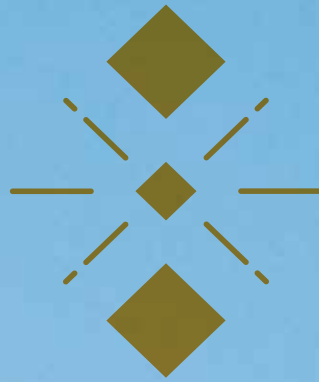




GREATER PHILADELPHIA LEADERSHIP EXCHANGE 2019



# Building Connections Sparking Innovation



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League**

GREATER  
PHILADELPHIA

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# CONTENTS

---

**04 Welcome to the 2019 Leadership Exchange**

---

**05 Agenda**

---

**08 Regional Explorations**

---

**10 Greater Philadelphia By the Numbers**

---

**12 Sponsors**

---

**14 Plenary Speaker Biographies**

---

**23 Leadership Delegation**

---

**48 About the Economy League**

---

**49 Economy League Board of Directors**

---

**50 Acknowledgments**

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## **ABOUT THE GREATER PHILADELPHIA LEADERSHIP EXCHANGE**

The Greater Philadelphia Leadership Exchange is the Economy League's signature initiative to develop leaders into visionaries dedicated to making Greater Philadelphia a world class region. Through in-region programming and out-of-region learning visits, the Exchange provides a unique opportunity for participants to build strong connections, learn from other regions, and deepen their understanding of Greater Philadelphia.



# WELCOME TO THE 2019 LEADERSHIP EXCHANGE



As I prepare to embark on my fifth GPLEX, my second as Executive Director of the Economy League, I pause to reflect on why we have run this program for 14 years. For me, it is about building what we call “civic muscle,” the sinews and connective tissue of a forward-thinking, diverse, inclusive, and prosperous region. At its core, the Economy League’s mission is to engage and inform cross-sector leaders, to work together to advance shared solutions to our region’s challenges. GPLEX is our scouting mission, a chance to identify and elevate people and organizations that are doing the hard work, on the innovative edges, of building a truly greater Philadelphia.

At its best, the Economy League is a way-finding and meaning-making organization—we exist to connect leaders like you with new ideas and practices in a variety of fields. And this year is no exception. In addition to the amazing cohort we have carefully assembled with the help of our tireless Recruitment & Selection Committee, we will be taking our theme of “sparking innovation, creating connections” quite seriously.

We will explore strategies for neighborhood stabilization underway in North Philadelphia; how the focus on social determinants of health is changing the ways that health care institutions and community organizations are serving individuals and families; how immigrant entrepreneurs are reinventing South Philadelphia neighborhoods; how and for whom collaboration between government, philanthropy, the private sector and community is creating quality public spaces; how cities like Philadelphia are working with partners to create innovative solutions to waste management and renewable energy; and whether and how the region is poised to become “Cellicon Valley,” home to a dynamic biotech cluster with enormous growth potential.

GPLEX veterans will notice a new feature in 2019: instead of a mere report back on Regional Explorations on Friday morning, we will do “deep dive” topical conversations. We hope this will add to the experience.

Since last year’s Seattle GPLEX, the Economy League has launched several new initiatives. In January and February we ran the Full City Challenge, a very successful social impact accelerator focused on food and the first iteration of GPLEX Labs. In addition to the great projects that were surfaced—you will meet the winners of the Full City Challenge during GPLEX 2019—we were thrilled that so many GPLEX alums contributed time as mentors, advisors, and judges.

We also held two interesting programs under the “GPLEX 365” banner in partnership with Venture Café at the University City Science Center: in November, we gathered an esteemed panel to discuss the potential impact of the collaborative framework developed during the unsuccessful Amazon HQ2 bid, and in May we partnered with Education Testing Services and the Graduate! Network to dig into the challenges of building skills and competencies for a competitive 21st century workforce. Stay tuned in 2019–20 for other opportunities to connect with your fellow GPLEXers.

I am honored that you have chosen to spend a couple of days GPLEXing with the Economy League. I look forward to exploring with you!

**Jeff Hornstein**, Executive Director, Economy League of Greater Philadelphia

# AGENDA

National Museum of American Jewish History, Philadelphia • September 18–20, 2019

**Wednesday,  
September 18** 5:30 PM–7:30 PM

## Welcome Reception

PRESENTED BY COMCAST NBCUniversal

LOCATION: COMCAST TECHNOLOGY CENTER

**Thursday,  
September 19** 8:00 AM–8:50 AM

## Registration & Breakfast

8:50 AM–9:00 AM

## Welcome

9:00 AM–10:00 AM

## Keynote Address

### *How Behavior Spreads*

PRESENTED BY THE UNIVERSITY OF PENNSYLVANIA

**Damon Centola**, *Associate Professor, Annenberg School for Communication and the School of Engineering and Applied Sciences at the University of Pennsylvania*

10:00 AM–10:15 AM

## Break

10:15 AM–11:45 AM

## Driving Change In Complex Systems

PRESENTED BY BERGER | MONTAGUE

What does it take to drive change in complex civic environments, where power is often diffuse and challenges can be multifaceted and deeply ingrained? During this session, we will hear from seasoned leaders in the fields of economic development, education, healthcare, and minority inclusion about building consensus for changes in direction.

**Della Clark**, *President, The Enterprise Center*

**Harold T. Epps**, *Director of Commerce, City of Philadelphia*

**Dr. William R. Hite, Jr., Ed.D.**, *Superintendent, School District of Philadelphia*

**Paul A. Tufano, Esq.**, *President, Independence Health Group, Chairman and CEO, AmeriHealth Caritas Family of Companies*

**Moderator: Jeffrey Hornstein, Ph.D.**, *Executive Director, Economy League of Greater Philadelphia*

11:45 AM–NOON

## Break

NOON–1:15 PM

## Lunch

PRESENTED BY DUNLEAVY & ASSOCIATES

1:15 PM–1:30 PM

## Break / Board Buses



## AGENDA

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<b>Thursday, September 19</b>	<b>1:30 PM–5:00 PM</b>	<b>Regional Explorations</b> <i><u>Greening Our Region: Renewables &amp; Recycling</u></i> <i><u>The Fabric of the City: Immigrant Communities</u></i> <i><u>Neighborhood Stabilization: Investment &amp; Redevelopment in North Philadelphia</u></i> PRESENTED BY PNC BANK <i><u>Public Health: Ensuring Access to High-Quality Care for Vulnerable Populations in an Era of Transformation</u></i> PRESENTED BY CHILDREN'S HOSPITAL OF PHILADELPHIA AND PUBLIC HEALTH MANAGEMENT CORPORATION <i><u>Equitable Rebuilding and Repurposing of Public Spaces</u></i> PRESENTED BY KNIGHT FOUNDATION AND PENNONI <i><u>Is Philadelphia Poised to become Cellicon Valley?</u></i> PRESENTED BY PHLCVB
	<b>5:30 PM–6:15 PM</b>	<b>Regroup &amp; Refresh</b> LOCATION: NATIONAL MUSEUM OF AMERICAN JEWISH HISTORY, CONCOURSE
	<b>6:30 PM–8:30 PM</b>	<b>Dinearounds</b> PRESENTED BY AMERICAN AIRLINES, AQUA AMERICA, CLIFTONLARSENALLEN, COMMUNITY COLLEGE OF PHILADELPHIA, CRITERION SEARCH GROUP, JEVS, JENKINTOWN BUILDING SERVICES, MAZARS USA, SALVESON STETSON GROUP, AND VISIT PHILADELPHIA
	<b>8:00 AM–8:30 AM</b>	<b>Breakfast</b>
	<b>8:30 AM–10:00 AM</b>	<b>Solutions Charrettes</b> Interactive sessions to surface collaborative solutions to issues examined during Regional Explorations
<b>Friday, September 20</b>	<b>10:15 AM–10:30 AM</b>	<b>Break</b>
	<b>10:30 AM–NOON</b>	<b>The Impacts of Criminal Justice Reform</b> In this session, we will learn about the current and potential community and economic impact of reforms to the criminal justice system, both locally and at the state level. <i>Patricia Cummings, Esq., Supervisor –Conviction Integrity &amp; Special Investigations Unit, Philadelphia District Attorney's Office</i> <i>Brandon J. Flood, Secretary of the Board of Pardons, Commonwealth of Pennsylvania</i> <i>J. Jondhi Harrell, Director, The Center for Returning Citizens</i> <b>Moderator: Jean Friedman-Rudovsky, Co-Executive Director, Resolve Philly</b>

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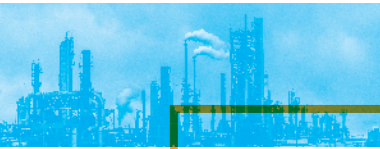
## AGENDA

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Friday, September 20	NOON–12:15 PM	<b>Break</b>
	12:15 PM–1:30 PM	<b>Lunch Conversation</b> <i>Updates From the Full City Challenge</i> <p>In this conversation over lunch, we will learn about the progress of the two winning teams of the Economy League’s and Billy Penn’s inaugural Full City Challenge—a rapid incubator focused on identifying and supporting new collaborations that leverage our region’s robust food economy to address the acute problems of hunger and poverty in the Philadelphia region.</p> <p><b>Judy Ni and Oscar Wang</b>, <i>HospitalityTogether</i> <b>Tre’Cia Gibson and Jarrett Stein</b>, <i>Rebel Ventures</i> <b>Moderator: Danya Henninger</b>, <i>Billy Penn</i></p>
	1:30 PM–2:45 PM	<b>Expanding Networks of Civic Innovation to Drive Impact</b> <p>Following the success of the Full City Challenge, the Economy League is working to build out programming to connect more (and more diverse) social entrepreneurs with the resources and networks necessary to grow and maximize impact. In this session, we will learn from the experience of leaders involved in programs focused on expanding networks of civic innovation in Philadelphia and around the country.</p> <p><b>McKinsey Alston</b>, <i>Community Organizer, SeedSpot</i> <b>Sarah Harris</b>, <i>Vice President, Social Impact, Entercom;</i> <i>Founding Partner, Social Venture Partners Greater Philadelphia</i> <b>Dan Rhoton</b>, <i>Executive Director, Hopeworks</i> <b>Moderator: Nick Frontino</b>, <i>Managing Director, Economy League</i></p>
	2:45 PM–3:00 PM	<b>Closing Remarks</b>

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# REGIONAL EXPLORATIONS



## SUSTAINABILITY/ENVIRONMENT

### Greening our Region: Renewables & Recycling

The explosion at Philadelphia Energy Solutions' South Philadelphia refinery in June and its probable closure has brought the relationship between economic growth and environmental issues into public focus. But in the face of a changing climate, local leaders across sectors have long been engaged in the complex work

of transitioning the region to a greener future. This exploration will examine the challenges and opportunities that come with renewable energy and materials recovery, and what they mean for the livelihood and well-being of people and businesses across the region.

## IMMIGRANT BUSINESSES & COMMUNITIES

### The Fabric of the City: Immigrant Communities

Much of Philadelphia's recent growth has been powered by a significant influx of immigrants. These newcomers accounted for 13% of the city's population in 2017, and together earned nearly \$27 billion in 2017—an almost \$3B increase from 2016. With debate about immigration central to the current national political climate, we want to dive deep into the contributions of immigrants, particularly entrepreneurs, to the Greater Philadelphia region. This exploration will focus on unique immigrant-driven ventures and cross-sector collaborations that are helping to support and enrich local communities.

## NEIGHBORHOODS / PRESENTED BY PNC BANK

### Neighborhood Stabilization: Investment & Redevelopment in North Philadelphia

For the past 15+ years, Philadelphia has seen robust growth in a subset of neighborhoods that some have come to call "Greater Center City." These neighborhoods are now stable and growing, attracting higher-income and well-educated new residents and quality urban amenities. However, Philadelphia's growth has been incredibly uneven, with neighborhoods in North, Lower Northeast and Southwest Philadelphia continuing to shrink and decline. In neighborhoods that had historically suffered from redlining, concentrated poverty, low labor-force participation, blight, and declining real estate property values are the rule.

Civic and business leaders are increasingly aware of these dynamics and there is a growing movement toward equitable development that aims to extend inclusive growth into neighborhoods where it has not yet penetrated organically. This exploration will examine projects and initiatives underway in North Philadelphia focused on driving equitable growth without displacement.







**PUBLIC SPACES** / PRESENTED BY KNIGHT FOUNDATION AND PENNONI

## Equitable Rebuilding and Repurposing of Public Spaces

The national spotlight is on Philadelphia when it comes to the reimagining and repurposing of our public spaces, especially through the work of initiatives such as the Knight/WPF Civic Commons and the City's Rebuild. As projects like Dilworth Park, the Rail Park, the new renovations at the Free Library—Parkway Central, Spruce Street Harbor Park and the impending I-95 cap come to life, we need to continue to stay attentive and ask ourselves, "Who are these spaces for and who may be missing from them?" This exploration will examine various models for improving public space in Philadelphia today and shine a light on initiatives focused on ensuring broad access to quality public spaces.



**LIFE SCIENCES** / PRESENTED BY PHLCVB

## Is Philadelphia Poised to become Cellicon Valley?

The \$4.8 billion acquisition of Philadelphia-based gene therapy company Spark Therapeutics by Swiss life sciences giant Roche announced in February 2019 sent a global signal about the strength of Greater Philadelphia's life sciences innovation ecosystem. With globally renowned research institutions, a world-class talent pool, and a rich innovation-based economic development network, the prospects for the region's gene therapy future look bright. This exploration will examine the extraordinary cross-sector collaboration behind Greater Philadelphia's emergence as a global hub for gene therapy, the outlook for the local life sciences cluster, and how local industry leaders are grappling with issues of access and equity during a period of intense growth.



**HEALTHCARE** / PRESENTED BY CHILDREN'S HOSPITAL OF PHILADELPHIA AND PUBLIC HEALTH MANAGEMENT CORPORATION

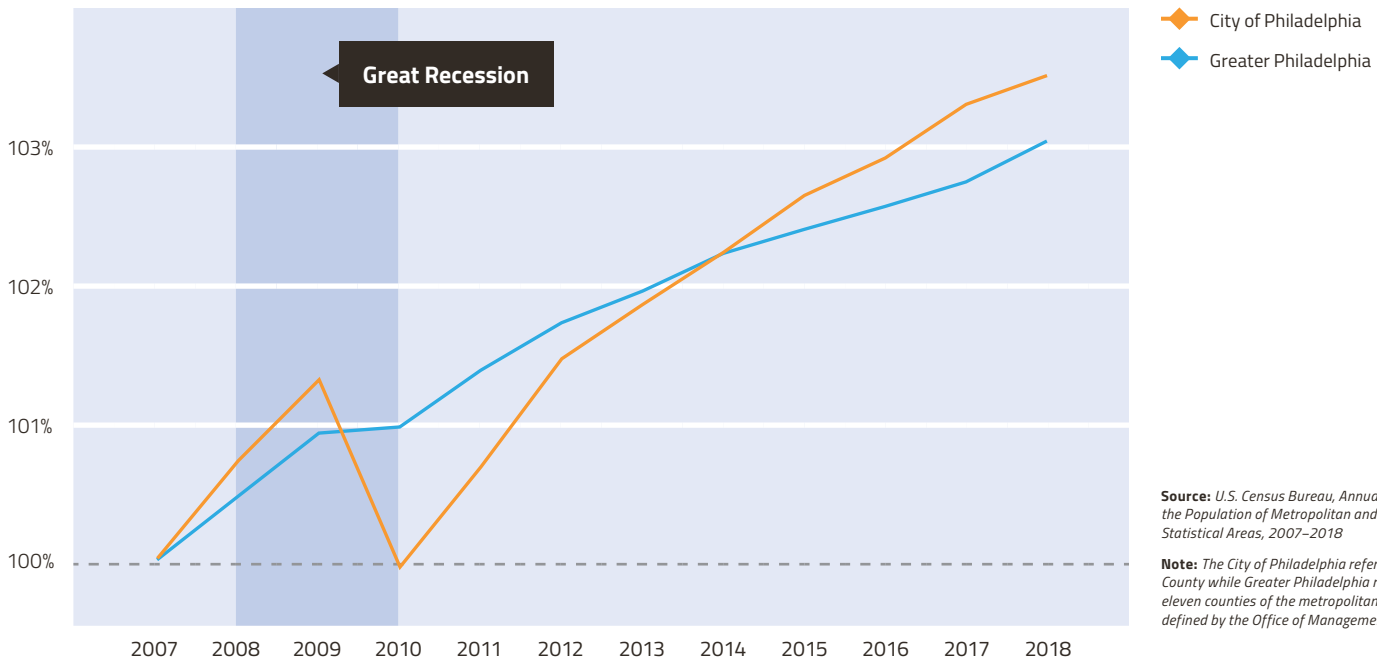
## Public Health: Ensuring Access to High-Quality Care for Vulnerable Populations in an Era of Transformation

How are bigger institutions addressing social determinants of health to change the way services are delivered at the community level? Initiatives like PHMC's new Wellness Center, CHOP's Healthier Together and Jefferson's Health Equity Initiative are using data to inform proactive intervention and doing more with community-based organizations

to address equity and remove barriers to integrated care delivery. This exploration will take a closer look at community-focused health initiatives while weighing the challenges that face our residents with the severity of the opioid epidemic and the impending closure of Hahnemann Hospital.



# GREATER PHILADELPHIA BY THE NUMBERS

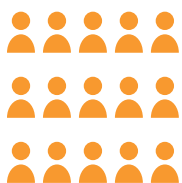


**Source:** U.S. Census Bureau, Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas, 2007–2018

**Note:** The City of Philadelphia refers to Philadelphia County while Greater Philadelphia refers to the eleven counties of the metropolitan statistical area defined by the Office of Management and Budget

## Population Growth in the City and the Region 2007–2018

Following the 2008 recession, the city’s resident population retracted but then grew faster than the surrounding metropolitan area. By 2018, the city’s population was 3.6% greater than its population count in 2007. Greater Philadelphia steadily grew through the 2008 recession and is now 3.1% larger than it was in 2007.



The **city’s** population grew by **3.6%** between 2007 and 2018 to **1,584,138**.<sup>1</sup>

The **region’s** population grew at a slightly slower rate, rising by **3%** to **6,096,372** in 2018.<sup>1</sup>



The number of **city residents with a bachelor’s degree or higher** increased by **6%** between 2007 and 2017. Today, **27%** of city residents have a bachelor’s degree or higher.<sup>2,3</sup>



The city’s **foreign-born population** grew by **2.5%** between 2007 and 2017. Today, **1 in 8** Philadelphians is foreign-born.<sup>2,3</sup>



The city’s **Millennial population** (20- to-34-year-olds) grew by **6%** since 2007. They make up **26%** of the city’s residents as of 2017.<sup>2,3</sup>

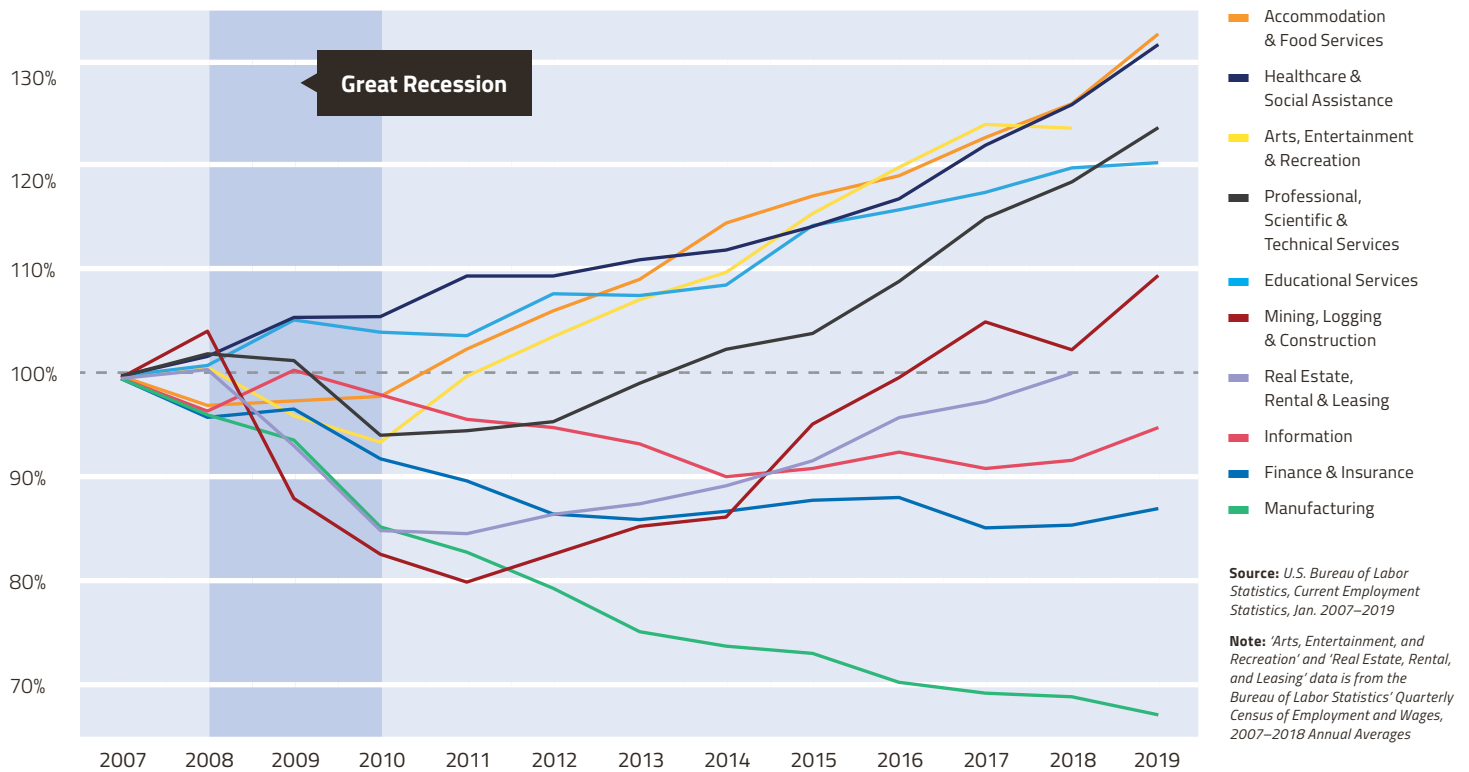


The average **median value of a home** in Greater Philadelphia decreased by **\$59,000** in real terms since 2007 but increased in the city by **\$9,000**. As of June 2019, the median value of a home in Greater Philadelphia is **\$233,300** and **\$155,100** in the city.<sup>4</sup>

**Renter-occupied housing** in Greater Philadelphia increased by **4%** since 2007. Renters occupy **one-third** of the occupied housing units in the region.<sup>5,2</sup>

### Sources

1. U.S. Census Bureau, Annual Estimates of the Resident Population, 2018 Population Estimates
2. U.S. Census Bureau, 2013–2017 American Community Survey 5-Year Estimates
3. U.S. Census Bureau, 2005–2007 American Community Survey 3-Year Estimates
4. Zillow, Economic Data, Home Values, Zillow Home Value Index 2019
5. U.S. Census Bureau, 2007–2017 American Community Survey 1-Year Estimates
6. U.S. Bureau of Labor Statistics, State and Area Employment, Hours, and Earnings (Seasonally Adjusted), Total Nonfarm Employment
7. U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (Not Seasonally Adjusted), Counties and Equivalents
8. U.S. Bureau of Labor Statistics, State and Area Employment, Hours, and Earnings (Not Seasonally Adjusted), Health Care and Social Assistance Employment, Total Nonfarm Employment, January 2019
9. U.S. Census Bureau, Annual Survey of Entrepreneurs, Statistics for Top 50 MSAs: 2016 Logging, and Construction” and “Real Estate Rental and Leasing”



## Employment Growth in Philadelphia 2007–2019

Following the 2008 recession, employment levels in Philadelphia’s service industries rebounded and then steadily grew. The two fastest growing industries were the “Accommodation and Food Services” and the “Health Care and Social Assistance” industries (32.8% and 31.8% greater than their 2007 employment counts respectively). Conversely, the “Manufacturing” industry continued to decline following the recession (32.3% less than its 2007 employment count). The most interesting trends came from the “Mining, Logging, and Construction” and “Real Estate Rental and Leasing” industries which initially declined following the recession but have now recently surpassed their 2007 employment counts; this may reflect the recent development boom witnessed within certain areas of the city



As of June 2019, the number of **reported jobs in the city and the region** are **738,800** and **2,964,000** respectively.<sup>6</sup>

Between 2007 and 2019, **155,000 additional jobs** were reported in the region, the city alone accounting for **76,100** jobs. Employment in the city grew faster than the region during this period, with the city’s share of regional employment increasing from **23.5%** to **24.9%**.<sup>6</sup>



The percent of city residents aged 16 years and over who were employed in **full-time, year-round jobs** increased by **3.5%** between 2007 and 2017 to **38%**.<sup>2,3</sup>



The city’s **unemployed** population decreased by **1.2%** since 2007.<sup>5</sup> As of May 2019, the city’s unemployment rate is **4.9%**.<sup>7</sup>



The **median household income** in the city is **\$40,649.00** as of 2017. This is **\$25,636.00** lower than the region.<sup>2</sup>



The number of city jobs in the **Health Care and Social Assistance Industry** increased by **32%** between 2007 and 2019 to account for **one-fourth** of the city’s total job count.<sup>8</sup>



As of 2016, **15.7%** of Greater Philadelphia’s businesses are **minority-owned**.<sup>9</sup>

**Note:** Greater Philadelphia refers to the Philadelphia metropolitan statistical area and includes the Pennsylvania counties of Philadelphia, Bucks, Montgomery, Chester, and Delaware, the New Jersey counties of Burlington, Camden, Gloucester, and Salem, the Delaware county of New Castle, and the Maryland county of Cecil.



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# PLENARY SPEAKERS



Keynote

## Damon Centola

ASSOCIATE  
PROFESSOR OF  
COMMUNICATIONS,  
ANNENBERG SCHOOL  
OF COMMUNICATION,  
UNIVERSITY OF  
PENNSYLVANIA  
  
DIRECTOR, NETWORK  
DYNAMICS GROUP

Damon Centola is a Professor in the Annenberg School for Communication and the School of Engineering and Applied Sciences at the University of Pennsylvania, where he is Director of the Network Dynamics Group. Before coming to Penn, he was an Assistant Professor at M.I.T. and a Robert Wood Johnson Fellow at Harvard University.

He is one of the world's leading experts on social networks and behavioral change. His work has been published across several disciplines in journals such as *Science*, *Nature*, *Proceedings of the National Academy of Sciences*, *American Journal of Sociology*, and *Journal of Statistical Physics*. Damon received the American Sociological Association's Award for Outstanding Article in Mathematical Sociology in 2006, 2009, and 2011, and was awarded the ASA's 2011 Goodman Prize for Outstanding Contribution to Sociological Methodology and the 2017 James Coleman Award for Outstanding Research in Rationality and Society. He was a developer of the NetLogo agent based modeling environment, and was awarded a U.S. Patent for inventing a method to promote diffusion in online networks. He is a member of the Sci Foo community and Fellow of the Center for Advanced Study in the Behavioral Sciences at Stanford University.

Popular accounts of Damon's work have appeared in *The New York Times*, *The Washington Post*, *The Wall Street Journal*, *Wired*, *TIME*, *The Atlantic*, *Scientific American*, and *CNN*. His speaking and consulting clients include Amazon, Microsoft, Apple, Cigna, the Smithsonian Institution, the American Heart Association, the National Academies, the U.S. Army, and the NBA.

Damon's research has been funded by the National Science Foundation, the Robert Wood Johnson Foundation, the National Institutes of Health, the James S. McDonnell Foundation, and the Hewlett Foundation. He is a series editor for Princeton University Press, and the author of *How Behavior Spreads*.



## Brandon J. Flood

SECRETARY OF THE  
BOARD OF PARDONS,  
COMMONWEALTH OF  
PENNSYLVANIA

Prior to his appointment as Secretary of the Pennsylvania Board of Pardons, Brandon J. Flood spent nearly a decade working for the Pennsylvania House of Representatives, where he served in a multitude of professional capacities, that of which include the positions of legislative assistant, senior research analyst for the House Democratic Caucus' Legislative Policy & Research Office (LPRO) and executive director of the Pennsylvania Legislative Black Caucus. In the aforementioned roles, Brandon's area of expertise included research and analysis, bill drafting, public relations and mass communications, organizational administration and legislative advocacy, and stakeholder engagement.

Following his tenure with the House of Representatives, Brandon went on to serve as legislative director for the Service Employees International Union (SEIU-PA) State Council, which currently holds the distinction of being Pennsylvania's second largest public sector union. In this role, Brandon was charged with both developing and advancing SEIU-PA's legislative agenda, tracking relevant legislation, coordinating endorsement interviews, serving as a liaison to the Pennsylvania General Assembly and the Office of the Governor, and drafting formal position correspondences on behalf of the organization. Immediately preceding his appointment as Secretary, Brandon served as policy & reporting specialist for the Pennsylvania Department of General Services' Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO). In this role, Brandon was tasked with developing both internal and external policy for the Bureau, serving as a liaison to the Pennsylvania General Assembly and the Office of the Governor, assisting with the generation of both annual and statutorily mandated agency reports, and overseeing the Bureau's various social media and marketing platforms.

Several of his widely recognized professional accomplishments include but are not limited to instituting a full-time Equal Opportunity Officer and attendant Equal Opportunity Advisory Committee for the Pennsylvania House of Representatives, successfully advancing legislation urging the City of Harrisburg, the House Democratic Caucus and the Wolf administration to institute a "ban the box" policy relating to employment opportunities under their respective jurisdictions, and partnering with the Public Interest Law Center of Philadelphia (PILCOP) in an effort to target Pennsylvania employers that unfairly discriminate against applicants possessing criminal histories. In addition, from 2015 through February of 2019, Brandon served as Chairman of the Pennsylvania NAACP's Political Action Committee and in 2016 was appointed by the National NAACP to serve as its Civic Engagement Coordinator for Pennsylvania, where he played a contributory role in registering over 1 million new voters across the commonwealth.

Brandon currently resides in Steelton, Pennsylvania, where he also serves as chairman of the Greater Harrisburg NAACP's Legal Redress Committee and is a sitting member of the Steelton Borough Zoning Hearing Board.



## Harold T. Epps

DIRECTOR OF  
COMMERCE,  
CITY OF PHILADELPHIA

Harold T. Epps is the Director of Commerce at the City of Philadelphia and is a business leader with over 30 years of corporate experience in providing high performance products and solutions for complex and compliance driven industries. As Director of Commerce, Harold oversees and implements policies to help both small businesses and major corporations in Philadelphia thrive. Commerce coordinates activities along neighborhood commercial corridors with small businesses and entrepreneurs, major real estate development projects, large-scale business attraction and retention efforts, as well as efforts to increase minority-owned business contracting opportunities.

Formerly, Harold was the Vice-Chairman of the Board of PRWT Services and served as PRWT's President and CEO from 2007–2014. PRWT Services is one of America's largest minority-owned firms and a provider of high-performance business solutions, facilities management and infrastructure support services. Prior executive roles include Quadrant, Menasha Corporation, and Polaroid, where Harold led middle-market subsidiaries and divisions. Throughout his career, Harold built a solid reputation for positioning organizations for sustained growth, successfully managing change and restructuring, improving efficiency, spurring innovation, and maintaining a focus and discipline of continuous process and performance improvement.

Epps' personal commitment to workforce development and business opportunity diversity and inclusion efforts continue to drive his civic and board activities. Harold is Co-Chairman of the Comcast National African-American Advisory Council, and a member of Philadelphia International Airport Advisory Board, Philadelphia Industrial Development Corporation (PIDC), Select Greater Philadelphia, Global Philadelphia Association, Cobbs Creek Restoration and Community Foundation Board, PHLCVB and Community College of Philadelphia boards. Formerly, Harold served as the chairman of the African-American Museum of Philadelphia, and an executive committee member of the Greater Philadelphia Chamber of Commerce and The Urban League of Philadelphia. He was recently honored with the title of Trustee Emeritus at his alma matter, North Carolina Central University.



## J. Jondhi Harrell

DIRECTOR,  
THE CENTER FOR  
RETURNING CITIZENS

J. Jondhi Harrell is the Founder and Executive Director of The Center for Returning Citizens (TCRC) in Philadelphia. TCRC offers comprehensive services for prisoners and formerly incarcerated people in the areas of re-entry, pre-entry, and advocacy. He plays a leadership role in numerous organizations, including the National Committee of Alternatives to Violence Re-Entry Program, the Formerly Incarcerated and Families Working Group of Decarcerate PA, the Coalition against Mass Incarceration (CAMI Philly), the Re-Entry Coalition of Philadelphia and the Quaker Network to End Mass Incarceration. Jondhi is co-founder of the Transitional Services Coalition and the BLOC Party (Build Lobby Organize Campaign), the movement to forge returning citizens of Philadelphia and Pennsylvania into a cultural, social, political, and economic coalition. He is a frequent guest lecturer on the topics of Mass Incarceration, Social Injustice, The New Underground Railroad, and Re-building Black America at universities, colleges, churches, organizations, and community events. Jondhi has a bachelor's degree in human service management from the University of Phoenix and is a master's in social work candidate at Temple University.





## Dr. William R. Hite, Jr., Ed.D

SUPERINTENDENT,  
SCHOOL DISTRICT OF  
PHILADELPHIA

With a focus on equity, innovation and quality, Dr. William R. Hite serves as Superintendent of the School District of Philadelphia, the largest public school system in the Commonwealth of Pennsylvania.

Since joining the School District in June 2012, Dr. Hite has worked to create a system of great schools in every neighborhood. Under his leadership, the School District has opened new innovative high schools, expanded successful school models, launched in-district turnarounds and redesigned schools in partnership with communities. His overall focus remains on strengthening all elementary and secondary school offerings.

Dr. Hite's professional experience includes serving at every level—teacher, principal, central office administrator, and superintendent. He was previously Superintendent of Prince George's County Public Schools in Maryland where his central work focused on enhanced access and rigor to ensure college- and career-readiness. Prince George's County schools, one of the 25th largest systems in the United States, received national recognition for expanding access to Advanced Placement courses during his tenure.

Dr. Hite also served as an assistant superintendent in Georgia's Cobb County School District. In addition, as an administrator in Henrico County, Virginia, he led Highland Springs High School to "Best Practices" honors from the state's General Assembly.

Dr. Hite has been an adjunct faculty member at the University of Richmond School of Continuous Learning and taught school leadership courses at Virginia State University, Bowie State University, and the University of Maryland. A member of numerous national, state, and local boards, he has participated with national agencies and associations to reform K-12 education.

Dr. Hite holds a bachelor's degree in education from Virginia Tech, master's degree in educational leadership from the University of Virginia, and a doctorate in education specializing in educational leadership from Virginia Tech. His interests include music, travel, sport, and reading. He and his wife Deirdre have two daughters and a grandson.



## Judy Ni

FOUNDER &  
MANAGING PARTNER,  
BAOLOGY  
VICE PRESIDENT,  
HOSPITALITYTOGETHER

Judy Ni brings over a decade of experience in the hospitality industry—most notably having worked at the acclaimed Blue Hill at Stone Barns. She served as General Manager of The Farm and Fisherman in Philadelphia alongside her husband Andy Tessier, who was the restaurant's Chef de Cuisine. In 2017, she realized a lifelong dream of opening up baoology, a modern Taiwanese eatery honoring the culture's tradition of combining well-sourced, local ingredients with loving preparation.

Judy has played a leading role in the creation and launch of HospitalityTogether. Specifically, she chairs the Credentialing Committee, is responsible for workforce-side curriculum and program design, and manages all placement partners. She oversees organizational operations and finances on a day to day basis.

She lives in Philadelphia with Andy, their dogs Spock and Bleu, Barry the Cat, and five Chinchillas (Pepper, Ava, Madison, Piggles, and Millie).



## Tre'Cia Gibson

CO-EXECUTIVE  
DIRECTOR,  
REBEL VENTURES

Tre'Cia Gibson is one of the Co-Executive Directors at Rebel Ventures, a nonprofit healthy food business run by high school students. She is in charge of helping running the crew and leading them in the right direction for success. She began working at Rebel four years ago and has gained so many opportunities and learned many things. Tre'Cia started at Rebel Ventures as a sophomore in high school and is now entering her sophomore year at Community College of Philadelphia. Rebel ventures is an opportunity that she was able to have as a high school student that many students were not able to have. Now Rebel Ventures is expanding and working to open that same opportunity to many other students throughout Philadelphia. Tre'Cia is excited to have the chance to share more of that information with you all.



## Jarrett Stein

EXECUTIVE DIRECTOR  
& CO-FOUNDER,  
REBEL VENTURES

Jarrett Stein is Executive Director and Co-Founder of Rebel Ventures, a student-run nonprofit healthy food initiative that was incubated and is supported by the University of Pennsylvania's Netter Center for Community Partnerships. He also serves as the Netter Center's director of social enterprise and health partnerships. Previously, he was a nutrition educator at the Agatston Urban Nutrition Initiative, which is also in the Netter Center. Jarrett earned his bachelor's and master's degrees at the University of Pennsylvania and is excited to speak with you all, and especially excited to listen to Tre'Cia. .



## Danya Henninger

EDITOR, *BILLY PENN*

Danya Henninger is editor at *Billy Penn*, a Philadelphia local news site. She's been writing for *Billy Penn* since it launched in October, 2014. In January, 2018, she was named acting editor, and assumed full responsibility for the newsroom in March of that year.

Past journalism gigs include being a restaurant critic for the *Courier-Post of Cherry Hill and NJ Monthly*, a food columnist for *Philly.com*, a beer columnist for *Philly Beer Scene*, local editor of *Zagat Philly*, and editor of *Drink Philly* and *The Drink Nation*.

Her work has been published in the *Philadelphia Inquirer*, *Vice Munchies*, *All About Beer*, *Craft Beer + Brewing*, and *Edible Philly*. She grew up in New York City, then wholeheartedly adopted Philly as her new hometown.

In 1997, she founded a photo-video firm called Imagic Digital with her husband, Mark Henninger.



## Dan Rhoton, M.Ed

EXECUTIVE DIRECTOR,  
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Dan Rhoton has been working with youth for the past two decades in a variety of capacities, working as a teacher, school administrator, and organizational leader.

Beginning in the juvenile justice field, Dan has developed extensive expertise in the use of restorative practices and trauma informed methodology both inside the classroom and in the larger community.

Over the years, Dan has been recognized numerous times for his work with young people, including a Meritorious Service Award from the Pennsylvania House of Representatives, a 2017 National Tech Impact All Star Award, the Distinguished Educator of the Year for Eastern North America, the United Way's Reis Community Advocate Award, and the Campbell Soup Foundations "Seek the Power of Different" Award.

At Hopeworks, Dan is responsible for the overall implementation of the learning culture of Hopeworks throughout the entire Hopeworks organization, managing all program aspects of Hopeworks and corresponding staff, including Hopeworks' training program, residence, and social enterprises.

Recently, Hopeworks was honored to be recognized as the 2016 Greater Philadelphia Non Profit of the Year, and the 2016 South Jersey Non Profit of the Year, as well as winning the prestigious 5th Annual Scattergood Innovation Award.



## Oscar Wang

FOUNDER,  
COLLEGETOGETHER

Oscar Wang founded CollegeTogether in 2013 much to the chagrin of his parents, who assumed that "non-profit" meant that he would never take a salary. After calming their fears, he then neglected to tell them that he did not have office space and proceeded to start the organization by stealing WiFi at a mix of boba tea and coffee shops across Philadelphia. Today, CollegeTogether's Philly College Team program has served over 110 students at Philadelphia's largest college at an 81% retention rate. August 2018 saw the launch of HospitalityTogether, an entirely new conception of higher education that fuses digital college courses, new forms of credentialing, in-person tutoring and social support, and workforce development.

Oscar was the founder of E.M. Stanton Elementary School's Civics and Rhetoric Program and the 2012 Samuel S. Fels Fellow for the School Reform Commission. His public education experience includes time at the Philadelphia Public School Notebook, the office of the Chief Financial Officer of the School District of Philadelphia, and Superintendent William Hite's Strategy Delivery Unit. Oscar is a proud graduate of Haverford College with a B.A. in political science and a minor in education studies. He is a member of Sunday Breakfast Club and Haverford's Alumni Association Executive Committee. He is also an alumnus of New Leaders Council.

A native of San Marino, California (where the Eagleton scenes in Parks and Recreation were filmed), Oscar has fallen in love with Philadelphia. He has a controversial pick for best cheesesteak in town and, in his free time, enjoys eating lots of food, reading, meeting new people, seeking out happy hours, and doing impressions of random famous people. And yes, he still frequents those boba shops.



## Patricia Cummings

**SUPERVISOR OF THE CONVICTION INTEGRITY & SPECIAL INVESTIGATIONS UNIT, OFFICE OF THE DISTRICT ATTORNEY, CITY AND COUNTY OF PHILADELPHIA**

Patricia Cummings has practiced criminal and juvenile law for over 25 years. Before moving to Philadelphia in February 2018, Patricia was the Director of Policy and Litigation for the Innocence Project of Texas and General Counsel for the Texas Criminal Defense Lawyers Association where she led the policy efforts during the 84th and 85th Texas Regular Legislative Sessions. During the 83rd Texas Regular Legislative Session, Patricia also helped secure criminal discovery reform in Texas with the passage of the Michael Morton Act in 2013 after having served as a pro bono member of Michael Morton's legal team.

Patricia began her career as a briefing attorney for the Eighth District Court of Appeals in El Paso, Texas. After leaving the court, she went to work for the Williamson County Attorney's Office in Georgetown, Texas as the County Juvenile Prosecutor. Patricia then transitioned into private practice where she focused her attention on criminal and juvenile defense. From 2002 to 2014, she taught at the Criminal Defense Clinic at the University of Texas, School of Law. She is also one of three former Special Fields Bureau Chiefs to lead the Conviction Integrity Unit (CIU) in the Dallas County District Attorney's Office. The Dallas CIU has been responsible for numerous exonerations in Dallas County since its establishment in 2007.

Patricia grew up in El Paso, Texas and is a graduate of the University of Texas and the University of Houston Law Center.



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Paul A. Tufano is president of Independence Health Group, parent company of Independence Blue Cross (Independence). Mr. Tufano leads Independence's lines of business, Facilitated Health Networks, and operational areas.

Mr. Tufano is also chairman and chief executive officer of the AmeriHealth Caritas Family of Companies, one of the nation's leading Medicaid managed care organizations. Headquartered in Philadelphia, AmeriHealth Caritas serves 15 states and the District of Columbia, helping those most in need get care, stay well, and build healthy communities.

Prior to his role as president of Independence Health Group, Mr. Tufano served as executive vice president of Independence, providing overall leadership of its executive council. Previously, Mr. Tufano served as executive vice president and president, Government Markets and as general counsel.

Prior to joining Independence, Mr. Tufano served as general counsel of the Commonwealth of Pennsylvania, overseeing a staff of over 500 attorneys who represented Governor Tom Ridge and the Executive Branch in litigation, transactions, and regulatory, legislative and criminal justice matters. He was a member of the Governor's Cabinet and the Governor's Senior Staff.

Mr. Tufano is a graduate of Villanova University, where he earned both his bachelor's degree and law degree.



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MANAGING DIRECTOR OF TALENT, CULTURE AND ORGANIZATIONAL EFFECTIVENESS, UNITED WAY

McKinsey Alston graduated from Rutgers University in 2008 with a B.A. in marketing and started working for Target Corporation as an operations manager. While working for Target, he held numerous leadership positions and decided to leave after becoming a human resources business partner. As a human resources business partner, he oversaw HR operations for 22 Target stores in Central, NJ and Staten Island, NY. After, seven years of successfully delivering results at Target, he took a regional human resources manager position with TownePark and ran HR operations for 65 parking locations spanning from Baltimore, MD to Boston, MA. Following his time at TownePark, McKinsey worked for The Sherwin William's Company as an area human resources manager. In that role, he oversaw HR Operations for 272 stores, supported a vice president of sales, and coached 17 district leaders to successfully build a stronger team which improved results. Recently, McKinsey worked as a global human resources business partner supporting the C-Suite at Unisys Corporation. McKinsey is currently the Managing Director of Talent, Culture and Organizational Effectiveness at United Way. McKinsey earned his master's in human resources and organizational leadership from Widener University, a certificate in human resources management from Villanova University, and a senior certification from the Society of Human Resources Management.



## Sarah Harris

VICE PRESIDENT, SOCIAL IMPACT, ENTERCOM

Sarah Harris helps brands tell powerful stories connecting brand purpose with consumer values—earning ROI while delivering social impact. Sarah brings over 15 years of experience creating entertainment-driven cause and social impact marketing campaigns.

Sarah is currently the vice president, social impact for Entercom one of the nation's leading media and entertainment companies. Previously, Sarah created and led Incite, a cause and social marketing division within Emmis Communications dedicated to entertainment-driven advertising campaigns that inspire positive action. In all things, Sarah's work reflects her commitment to working across sectors and organizations to harness the strengths of each to mobilize people for good.

Sarah holds a bachelor's in telecommunications arts from Butler University, a M.A. in philanthropic studies and M.P.A in nonprofit management from Indiana University and recently completed University of Pennsylvania's Executive Education in Social Impact Strategy.

Her volunteer efforts are dedicated to inviting and equipping women to achieve their full philanthropic potential with Impact Austin and accelerating social impact as a Social Venture Partner with Mission Capital in Austin & Founding Member of SVP Philadelphia.





## Della Clark

PRESIDENT,  
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Della Clark has been the president of The Enterprise Center since 1992. The Enterprise Center serves many roles in Philadelphia and beyond: it engages nearby residents and develops community real estate projects, it directly supports aspiring entrepreneurs, particularly those of color, and it distributes capital to help those entrepreneurs grow their businesses.

Della's many accomplishments over her 27 years as the president of The Enterprise Center include: the renovations of the birthplace of American Bandstand, the development of civic and youth engagement programs, The Walnut Hill Community Farm, a food business incubator called the Dorrance H. Hamilton Center for Culinary Enterprises, and over \$6,000,000 in loan funds disbursed, as well as over \$575 million in contracts awarded to minority- and women-owned enterprises TEC has coached. These entrepreneurs have also created over 2,000 jobs, helping to strengthen and revitalize their communities.



## Jean Friedman- Rudovsky

FOUNDER,  
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Jean Friedman-Rudovsky is a Philadelphia native and is passionate about journalism's vital role in creating a fair and just society. She founded Resolve Philadelphia in 2018, with the hope that sustained collaborative and solutions-oriented reporting will help bring about a more engaged, informed, and inspired city. During 2017, she was the project editor of The Reentry Project, Resolve's pilot initiative, which focused on the challenges of—and solutions to—prisoner reentry. Prior to that, Jean was an award-winning freelance journalist, spending more than a decade reporting from the Global South and specializing in longform investigative and solutions pieces. She's a *Vice Magazine* contributing editor and has been published in *The New York Times*, *Time Magazine*, *Cosmopolitan*, and *Bloomberg Businessweek*, among others.

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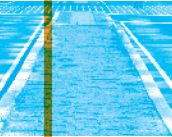
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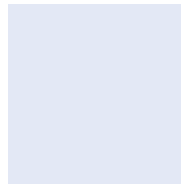
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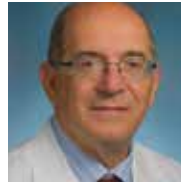
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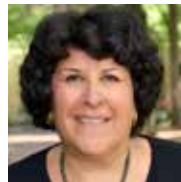
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# ABOUT THE ECONOMY LEAGUE

The mission of the Economy League is to address critical issues facing Greater Philadelphia by providing impactful research, connecting diverse leaders, and advancing shared solutions.

Since its founding in 1909, the Economy League has believed that high-quality analysis and practical insight about the region's most important challenges and opportunities combined with collaborative, cross-sector leadership are crucial drivers of prosperity in Greater Philadelphia.

The Economy League focuses on three primary areas of work to achieve its mission:



Using **INSIGHT** and **ANALYSIS** to educate regional leaders and inform decision-making



**CONNECTING CROSS-SECTOR LEADERS** to collaboratively address key regional challenges



Serving as a **CIVIC INCUBATOR** and **ADVISOR** to drive regional impact

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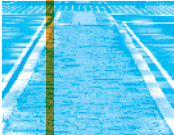
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