acquisition. IBM acquired 65 companies during Ginni's tenure as CEO, including Red Hat, the largest acquisition in the company's history. She reinvented more than 50 percent of IBM's portfolio, built a \$21 billion hybrid cloud business and established IBM's leadership in AI, quantum computing and blockchain, while divesting nearly \$10 billion in annual revenue to focus the portfolio on IBM's high-value, integrated offerings.

Ginni also established IBM as the model of responsible stewardship in the digital age. She was the industry's leading voice on technology ethics and data stewardship, working relentlessly to safely usher new technologies into society. She enabled people of diverse backgrounds and education levels to participate in the digital economy by building talent, skills, and opportunity for disadvantaged populations. Under her leadership, IBM created thousands of New Collar jobs and championed the reinvention of education around the world, including the explosive growth of the six-year Pathways in Technology Early College High Schools, or PTECHs, which are helping prepare the workforce of the future, serving hundreds of thousands of students in over 240 schools and 28 countries. She also helped to redefine the purpose of the corporation through her work with the Business Roundtable, expanding corporate commitments to include a wide range of stakeholders, from customers to communities.

IBM also achieved record results in diversity and inclusion under Ginni's leadership. This included extending parental leave and making it easier for women to return to the workforce through a 'returnships' program with hands-on work experience in emerging technologies. This pioneering work was recognized in 2018 by the prestigious Catalyst Award for advancing diversity and women's initiatives. IBM is the only tech company to have earned this recognition in the past 20 years and the only company ever to be honored four times.



Beginning her career with IBM in 1981, Ginni held a series of leadership positions across the company and led the successful integration of PricewaterhouseCoopers Consulting, creating a global team of more than 100,000 business consultants and services experts.

Ginni is the co-chair of OneTen, an organization that will combine the power of committed US companies to upskill, hire and promote one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement. She serves on the Board of Directors of JPMorgan Chase, the Board of Trustees of Northwestern University, where she is a Vice Chair, the Board of Trustees of Memorial Sloan-Kettering Cancer Center, the Board of Trustees of the Brookings Institute, and the Council on Foreign Relations. Ginni is also a member of the Tsinghua University School of Economics and Management Advisory Board, the Singapore Economic Development Board International Advisory Council, and the BDT Capital Advisory Board.

Ginni has a Bachelor of Science degree with high honors in computer science and electrical engineering from Northwestern University, where she later was awarded an honorary degree. She also has honorary degrees from Rensselaer Polytechnic Institute and North Carolina State University.

Speaker Bios



Andrew Altman, America Achieves

Mr. Altman is an internationally recognized leader in transforming cities, public/private partnerships and managing large-scale projects. He is the co-founder and principal of Fivesquares Development, a real estate development company based in Washington DC focused on innovative urban mixed-use, mission-oriented and transit-oriented projects (TOD). Fivesquares developed an award-winning mixed-use project on 14th street in Washington DC, called Liz, in partnership with Whitman-Walker Health, the largest LGBTQ organization in the region. Liz won ULI's award for best mixed-use development in the region. Fivesquares is currently developing Strathmore Square, a TOD community of over 2,000 units at the Grosvenor Metro station in North Bethesda, Maryland.

Prior to co-founding Fivesquares Development, Mr. Altman was the first Chief Executive Officer of the London Olympic Park Legacy Company in London, England from 2009-2012. As CEO he led the master development of the 600-acre, 2012 Olympic Park for its post-Game use as a new international growth center. Mr. Altman secured over £1 billion of private capital to transform Olympic sports facilities for post-Games commercial uses, including conversion of the 1 million square foot International Broadcast Center into an innovation and studio hub, joint venture agreements to build the first residential neighborhoods and development of the park system.

Before being recruited to London for the 2012 Olympics, he was the Deputy Mayor for Economic Development and Planning for the city of Philadelphia under Mayor Michel Nutter. In that capacity he had oversight over 12 agencies, over 800 staff and \$400 million dollars of budget. He chaired the Delaware River Waterfront Development Corporation and the City Planning Commission.

Mr. Altman first established himself as an internationally recognized urban planner in Washington, DC as the city's Planning Director under Mayor Anthony Williams, where he led the Anacostia Waterfront Initiative that resulted in the transformation of Washington's waterfront, including the Nationals ballpark and over 10 million square feet of development. As a result, he was appointed the first Chief Executive Officer of the Anacostia Waterfront Corporation, the public development corporation responsible for leading implementation of the Anacostia Waterfront Initiative.

Mr. Altman is invited to speak and consult nationally and internationally on urban development issues, and was the senior editor of a World Bank publication on public/private partnerships. Mr. Altman has held numerous fellowships including the Loeb Fellowship at the Harvard Graduate School of Design, a German Marshall Fund Transatlantic Fellowship in Europe and a Lady Davis Fellowship at the Technion University in Israel. He has taught courses and been a guest lecturer at the London School of Economics, the Massachusetts Institute of Technology, the Harvard Graduate School of Design, and the University of Pennsylvania. He gave the prestigious Saarinen lecture at Yale University.

Andrew is currently an Adjunct Professor in Finance at the George Washington University School of Business.



Scott Andes, U.S. Economic Development Administration

Scott Andes serves as the Program Lead for the Economic Development's Administration's Build Back Better Regional Challenge.

Previously, Andes served as the Executive Director of the Block Center for Technology and Society at Carnegie Mellon University Heinz College. Prior to that, Andes led the City Innovation Ecosystem Program at the National League of Cities. The program supported over 100 mayors to create and bolster local innovation and entrepreneurship policies. Prior to NLC, Scott was a Fellow at the Brookings Institution where his research focused on innovation-based economic development and science and technology policy. Scott's research has been cited in *The New York Times*, *The Washington Post*, *Harvard Business Review*, *NPR*, and others. He was also an analyst at the Information Technology and Innovation Foundation. Scott has worked on numerous national political campaigns and was Special Assistant to U.S. Senator Chuck Schumer.

Andes is a Carnegie Mellon University Alumni, with a Master's in Public Policy and Management (MSPPM) from Heinz College and B.S. from the London School of Economics.



Allison Bajracharya, ABG Consulting & America Achieves

Allison Bajracharya is a strategic advisor, leadership coach, and values-based consultant helping equity focused organizations translate big ideas into action. Over the past two years, she grew a COVID-related startup from 10 to 1,500 employees, launched an organization to promote Black-owned businesses, coached senior leaders as they navigated the complexities of leading towards results with compassion, and most recently served as a project leader for inclusive economic growth with America Achieves.

Prior to consulting, Allison served as the Chief Operations and Strategy Officer for Camino Nuevo Charter Academy, a network of eight schools, and wore a variety of hats in the public education space including leading statewide advocacy campaigns, building organizing programs, and running for office. Allison is a Pahara Aspen Education Fellow, the Board Chair of the Silverlake Independent Jewish Community Center, and serves as a SalivaDirect Advisory Board Member at the Yale School of Public Health. In her free time, she loves traveling, exploring new-to-her nooks in Los Angeles, and family adventures with her husband and two kids.



Bill Burton, Bryson Gillette

Bill Burton is a renowned political and communications strategist who has served as a senior adviser to political leaders, corporations and nonprofits in California, Washington, D.C., and around the country. In California, Bill and his colleagues have experience consulting on political, litigation and public affairs projects of all different scales, working with everyone from individuals to some of the most recognizable brands in the world.

Bill was one of the earliest hires on President Obama's first presidential campaign where he was the national press secretary beginning in January 2007. He served in the Obama administration as deputy White House press secretary and special assistant to the president. In that capacity, he traveled extensively, both domestically and internationally, advising the president, briefing reporters both on Air Force One and at the podium in the White House briefing room. After leaving the White House, Bill co-founded and served as senior strategist for the super PAC Priorities USA Action during President Obama's reelection campaign in 2012.

During the 2006 electoral cycle, in which Democrats won control of the House of Representatives, Bill worked as Rahm Emanuel's communications director at the

Democratic Congressional Campaign Committee. Before that, Bill served as a communications adviser to Democratic Leader Rep. Dick Gephardt, Senators John Kerry and Tom Harkin and others.

Most recently Bill has served as an advisor to Senator Amy Klobuchar's presidential campaign and has worked with leading trial attorneys to build successful messaging campaigns around important cases and issue areas.

Bill believes that a good strategy is one that has heart. He works with clients to ensure that their personal story and values are embedded into their communications and messaging.

Since 2015, Bill has made Santa Barbara his home with his wife Kelly Ward Burton and three kids, Oscar, Emma, and Miles. Bill loves playing guitar and teaching his son to play basketball.



Dan Correa, Federation of American Scientists

Dan Correa is CEO of the Federation of American Scientists.

In 2019, Dan founded the Day One Project at FAS. Prior to joining FAS, Correa led the Technology and Public Policy Project at Stanford's Freeman Spogli Institute, an initiative to enlist leading technical and policy experts to develop actionable policy proposals across a range of cutting-edge international and domestic science and technology issues.

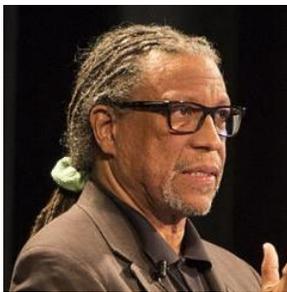
In 2017, he founded the Federal Innovation Council as an initiative of the Partnership for Public Service, and built it into a platform for senior government officials to forge a more innovative, effective, technologically-driven government.

He previously helped shape science and technology policy for the Obama Administration for four years, serving as Assistant Director for Innovation Policy at the White House Office of Science and Technology Policy. At the White House, Correa developed the Administration's innovation strategy and led government-wide science and technology initiatives that invested hundreds of millions of dollars in government innovation, R&D commercialization, civic technology, entrepreneurship, and more.

Prior to joining the White House, Correa was the first employee at the Information Technology and Innovation Foundation, a Washington, D.C. think tank, where he led development of technology, entrepreneurship, and innovation policy.

He has held the position of Kauffman Fellow in Law, Economics and Entrepreneurship at Yale Law School. Correa is also a veteran of several political campaigns, including President Barack Obama's 2008 campaign, where he served as Deputy Florida Get Out the Vote Director.

He received a law degree from Yale Law School, a master's degree in economics from Yale University, and a bachelor's degree from Dartmouth College.



Don Edwards, Justice and Sustainability Associates

Mencer Donahue "Don" Edwards is considered one of the most deft facilitator-mediator-negotiators and civic engagement designers working today in the field of land use and development by international, federal, regional, state and local planning, transportation, parks and economic development agencies, corporations, universities, foundations and community-based organizations. He is the founder, CEO and a principal of Justice and Sustainability Associates (JSA), a for-profit management consulting firm in Washington, DC.

JSA designs and manages inclusive, transparent, and participatory decision-making processes taking place, primarily against the backdrop of urbanization and the conflicts it breeds. Don's introduction to sustainable development came in 1988 when he participated in a panel sponsored by the London-based Panos Institute about the role of under-development in the emergence of what became the global AIDS pandemic.

After that introduction, Edwards served as executive director of the Panos Institute-Americas, co-founded the U.S. Citizens Network for the UN Conference on Environment and Development, represented the "CitNet" as a member of the U.S. delegation to the "Earth Summit" in 1992 and served as the CitNet's Washington Representative and a National Co-Chair. In the 90s, he organized town meetings across the US for the UN International Conference on Population and Development in Cairo and the Second UN Conference on Human Settlements in Istanbul. As director of the U.S. Network for Habitat II, he also helped manage the NGO International Facilitating Group.

From 1993-96, Don served as chair of the Environmental Justice Working Group of the Sustainable Communities Task Force of the President's Council on Sustainable Development, the Clinton Administration's post-Rio national sustainable development process.



As a long-term resident (over 30 years) of the District of Columbia, Don has facilitated/mediated most of its most complex development projects, including the Strategic Neighborhood Planning Initiative, the Anacostia Waterfront Transportation studies, DC's Transit Alternatives Analysis and the city-wide site evaluation and master planning of the National's Baseball Park site and neighborhood.

Don's civic engagement projects of national significance include the District's Anacostia Waterfront Initiative, the African Burial Ground National Monument in Lower Manhattan, the National Museum of African American History and Culture on the National Mall, and the Detroit Works Project. He has designed and facilitated the civic engagement programs of the DC's 11th Street Bridges and the H St./Benning Rd line of the DC Street Car program. Most recently, Edwards has designed a series of "Congregational Conversations" for Richmond's St. Paul's Episcopal Church regarding the future of the Church's Confederate iconography.

Don served as a member of the Sustainability External Advisory Council (SEAC) of The Dow Chemical Company for 10 years. From 2005-2013, Don helped grow the practice of deliberative democracy as a senior associate of AmericaSpeaks. He served on the board of EcoDistricts as its inaugural treasurer.

Don's adjunct positions include The Heller School, Brandeis University; The Center for Public Leadership, George Washington University; and the School of Continuing Studies, Georgetown University. Don is also a member of the African Atlantic Research Team (AART) at Michigan State University.

Don is an urbanist and enjoys talking and writing about creating just, smart, and sustainable cities that work for all.



Todd Fisher, Program Director American Rescue Plan

Todd currently serves as the Program Director of the American Rescue Plan at the U.S. Economic Development Administration where he is responsible for all aspects of the implementation of the EDA's \$3 billion American Rescue Plan programs.

Todd had a 30-year career in the finance and investment industry as a private equity investor and C-level business leader, including 25 years at Kohlberg Kravis Roberts & Co (KKR), a \$60 billion global investment firm that manages multiple alternative asset classes, including private equity, credit and real assets, where he was a Partner and Chief Administrative Officer (CAO). Fisher joined KKR as a private equity investor in San Francisco in 1993 and became a founding member of KKR's European private equity business, building the firm's European franchise and living in London between 1999 and 2010. As CAO from 2008 until the end of 2017, he built and was responsible for all business operations functions (finance, legal, IT, HR, public affairs, risk, budgeting and strategy) during a period of rapid growth and transition to becoming a public company. In addition, he founded, built and oversaw the firm's real estate investment business from 2011-2017. He chaired KKR's Management Committee and Risk Committee and sat on a number of the firm's Real Estate and Private Equity Investment and Portfolio Committees. Prior to KKR, he worked for Goldman Sachs in NY and Drexel Burnham Lambert in Los Angeles.

At the end of 2017, Todd decided to retire from KKR to pursue a second career focused on social impact and economic mobility. He spent a year as a Fellow in Harvard's Advanced Leadership Initiative (ALI) and then joined Year Up, a workforce-oriented not for profit focused on closing the opportunity divide by connecting diverse young adults to high quality jobs and employers and providing them the skills, experience and support to be successful. From 2019 through 2021, he was Managing Director of Scalable Solutions at Year Up, creating and leading a 15-person innovation team that designed and stood up a number of new, cost-effective and scalable Year Up-like programs in multiple markets in partnership with local training providers and other community organizations.

Todd holds a BA in Biology from Brown University, an MA in International Affairs from Johns Hopkins School of Advanced International Studies (SAIS) and an MBA in Finance from the Wharton School.



Bruce Katz, The Nowak Metro Finance Lab at Drexel University

Bruce Katz is the Co-Founder and inaugural Director of the Nowak Metro Finance Lab.

Katz regularly advises global, national, state, regional and municipal leaders on public reforms and private innovations that advance the well-being of metropolitan areas and their countries.

Katz is the co-author of *The New Localism: How Cities Can Thrive in the Age of Populism* (Brookings Institution Press, 2018) and *The Metropolitan Revolution: How Cities and Metros are Fixing Our Broken Politics and Fragile Economy* (Brookings Institution Press, 2013). Both books focus on the rise of cities and city networks as the world's leading problem solvers.

Katz was the inaugural Centennial Scholar at the Brookings Institution from January 2016 to March 2018, where he focused on the challenges and opportunities of global urbanization. Prior to assuming this role, Bruce J. Katz was a vice president at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program.

Before joining Brookings, Katz served as chief of staff to U.S. Housing and Urban Development Secretary Henry Cisneros and was the senior counsel and then staff director for the U.S. Senate Subcommittee on Housing and Urban Affairs. After the 2008 presidential election, Bruce co-led the housing and urban transition team for the Obama administration and served as a senior advisor to new Secretary of Housing and Urban Development, Secretary Shaun Donovan, for the first 100 days of the Administration.

Katz is a visiting Professor at the London School of Economics. He gives dozens of lectures and presentations annually before public, corporate, civic and university audiences across the world. In 2006, he received the prestigious Heinz Award in Public Policy for his contributions to understanding the “function and values of cities and metropolitan areas and profoundly influencing their economic vitality, livability and sustainability.” Katz is a graduate of Brown University and Yale Law School.



Trisha Korbas, U.S. Economic Development Administration

Trisha Korbas is a native of Albuquerque, New Mexico. She received her Bachelor of Science degree in Civil Engineering at New Mexico State University in Las Cruces. Trisha began her professional career performing water resources design in the private sector before joining the U.S. Department of Commerce's Economic Development Administration in 2003. Trisha spent eight years with EDA in the Austin Regional Office where she served as a Senior Project Engineer. In 2007, Trisha received the Department of Commerce Silver Medal Award for creating the interactive *EDA Construction Grant Post Approval Process Tool*, which fundamentally changed how the Agency conducts construction monitoring activity. Trisha spent five years at the EDA Denver Office, serving as Project Engineer and Economic Development Representative for Colorado, South Dakota, Utah and Wyoming. In September, 2013, when the flooding disaster hit the State of Colorado, Trisha was mission assigned by FEMA to serve as Lead Field Coordinator for the Economic Recovery Support Function to support the State with long term economic recovery. Now back at the EDA Austin Regional Office, Trisha is the Economic Development Representative for New Mexico and West Texas, stationed in Albuquerque, New Mexico.



Avanti Krovi, The Nowak Metro Finance Lab at Drexel University

Avanti Krovi is a Research Officer at Drexel University's Nowak Metro Finance Lab. Avanti's work focuses on equitable economic development. She conducted research for the Boston Planning & Development Agency, where she analyzed the economic impact of developments in Boston and collaborated with urban planners on projects involving industrial and economic uses. She has also worked with the Bronx Cooperative Development Initiative, where she focused on how to connect businesses and communities of color with anchor institutions.

Avanti holds a Master of Urban Planning degree from the Harvard Graduate School of Design, where she focused on real estate development and environmental planning. She additionally holds a BA in Economics and Sociology from The Ohio State University.



Jon Schnur, America Achieves

Jon Schnur serves as Chairman and Chief Executive Officer of America Achieves — a national nonprofit organization he co-founded, focused on bridging the gap between education and work in a rapidly changing economy. Since 2011, Jon has also served as Bloomberg Philanthropies' lead outside advisor on education and skills.

Jon has extensive experience in nonprofit, government, and philanthropy. He co-founded New Leaders for New Schools — a national nonprofit ensuring high academic achievement for every student by attracting and preparing outstanding school leaders — and served as its CEO from 2000 until 2011. Jon served as co-chair of education policy for Barack Obama's 2008 presidential campaign and then as a senior advisor to the presidential transition team and U.S. Secretary of Education Arne Duncan. Jon previously served as an education advisor during the Clinton administration, as President Clinton's Associate Director for Educational Policy, Senior Policy Advisor on Education to Vice President Gore, and Special Assistant to U.S. Secretary of Education Dick Riley.

Jon is a board member of New Leaders and serves on the Visiting Committee to the Harvard Graduate School of Education. He also serves on the Aspen Institute's Jury for their Prize for Community College Excellence and as a member of the Markle Foundation's Rework America Task Force. Jon and his wife Elisa have three children and live in Montclair, New Jersey.



Brian Schwartz, Justice and Sustainability Associates

Brian Schwartz is a seasoned coach, mediator, facilitator, and trainer who leads with empathy. He brings over 20 years of leadership experience in the public, private, and nonprofit sectors and a passionate commitment to intercultural understanding to every client engagement. With a nimble ability to see all sides of an issue, Brian has facilitated diversity, equity, and inclusion trainings in settings ranging from schools to board rooms to houses of worship.

Brian worked in residence life and multicultural affairs at Pomona College and Williams College, and taught anthropology and sociology at Lesley University. He has mediated cases in small claims courts and within the Federal Government. A veteran of political campaigns, Brian helped to stand-up three new governmental offices, leading internal and external stakeholder engagement, as well as business development. This work included launching publicly-accountable, cross-sector

advisory committees and implementing programs he designed to improve workplace culture.

JSA's emphasis on cultivating "beloved communities" dovetails with Brian's devotion to supporting his community by volunteering with Mutual Aid DC, UU Allies Against Racism, and Habitat for Humanity, among others. Brian is President of the Lesley University Alumni Association, furthering its mission to help graduates shape a more just, humane, and sustainable world.

Brian is also a singer-songwriter and playwright. He released the EP *Man* and co-wrote and co-directed *Interconnected* at the Capital Fringe Festival.



Ishan Sharma, Federation of American Scientists

Ishan Sharma is a Fellow & Policy Analyst at the Federation of American Scientists and Policy Analyst at the Day One Project. He holds a B.S. from Cornell University and has studied jurisprudence and international human rights law at the University of Oxford. Ishan sits on the board of two nonprofits that aim to empower youth through mentorship and media literacy, and is one of 24 Senior John Lewis Fellows investigating the future of democracy, oppression, and human rights in the 21st century.

Ishan has overseen the development of 35+ actionable science & technology policy memos, including a co-authorship with the Executive Director of the Ghana National Media Commission on "Countering China's Monopoly on Africa's Digitally Broadcasted Content." Most recently, he co-led a Technology Policy Accelerator, a 9-week development program that aims to transform the ideas of the 30+ tenured professors, activists, and industry professionals into effective policy. Ishan has also helped brief senior officials at the Department of Commerce, the National Security Council, and the National Economic Council, and the National Science Foundation.

His passions concern the protection of democracy and human rights in the next decade as the second half of the world gains access to the Internet. He led a project focused on blending domestic and foreign policy on emerging surveillance technologies, China's techno-geopolitical ecosystem, and ways for America to lead by example. For his most recent report "A More Responsible Digital Surveillance Future," he spoke with over 40 surveillance industry experts, activists, leading scholars, foreign policy specialists, and police chiefs to reduce the abuse of surveillance tech at home and abroad. His work has been featured in BBC's World Service Radio, Lawfare's Cyberlaw Podcast, New America's Future of Security Forum, Cornell TEDx, Just

Security, the Internet Governance Lab's 48th Annual Research Conference, and elsewhere.

Ishan first joined FAS as a Herbert Scoville Jr. Peace Fellow. Before that, Ishan helped the Government Accountability Project expose abusive conditions at immigrant family detention facilities and widespread corruption with a former EPA Administrator. He spent a year organizing a summit to raise awareness on child sex trafficking in Ithaca, and two years as a mentor for justice-involved youth. Since 2016 he has also helped lead seven mentorship-based service trips in Costa Rica, Nicaragua, Orlando, and Ithaca. His grant-funded college thesis, "Colored Lenses," investigated the influence of racial stereotypes on our perceptions of conflict with one another.



Lee Shirey, U.S. Economic Development Administration

Lee is an Economic Development Representative for the Chicago regional office of the U.S. Department of Commerce, Economic Development Administration (EDA). Lee has been with EDA for eleven years and he serves as the State of Michigan point of contact that works directly with local units of government, tribal governments, economic development districts and non-profit organizations to develop economic development projects that will help create high-skill, high-wage jobs and leverage private sector investment. During his time at EDA, Lee has supported and fostered economic development initiatives in Minnesota, Wisconsin, Indiana, Ohio and Michigan. Prior to joining the EDA, Lee spent the previous 10-years leading economic development efforts for communities in Northern Michigan and in Michigan's Upper Peninsula, with a primary focus on downtown revitalization and regional economic development. Lee holds a Bachelor of Science degree in Land-Use Planning from Central Michigan University, as well as a Master of Science degree in Urban and Regional Planning from Eastern Michigan University.



Jenn Steinfeld, National League of Cities

Jenn Steinfeld is the Director of Entrepreneurship and Economic Development with the Center for City Solutions at the National League of Cities. Under her purview are NLC's programs to help cities build more inclusive economies and more robust civic engagement through a racial justice lens. Jenn joined NLC from the City of Providence, RI where she served as the Director of Strategic Partnerships and Economic Opportunity. Previously, Jenn had a two-decade career in policy advocacy primarily focused on LGBTQ and gender equity issues, community health, and education. She was a founder of Marriage Equality Rhode Island, and helped steward the organization for more than a decade. For this work Jenn was named a Rhode Island Monthly Mover and Shaker in 2006 and awarded the inaugural Julie Pell

Empowerment Award for Social Change & Civic Engagement from the Equity Action fund at the Rhode Island Foundation in 2010. Among her biggest wins were successful campaigns to add gender identity and expression to the state civil rights bill (2001); “ban the box” asking about felony convictions on job applications (2006); and provide workplace accommodations for pregnant employees in the workplace (2015).

Jenn holds a Bachelor’s Degree in Human Biology from Brown University and a Master’s Degree in Mindfulness Studies (Contemplative Neuroscience) from Lesley University, writing a thesis on using reflective practice to interrupt white supremacy in higher education. Jenn also holds a certificate in Nonprofit Management and Leadership from the Questrom School of Business at Boston University.



Kathleen Warner, America Achieves

Kathleen Warner, Senior Advisor to America Achieves, is an entrepreneurial, mission-driven leader and inclusive ecosystem builder for tectonic change. Kathleen does this through her recognized ability for clearing paths, cultivating relationships and aligning resources for big ideas to root and grow.

Both highly strategic and deeply tactical, Kathleen's experience is cross-sectoral, including in finance, healthcare, philanthropy, tech, entrepreneurship, and in government, federal, state and municipal. As Chief of Emerging Strategies for the American Heart Association, Kathleen led the Association's focus on creative strategies and new relationships and programs to equitably accelerate health impact at the intersection of business, science, and technology. As the Executive Vice President of the NYCEDC's Center for Urban Innovation, Kathleen helmed a diverse, 65-person team which catalyzed an ambitious and innovative set of high impact initiatives and investments to advance the industries and technologies underlying NYC's vibrant, sustainable and resilient economy and to create well-paying jobs for all New Yorkers. Kathleen's team led the launch of LifeSci NYC, an unprecedented \$500 million-dollar, 10-year investment to grow NYC's life sciences sector; spurred the first municipal investment in an Augmented Reality/Virtual Reality Lab, secured NYC's first award of New Market Tax Credits and oversaw the implementation of Futureworks, a set of programs to inspire and equip New Yorkers to build 21st-century manufacturing.

In addition, as Chief Operating Officer and member of the founding team of the Startup America Partnership, Kathleen was instrumental in creating Startup America's national brand and network, building stakeholder alliances and executing its equitable growth strategy. Kathleen also managed Startup America's relationships with its founding philanthropic sponsors, its all-entrepreneur board, its well-known influencers and alliance members and with its key public partner, the Obama White House.



In her role at Startup America, Kathleen catalyzed a number of strategic activities, including campaigns involving entrepreneurial leaders and influencers across various sectors, to better engage with under-networked and under-estimated entrepreneurs. As an evangelist for supporting and catalyzing strong, inclusive entrepreneurial ecosystems as key to equitable job creation and economic growth, Kathleen co-created Startup Regions, and played a key leadership role in expanding the Regions to 32, engaging with over 700 entrepreneurial volunteer champions and securing partnership commitments in excess of \$1.2 billion to grow and scale companies and strengthen communities. Over the life of the Partnership, these efforts supported over 13,000 startups and 22,000 founders, who collectively created over 49,000 jobs and \$6 billion in revenue. More recently, Kathleen developed strategic priorities with respect to diversity, equity and inclusion at Techstars, a global operational investor supporting entrepreneurs.

In 2020, partnered with an Impact Investor and a Donor Advised Fund, Kathleen guided investments and grants and provided support and connections to a variety of organizations focused on voting rights and election administration. Kathleen began her career as an attorney, has advised a number of political campaigns and advocacy organizations and was senior staff to US Representative James A. Himes in her home state of Connecticut. Kathleen has also acted as entrepreneur-in-residence and advisor for Fortune 100 corporations, nonprofits, entrepreneurial organizations, early-stage companies and small businesses.



Zoom Tips & Technical Preparation

Accessing the Conference

Meeting Link: You will receive an email with the event website link prior to the conference. If you do not see an email before the conference, check your spam/junk box. There is one website link for the conference, where you will find links to all the relevant keynotes, technical assistance sessions, and coalition debrief rooms.

Need Assistance? Email tech-help@jdc-events.com.

Suggestion: Log in to the meeting 10 minutes early to ensure your internet connection is working.

Audio/Video

Make sure you are using the most recent version of Zoom. This is version 5.9.3.

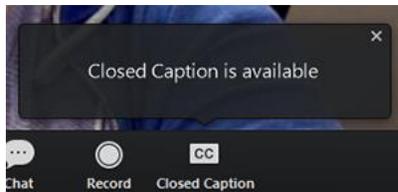
Download the latest Zoom version: <https://zoom.us/download> This is important for accessing breakout rooms. If you are using a Gov Zoom account, you may have issues seeing the breakout rooms. It is strongly recommended that you conduct your interviews using a non-Gov Zoom account.

- When you log in to Zoom, your mic and camera will be on. You are visible and audible to everyone. Please mute your microphone unless you are speaking.
- To mute/unmute, select the image of a microphone at the bottom left of your screen. To turn your camera on/off, select the image of the camera at the bottom left of your screen.
- Adjusting the screen View. In the upper right-hand corner, click on the icon. A dropdown selection will appear. Gallery view allows all participants to appear on the screen in the same size visual box. The speaker view allows the speaker to occupy a full portion of the viewing screen, while other participants are seen in a thumbnail strip. During the Main Room presentations, you will want the Speaker View. The icon will appear with 2 or more participants.

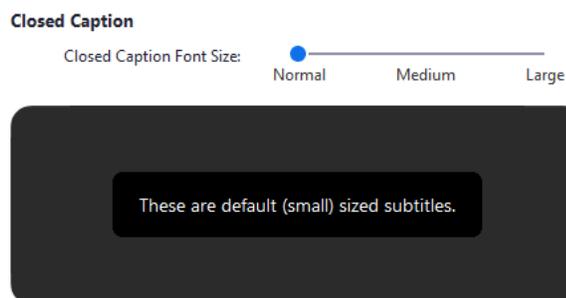
Closed Captioning

Zoom desktop version:

- Sign in to the Zoom desktop client.
- Join a meeting or webinar.
- When closed captioning begins, you will see a notification above Closed Caption in the meeting controls.



- Click Closed Caption to start viewing closed captioning.
- Tip: Click and drag the closed captioning to move its position in the meeting window.
- (Optional) To adjust the caption size:
 - Click the upward arrow next to Start Video / Stop Video.
 - Click Video Settings then Accessibility.
 - Move the slider to adjust the caption size.



Zoom mobile app:

- Sign in to the Zoom mobile app.
- Tap the Settings icon.
- Tap Meeting.
- Toggle Closed Captioning to on.
- When you are in a meeting where closed captioning is available, they will automatically appear on the bottom of the screen.



Presenting On-camera

- Find a quiet space where you can minimize distractions from pets or other people, such as an office or spare room with a door. Post a 'do not disturb' sign if needed.
- Silence your phone or other devices that might go off while you are speaking. Close unneeded applications on your computer, including email.
- Check your background: It should appear professional, tidy and non-distracting. If you plan to use a digital background, be sure it is professional.
- Front lighting is preferred. Close window shades to avoid harsh lighting, and avoid lighting from behind, as it casts shadows.
- Have something to drink nearby.
- The camera should sit at your eye level. Books are a good way to prop up your laptop for optimal camera angle.
- Whether seated or standing, your head and shoulders should always be visible on camera with some space above your head. If seated, your head should be centered in the "frame" of the screen.
- Normal movement is fine, but ensure that you don't move out of frame when speaking.



Participating in Breakout Rooms

Source: [Zoom](#). Last Updated: December 15, 2021

Overview

Breakout rooms are sessions that are split off from the main Zoom meeting. They allow the participants to meet in smaller groups, and are completely isolated in terms of audio and video from the main session. Breakout rooms can be used for collaboration and discussion of the meeting.

Prerequisites

- Invitation to join breakout rooms from the meeting host
- Self-select breakout rooms:
 - Desktop client or mobile app: version **5.3.0** or higher.
 - ChromeOS: version **5.0.0 (4241.1207)** or higher
- Users joined into the Zoom meeting from the following platforms can be assigned to and participate in breakout rooms:
 - Zoom desktop client
 - Zoom mobile app
 - Chrome OS client
 - Web client
 - Phone dial-in
 - H.323/SIP devices
 - Zoom Room
 - Requires Zoom Rooms controller and display version **5.3.0** or higher
 - Devices with integrated Windows Zoom Room Controllers do not currently support breakout rooms, including the Logitech Tap, HP Slice 2.0, Lenovo Hub 500, Lenovo Hub 60, Yealink MTouch, Yealink MTouch II, and Mimo 10.

Notes:

- Only the host or co-host joined with the desktop client can assign participants to breakout rooms.
- The host and co-host can move between any breakout rooms.

Windows | macOS

Joining a breakout room

1. The host will need to invite you to join the breakout room.
2. Click **Join**.
3. If you choose **Later**, you can join by clicking **Breakout Rooms**  in your meeting controls.
4. Click **Join Breakout Room**.

You have been assigned to Breakout Room:

Breakout Room 2

[Join Breakout Room](#)

You will have access to full controls similar to the meeting.

Self-selecting a breakout room

If the host has allowed participants to self-select and join breakout rooms of their choosing, participants will be able to view and select from a list of breakout rooms the host has created. They will be able to enter and leave breakout rooms freely.

Note: Participants not joined with the desktop or mobile app (version **5.3.0** or higher) will not be able to self-select a breakout room. The host will need to facilitate moving these participants manually.

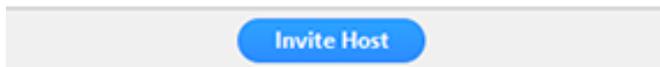
1. Click **Breakout Rooms**  in your meeting controls.
This will display the list of open breakout rooms created by the host.
2. Hover your pointer over the number to the right of breakout room you wish to join, click **Join**, then confirm by clicking **Join**.
3. Repeat as necessary to join other breakout rooms, or click **Leave Room** to return to the main session.

Asking for help

If you click **Ask for Help**, it will notify the meeting host that you need assistance and they will be asked to join your breakout room.

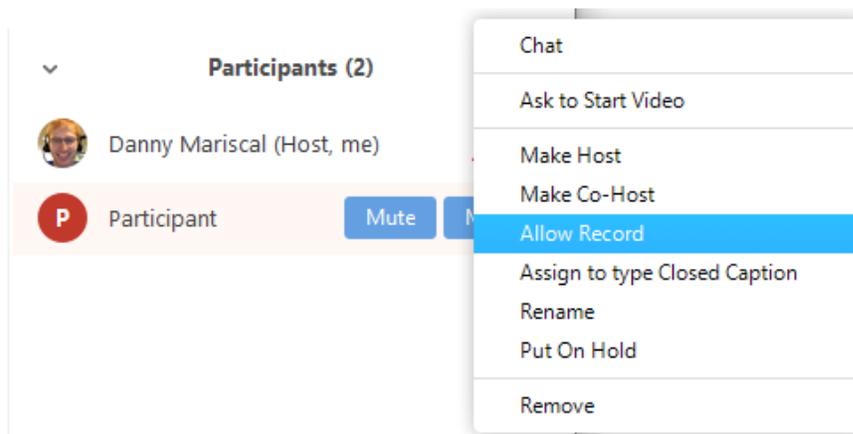
1. Click **Ask for Help**  in the meeting controls.
2. Confirm that you would like assistance by clicking **Invite Host**.

You can invite the host to this Breakout Room for assistance.

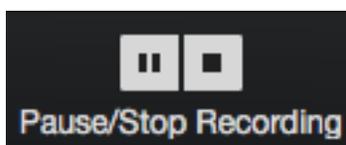


Recording while in a breakout room

1. Ask the host for permission to record. The host needs to allow recording before opening the breakout rooms. If the host has already open the breakouts rooms, they can join your breakout room to allow you to record.



2. Click **Record** in the meeting controls to start a local recording.
3. Click the pause or stop icon in the meeting controls to pause or stop the recording.





The recording can also be stopped or paused by clicking the indicator in the top left corner.



[Learn more about local recording.](#)

Leaving the breakout room

You can leave the breakout room and return to the main meeting session at any time, or you can leave the meeting entirely from the breakout room.

1. Click **Leave Breakout Room**.
2. Choose if you want to leave the breakout room or the entire meeting.
3. When the host ends the breakout rooms, you will be notified and given the option to return to the main room immediately, or in 60 seconds.

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