2018 GPLEX

SEATTLE
American Airlines is proud to support the Greater Philadelphia Leadership Exchange.

CONNECTING THE CITY OF BROTHERLY LOVE TO THE EMERALD CITY
I’m excited to be taking part in my fourth GPLEX—and my first as executive director! I was a GPLEX groupie long before I ever imagined I’d be leading this great organization.

In any case, I am thrilled to spend a few days with all of you, the movers and shakers who make Greater Philadelphia, well, great. You are among the most diverse cohort we’ve assembled, across both social identity and sector. In GPLEX’s 13th year, we’re incredibly proud to count an alumni base of nearly 1,000 leaders. Stand tall GPLEXers!

As always, the board and staff of the Economy League were very deliberate in choosing this year’s destination; we always seek regions that share similarities to our own in size, economy, etc. That said, Seattle is certainly different from Philadelphia. In 1860, while Philadelphia was one of the world’s largest and most economically vibrant cities, the “workshop of the world,” Seattle’s population was about 200 souls; 100 years later, Philadelphia hit its population peak of two million and then saw 50 years of population decline before the slow and steady growth of the late 1990s to the present. Meanwhile, since 1860 Seattle has seen only two decades of (relatively minor) population decline, and since 1980, has seen explosive growth, adding nearly 50 percent to its population. Seattle also differs from Philadelphia demographically, with a population that skews much whiter and younger than Philadelphia’s; it is also far better educated on the whole, and its economy is far more tech-driven than ours.

Yet we believe there is much to be learned from Seattle. What happens to neighborhoods when a tech behemoth creates thousands of jobs almost overnight? Seattle knows. What happens when rapidly rising costs of living make it hard for working people to afford housing? Seattle knows. What happens when workforce and population growth stretch existing transportation infrastructure beyond capacity? Seattle knows.

We’ll be learning how Seattle works, moves, thrives. And how it deals with complex challenges using very different policy levers than those available in Philadelphia. Like most western states, ballot initiatives can be used to put policy measures directly before the people of Washington. In fact, in 2016, the region’s three-county area voted to invest $53 billion in transit improvements designed to address the area’s growing traffic woes. Income taxes are not allowed here; a recent attempt by the City of Seattle to impose a “head tax” on major corporations to fund affordable housing caused a major rift and the proposal failed. Yet as you will hear, labor and business came together to raise Seattle’s minimum wage to $15 an hour.

A few new features make their debut at GPLEX this year. On Wednesday morning we will be holding “innovation exchanges,” conversations between Philadelphia and Seattle leaders who are addressing challenges in particularly cutting-edge ways. And most exciting, we will be launching the first public policy challenge under the GPLEX Labs banner—stay tuned!

I am thrilled you are here and can’t wait to spend some time chatting with as many of you as possible over Seattle’s renowned coffee or a craft beer or two as we all learn together.

Jeff Hornstein, Executive Director, Economy League of Greater Philadelphia
## AGENDA

Westin Seattle • October 1–3, 2018 • Program Sponsors: American Airlines, University of Pennsylvania

*(All sessions in Fifth Avenue Room except where noted)*

### MONDAY, OCTOBER 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 AM–8:45 AM</td>
<td>BREAKFAST AND NETWORKING</td>
</tr>
<tr>
<td>8:45 AM–9:00 AM</td>
<td>WELCOME</td>
</tr>
</tbody>
</table>
| 9:00 AM–10:00 AM | KEYNOTE ADDRESS
*Presented by Philadelphia Convention & Visitors Bureau (PHLCVB)*
Jonathan Sposato, Chairman & Co-Founder, Geekwire.com |
| 10:00 AM–10:15 AM | BREAK                                                                 |
| 10:15 AM–11:45 AM | HOW SEATTLE WORKS
*Presented by SEI*  
Tim Burgess, Former Mayor & Council Member, City of Seattle  
Marilyn Strickland, President, Seattle Metro Chamber of Commerce  
Alejandra Tres, Executive Director, Municipal League of King County  
Moderator: David Wertheimer, Director of Community & Civic Engagement, Bill & Melinda Gates Foundation |
| 11:45 AM–NOON   | BREAK                                                                 |
| NOON–1:15 PM   | LUNCH CONVERSATION
*Presented by Dunleavy & Associates*  
Location: Grand II  
*Cultivating Diversity & Inclusion*  
Zeta Smith, Divisional Senior Vice President, Operations, Starbucks Coffee Company  
Dalila Wilson-Scott, Senior Vice President, Community Impact, Comcast |
| 1:30 PM–5:00 PM | REGIONAL EXPLORATIONS
*Models for Inclusive Redevelopment
Presented by TD Bank*  
*Moving Goods & People: Sea-Tac Airport*  
*South Lake Union: Tech Mecca* |
| 6:00 PM–7:30 PM | SEATTLE-PHILADELPHIA LEADERSHIP RECEPTION
*Presented by Devine + Partners*  
Location: Museum of Pop Culture, East Lobby & Culture Kitchen, 325 5th Avenue N. |
### TUESDAY, OCTOBER 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 AM–8:15 AM</td>
<td>BREAKFAST AND NETWORKING</td>
</tr>
<tr>
<td>8:15 AM–8:45 AM</td>
<td>SHARING FROM REGIONAL EXPLORATIONS</td>
</tr>
<tr>
<td>8:45 AM–10:15 AM</td>
<td>WHO'S ON BOARD? BUILDING SUPPORT FOR TRANSPORTATION INVESTMENTS</td>
</tr>
<tr>
<td></td>
<td>Michael Harbour, <em>Deputy CEO, Sound Transit</em></td>
</tr>
<tr>
<td></td>
<td>A-P Hurd, <em>President, Skipstone</em></td>
</tr>
<tr>
<td></td>
<td>Shefali Ranganathan, <em>Deputy Mayor, City of Seattle</em></td>
</tr>
<tr>
<td></td>
<td>Moderator: Jonathan Hopkins, <em>Executive Director, Commute Seattle</em></td>
</tr>
<tr>
<td>10:15 AM–10:30 AM</td>
<td>BREAK</td>
</tr>
<tr>
<td>10:30 AM–NOON</td>
<td>DRIVING INCLUSIVE GROWTH &amp; SHARED PROSPERITY IN SEATTLE</td>
</tr>
<tr>
<td></td>
<td><em>Presented by Peirce College</em></td>
</tr>
<tr>
<td></td>
<td>Michael Brown, <em>Civic Architect, Civic Commons, Seattle Foundation</em></td>
</tr>
<tr>
<td></td>
<td>Trish Millines Dziko, <em>Co-Founder &amp; Executive Director, Technology</em></td>
</tr>
<tr>
<td></td>
<td>Access Foundation</td>
</tr>
<tr>
<td></td>
<td>Tony To, <em>Executive Director, HomeSight</em></td>
</tr>
<tr>
<td></td>
<td>Moderator: Enrique Cerna, <em>Seattle Journalist</em></td>
</tr>
<tr>
<td>12:15 PM–1:15 PM</td>
<td>LUNCH CONVERSATION</td>
</tr>
<tr>
<td></td>
<td><em>Presented by Visit Philadelphia</em></td>
</tr>
<tr>
<td></td>
<td>Location: Grand II</td>
</tr>
<tr>
<td></td>
<td>How Labor &amp; Business Work Together</td>
</tr>
<tr>
<td></td>
<td>David Rolf, *International Vice President, SEIU and President, SEIU 775</td>
</tr>
<tr>
<td></td>
<td>Howard Wright, *Chairman &amp; Founder, Seattle Hospitality Group</td>
</tr>
<tr>
<td></td>
<td>Moderator: Jeff Hornstein, <em>Executive Director, Economy League of Greater Philadelphia</em></td>
</tr>
<tr>
<td>1:30 PM–5:00 PM</td>
<td>REGIONAL EXPLORATIONS</td>
</tr>
<tr>
<td></td>
<td>Arts &amp; Community Preservation: Battle for Seattle's Soul</td>
</tr>
<tr>
<td></td>
<td>Economic &amp; Social Impacts of Washington's Global Health Sector</td>
</tr>
<tr>
<td></td>
<td><em>Presented by Children's Hospital of Philadelphia</em></td>
</tr>
<tr>
<td></td>
<td>Food Waste Innovations: Strengthening People &amp; Preserving the Environment</td>
</tr>
<tr>
<td></td>
<td><em>Presented by PHMC</em></td>
</tr>
<tr>
<td>6:00 PM–6:30 PM</td>
<td>LEAVE FOR DINNER</td>
</tr>
</tbody>
</table>
WEDNESDAY, OCTOBER 3

7:30 AM  BREAKFAST AND NETWORKING

7:45 AM–8:15 AM  SHARING FROM REGIONAL EXPLORATIONS

8:15 AM–10:00 AM  INNOVATION EXCHANGES: HOW SEATTLE & PHILADELPHIA TACKLE BIG CHALLENGES

Philanthropy
Bill Golderer, President & CEO, United Way of Greater Philadelphia & Southern New Jersey
Solynn McCurdy, CEO, Social Venture Partners Seattle

Criminal Justice Reform
Arun Prabhakaran, Chief of Staff, Philadelphia District Attorney’s Office
Leesa Manion, Chief of Staff, King County Prosecuting Attorney’s Office

10:00 AM–10:15 AM  BREAK

10:15 AM–11:15 AM  LOOKING FORWARD: WHAT’S NEXT FOR SEATTLE

David Boardman, Dean, Temple University, Klein College of Media & Communication
Mayor Jenny A. Durkan, City of Seattle

11:15 AM–11:30 AM  CLOSING REMARKS

Jeff Hornstein, Executive Director, Economy League of Greater Philadelphia
Seattle’s rapid population growth and runaway housing costs are pushing out long-time residents and communities—particularly those that have traditionally been home to immigrants and African Americans. In response, government, philanthropy, developers, and community organizations are working together to create affordable housing and preserve communities so that all residents can be part of the city’s booming economy. We will get a first-hand look at Yesler Terrace, where the Seattle Housing Authority is collaborating with private developers and other partners to create 5,000 market-rate and affordable housing units alongside parks, community centers, and commercial spaces.

Operated by the Port of Seattle, the Sea-Tac Airport serves nearly 47 million passengers annually and is the third-largest international cargo airport on the West Coast. Reflecting the region’s growth, the airport continues to break annual passenger and cargo records as it looks for ways to meet increasing demand while utilizing limited space. Participants will get an insider’s look at airport operations, including the cargo handling facilities, followed by a panel discussion highlighting Sea-Tac’s innovative partnerships to develop sustainable aviation fuel and strengthen trade relationships.

While Amazon’s impact is felt across the region, nowhere is it more intense than in the South Lake Union neighborhood, or SLU. The company occupies 8 million square feet of office space and more than 5,000 Amazon employees live in the neighborhood. We will visit SLU’s tech and health research campuses and learn about the transformation of the neighborhood from a low-density industrial district to “Amazonia,” a live-work-play tech mecca. Following the tour, we will hear about innovative efforts to meet the tech sector’s workforce needs while expanding opportunity and diversifying the workforce.
Seattle is home to a rich network of global health institutions that boasts a nearly $6 billion economic impact in Washington State and is leading the way to improving health outcomes around the world. These diverse organizations are developing new technologies and devices that can be used in remote areas, strengthening public health systems, and improving outcomes for specific populations and diseases. Following a tour of Seattle Children’s Research Institute, we will learn about exciting developments in the sector, including how regional leaders are applying the lessons learned on the global stage to decrease health disparities in the Seattle metro.

The Seattle region is working in innovative ways to cut food waste to address food insecurity and impact climate change. We will hear about the region’s efforts to increase the share of food that is “rescued” before it ends up in the waste stream, and participants will visit a commercial kitchen in South King County that makes use of rescued food. The kitchen is part of a just-opened facility serving homeless families in the region. Following the tour, panelists will discuss how the City of Seattle, nonprofits, and businesses are partnering on creative approaches to marry the goals of preventing food waste, serving vulnerable populations, and creating a more sustainable local food system.

While Seattle’s population growth and economic strength have brought new opportunities for the region’s arts community and cultural institutions, rapid development and gentrification have also created pressing challenges. Participants will get a first-hand look at some of Seattle’s thriving arts institutions followed by a panel discussion that explores how diverse arts and cultural organizations are leveraging new opportunities, working to strengthen and preserve communities, and managing the demographic and cultural changes taking place in Seattle.
SPONSORS

PROGRAM SPONSORS

American Airlines

PREVIEW EVENT HOST

COMCAST
NBCUNIVERSAL

BRIEFING BOOK SPONSOR

Ballard Spahr LLP

LEADERSHIP RECEPTION SPONSOR

DEVINE+PARTNERS
Public Relations, Issues Management, Digital Communications

KEYNOTE SPEAKER SPONSOR

PHLCVB
Philadelphia Convention & Visitors Bureau
discoverPHL.com

LUNCH SPONSORS

Dunleavy
matching missions

SESSION SPONSORS

VISIT PHILADELPHIA
visitphilly.com  uwishunu.com

SEI  New ways. New answers.*
REGIONAL EXPLORATION SPONSORS

Children’s Hospital of Philadelphia

PUBLIC HEALTH management corporation

TD Bank
America’s Most Convenient Bank*

GENERAL SPONSORS

MERCATOR ADVISORS LLC

Philadelphia Education Fund

DINEAROUND SPONSORS

Alterra Property Group

AQUA

Community College of Philadelphia

JEVS Human Services

Making hope happen*

KPMG

Pennoni

Salveson Stetson Group

Jefferson

Supporters

African-American Chamber of Commerce of PA, NJ, DE • CliftonLarsonAllen LLP • Episcopal Community Services • Holy Redeemer Health System • KeyBank • Philadelphia Association of Community Development Corporations • Seattle Magazine • Visit Seattle • Welcoming Center for New Pennsylvanians
GREATER SEATTLE
ABOUT GREATER SEATTLE

BY THE NUMBERS

DEMOGRAPHICS
SEATTLE METRO STATISTICAL AREA (MSA)¹,²

Total Population 3,867,046

- White (Non-Hispanic): 66.2%
- Black/African-American (Non-Hispanic): 5.4%
- Asian (Non-Hispanic): 12.1%
- Hispanic/Latino: 9.5%
- Other: 6.8%

PHILADELPHIA METRO STATISTICAL AREA (MSA)¹,²

Total Population 6,035,680

- White (Non-Hispanic): 63.5%
- Black/African-American (Non-Hispanic): 20.2%
- Asian (Non-Hispanic): 5.4%
- Hispanic/Latino: 8.6%
- Other: 2.3%

CITY OF SEATTLE¹

Total Population 704,352

- White (Non-Hispanic): 65.9%
- Black/African-American (Non-Hispanic): 7.1%
- Asian (Non-Hispanic): 14.1%
- Hispanic/Latino: 6.5%
- Other: 6.4%

CITY OF PHILADELPHIA¹

Total Population 1,567,872

- White (Non-Hispanic): 41.5%
- Black/African-American (Non-Hispanic): 13.4%
- Asian (Non-Hispanic): 6.8%
- Hispanic/Latino: 2.5%
- Other: 35.8%
**TOP INDUSTRIES (BY EMPLOYEES)**

<table>
<thead>
<tr>
<th>City of Seattle MSA</th>
<th>Seattle MSA</th>
<th>Philadelphia MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employed</td>
<td>2,036,500</td>
<td>2,923,900</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>291,700 (14%)</td>
<td>649,700 (22%)</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>271,800 (13%)</td>
<td>467,600 (16%)</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>234,600 (12%)</td>
<td>298,000 (10%)</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>204,900 (10%)</td>
<td>266,400 (9%)</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>175,600 (9%)</td>
<td></td>
</tr>
</tbody>
</table>

**INCOME & EMPLOYMENT**

**MEDIAN HOUSEHOLD INCOME**

- City of Seattle: $83,476
- Seattle MSA: $78,612
- City of Philadelphia: $41,449
- Philadelphia MSA: $65,996

**POPULATION BELOW POVERTY LINE**

- Seattle: 11.5% MSA: 25.3%
- Philadelphia: 9.6% MSA: 12.9%

**UNEMPLOYMENT**

- Seattle: 3.4% MSA: 6.2%
- Philadelphia: 4.1% MSA: 4.7%

**SOURCES**

2. U.S. Census Bureau, American Community Survey (2016)
WEATHER
MONTHLY AVERAGE HIGH & LOW TEMPERATURES³

<table>
<thead>
<tr>
<th>City of Seattle</th>
<th>Seattle MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warmest Month (average)</td>
<td>August (73°F)</td>
</tr>
<tr>
<td>Coldest Month (average)</td>
<td>January (36°F)</td>
</tr>
<tr>
<td>Spread</td>
<td>37°F</td>
</tr>
</tbody>
</table>

MONTHLY AVERAGE PRECIPITATION³

<table>
<thead>
<tr>
<th>City of Seattle</th>
<th>Seattle MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual Precipitation</td>
<td>34.1 inches</td>
</tr>
<tr>
<td>Days per Year with Precipitation</td>
<td>152</td>
</tr>
</tbody>
</table>
### METROPOLITAN GDP

#### SEATTLE MSA 4

<table>
<thead>
<tr>
<th>Total GDP (billions)</th>
<th>GDP Growth (2015–2016)</th>
<th>Metro Area GDP Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>$293.5B</td>
<td>4.3%</td>
<td>#11</td>
</tr>
</tbody>
</table>

#### PHILADELPHIA MSA 4

<table>
<thead>
<tr>
<th>Total GDP (billions)</th>
<th>GDP Growth (2015–2016)</th>
<th>Metro Area GDP Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>$381.3B</td>
<td>1.6%</td>
<td>#8</td>
</tr>
</tbody>
</table>

### HOUSING

#### OWNER-OCUPIED HOUSING 1

<table>
<thead>
<tr>
<th>City</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Seattle</td>
<td>46%</td>
</tr>
<tr>
<td>Seattle MSA</td>
<td>60%</td>
</tr>
<tr>
<td>City of Philadelphia</td>
<td>53%</td>
</tr>
<tr>
<td>Philadelphia MSA</td>
<td>68%</td>
</tr>
</tbody>
</table>

#### MEDIAN PROPERTY VALUE 1

<table>
<thead>
<tr>
<th>City</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Seattle</td>
<td>$606,200</td>
</tr>
<tr>
<td>Seattle MSA</td>
<td>$391,500</td>
</tr>
<tr>
<td>City of Philadelphia</td>
<td>$154,000</td>
</tr>
<tr>
<td>Philadelphia MSA</td>
<td>$245,600</td>
</tr>
</tbody>
</table>

### INNOVATION

#### SEATTLE MSA 5,6

<table>
<thead>
<tr>
<th>Patents per 100,000 People</th>
<th>Startups per Capita</th>
<th>Venture Capital Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>135.8</td>
<td>300</td>
<td>$1.5B</td>
</tr>
</tbody>
</table>

#### PHILADELPHIA MSA 5,6

<table>
<thead>
<tr>
<th>Patents per 100,000 People</th>
<th>Startups per Capita</th>
<th>Venture Capital Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.8</td>
<td>78</td>
<td>$897M</td>
</tr>
</tbody>
</table>

### TRAFFIC & COMMUTE

#### SEATTLE MSA 7

<table>
<thead>
<tr>
<th>Driving Time Spent in Congestion</th>
<th>Yearly Delay per Auto Commuter</th>
<th>Average Roundtrip Commute Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>55 hours</td>
<td>54.2 min.</td>
</tr>
</tbody>
</table>

#### PHILADELPHIA MSA 7

<table>
<thead>
<tr>
<th>Driving Time Spent in Congestion</th>
<th>Yearly Delay per Auto Commuter</th>
<th>Average Roundtrip Commute Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>8%</td>
<td>37 hours</td>
<td>51.9 min.</td>
</tr>
</tbody>
</table>

### SOURCES

1. U.S. Census Bureau, American Community Survey (2016)
7. INRIX 2017 Global Traffic Scorecard Report
A BRIEF HISTORY

SETTLEMENT AND FOUNDING

Thousands of years before European explorers, grunge musicians, or Frasier Crane, the Puget Sound region was home to the Duwamish, Suquamish, Coast Salish, and Chinook tribes. They evolved complex cultural, social, and economic structures and reached a pinnacle of sophistication unmatched by many other Native American nations. Spanish and British explorers first arrived in the 18th century, establishing trading settlements on the nearby Straits of Juan de Fuca and on the Columbia River.

1851 is often cited as the year of current-day Seattle’s founding. Brothers Arthur and David Denny, from New York State, arrived staking claims on Alki Point in present-day West Seattle. Soon they moved across Elliot Bay to what is now the historic Pioneer Square district, calling it Duwamps until renaming the colony Seattle after the Duwamish and Suquamish chief, Sealth. Sealth’s profile endures on the city’s seal.

Supported by an abundance of natural resources and a mild marine climate, the young city of Seattle quickly developed a successful economy based on lumber, coal, fishing, wholesale trade, and shipbuilding. In 1882, the first trans-Pacific steamship departed from Seattle marking the beginning of the region’s economic connection to Asia.

A fire on June 6, 1889, destroyed the entire central business district, displacing thousands of residents and setting back the fortunes of many. Turning tragedy into opportunity, officials rebuilt downtown. The city was regraded and raised by 22 feet, streets were widened, the water system was upgraded, and a ban was instituted on wooden buildings.

GOLD RUSH STIMULATES SETTLEMENT AND NEW FORTUNES

The discovery of two tons of gold along the Klondike River in the Canadian Yukon Territory transformed the Seattle region from a lumber and shipping center into the leading outfitting point for tens of thousands of prospectors. One of the many businesses coming out of the Gold Rush was Nordstrom department store which was founded by a Swedish immigrant who made good on the Klondike and bought an interest in a shoe store called Wallin & Nordstrom. That store opened in 1891.

Throughout the 1900s, the city expanded its rail connections, further reinforcing the city’s position as a key trade and transit center, and in 1911, the Port of Seattle opened as a public entity. Seattle’s population became increasingly diverse as Scandinavians, African Americans, Italians, Chinese, and Filipinos arrived in search of work. The economy boomed during the 1920s due to Seattle’s role in expanding Pacific trade. “Silk trains” moved Chinese fabrics to the mills in the east, and Japan’s consumption of American steel and resources grew. New dams turned the rapids of the Skagit River, 90 miles north of the city, into electricity for skyscrapers and factories.

Shipbuilding was Seattle’s primary industry until aviation took hold with an order to Boeing of 50 seaplanes in 1917, just a year after the company’s founding. Employing one in ten workers in the Seattle area by 1960, Boeing lifted the Seattle economy, placing the young city on the map.

WWII AND JAPANESE INTERNMENT

Washington State played an important role in the country’s efforts to gear up for WWII, and Seattle ranked among the top three cities in war contracts per capita. While the war buoyed the state’s economy, it also brought a shameful legacy that continues to affect the region—the internment of Japanese Americans. In 1942, President Roosevelt issued Executive Order 9066. The order allowed the Secretary of War to identify certain areas as military zones and to remove people from them. While the order mentioned no particular ethnic group, it was used to imprison virtually all Japanese Americans living on the West Coast. Nearly 8,000 Seattle area residents of Japanese ancestry were imprisoned. Japanese immigrants had lived in the Pacific Northwest since the late 1800s, and Seattle’s Japan Town, the second largest in the nation, was emptied in just a few days. Local grocers and the Pike Place Market lost the bounty of hundreds of Japanese American farmers.
Regional military bases grew during the war, including Paine Field, Fort Lawton, and the Whidbey Naval Air Station. Boeing’s B-29 went into production, and helped bring the war to a close by dropping atomic bombs on Hiroshima and Nagasaki in August 1945.

Only relatively recently did the region begin to publicly grapple with the history of Japanese internment. In 2011 the Bainbridge Island Japanese American Exclusion Memorial was created to commemorate the lives of the first 276 Japanese Americans forced to prison camps.

FROM WORLD’S FAIR TO BOEING BUST

Nearly 10 million visitors came to Seattle over six months of 1962 for the Century 21 Exposition—also known as the Seattle World’s Fair. Both the Space Needle and the Monorail were built to showcase the fair’s futuristic aesthetic—and, in the case of the Monorail—to move tourists from downtown Seattle to the fairgrounds.

Following the lead of cities across the country during this era, Seattle looked to massive urban renewal projects to invigorate downtown, one of which nearly led to the demolition of the famed Pike Place Market. Instead, a local group led in part by Wing Luke, a visionary leader and Seattle’s first Asian American City Council member, preserved the market. Today, it is a thriving market and one of the city’s top destinations and draws 10 million visitors annually.

The region enjoyed sustained growth between WWII and the early 1970s when the “Boeing Bust” hit. A combination of overstretched capital and a cut in defense spending led to a severe financial crisis for the company. Boeing laid off more than 60,000 employees and sent the regional economy into turmoil. Unemployment reached 12 percent as the national recession and “stagflation” made matters worse.

Construction of the trans-Alaska oil pipeline in 1974 brought some relief, and diversification of the economy and investment prompted a slow climb back to stability. Microsoft’s 1979 move from Albuquerque to nearby Bellevue paved the way for an influx of technology companies that dominate the economy today. And in 1994, Jeff Bezos founded Amazon in Seattle, drawn by tech talent, low taxes, and proximity to a huge book distributor. Ironically, Amazon’s extraordinary growth in some ways has returned Seattle to the company town days of Boeing.

THE 1990S AND BEYOND

While tens of millions of Americans saw “Sleepless in Seattle” during the summer of 1993, the city’s grunge bands were selling millions of albums and concert tickets around the world. The musical style peaked in the 1990s but was established in Seattle in the late 1980s when a fanzine turned record label, Sub Pop, college radio stations, and, according to Rolling Stone, the city’s bad weather and “repressive alcohol laws” cooked up a unique sound in isolation of the alternative music taking over the rest of the country. Alice in Chains, Soundgarden, Pearl Jam, Nirvana, Mudhoney, and others eventually departed the Northwest but left a new cultural industry.

In November 1999, Seattle’s international trade connections brought the World Trade Organization meeting to the Washington Convention Center downtown. Although it was known that anti-globalization activists had been planning protests for months, city and state authorities underestimated the draw of the event. What began as a group of 200 persons grew to almost 40,000 in one day. The National Guard was called in and the meeting ended early amidst millions of dollars of damages to the city. Seattle’s police chief resigned, and in 2007, a federal court found the city violated protesters’ civil rights by arresting them without cause.
POPULATION

SIZE

The city of Seattle, located in King County, Washington, is 142.5 square miles. More than a third of that area is water, and the 200+ miles of shoreline feeds thriving commuter, export, and cruise industries. The city of Seattle’s population is 704,000, and is one of the fastest growing cities in the U.S. Between 2010 and 2017, the population grew nearly 19 percent, or 114,000 people.

Seattle’s metropolitan statistical area (MSA), comprised of King, Pierce, and Snohomish counties, has approximately 3.1 million inhabitants. The Seattle-Tacoma-Olympia Combined Statistical Area (CSA)—a delineation used by the U.S. Census—adds in Bremerton and Olympia and has a population of more than 4.6 million—more than half the total population of the state. This larger area is known also as the Puget Sound region.

RACE, ETHNICITY & IMMIGRATION

While significant population growth has changed much about the city in the last decade, the city’s racial and ethnic demographics have remained largely the same. Seattle is a majority-white city—66 percent of residents are white. The city’s largest minority group is Asian (14 percent). African Americans and Hispanics each comprise about seven percent of the population, and six percent are two or more races. Eighteen percent of residents are immigrants, with the largest shares coming from China, Vietnam, Philippines, Mexico, and Ethiopia. Like Philadelphia, Seattle is a Sanctuary City.

Just 19 percent of Seattle households include children under 18. Among U.S. cities, only San Francisco has a lower percentage. However, the number of school-aged children living in downtown has grown 40 percent since 2010, and the city and school district are looking to build schools in the downtown area, which has been without a K-12 public school for decades.

EDUCATION

Seattle is home to one of the most highly-educated populations among U.S. cities. More than 60 percent of city residents have a BA or higher—25 percent have a masters or doctorate. Regionally, 40 percent of residents have a college degree. Among the city’s immigrant population, 43 percent have at least a college degree.

The Seattle Public School District serves more than 53,000 pre-k to 12th grade students at 103 schools. Reflecting its large immigrant population, students come from households speaking 129 languages—28 percent of them from “linguistically isolated” households.

Seattle’s most highly-ranked schools are concentrated in more affluent North Seattle neighborhoods, and schools with lower rankings are concentrated in South Seattle. The district has a 79 percent graduation rate but has significant gaps in outcomes for students of color compared to white students. A number of efforts are aimed at reducing these gaps, including the city’s universal pre-k program, piloted in 2015 and since expanded.

INCOME

Seattle is a wealthy region with significant inequality. King County is home to the two richest people in the world—Jeff Bezos and Bill Gates—as well as the third-largest homeless population among U.S. metro areas. Median household income is approximately $83,000 in the city and $78,000 in the region, and poverty rates are 11.5 percent and 9.6 percent, respectively. Poverty rates vary significantly by race and ethnicity. Nine percent of white residents live in poverty compared to 34 percent of African Americans, 19 percent of Asians, and 18 percent of Hispanic residents.

Seattle and King County have topped the nation in recent years in wage growth, thanks in large part to the booming tech sector. In 2014, the city enacted a $15 minimum wage to be phased in gradually by 2021.
HOUSING AND HOMELESSNESS

Single-family homes dominate the city, occupying 49 percent of the city’s land while multi-family development is permitted on only eight percent of land. The median property value of $606,200 is three times the national average, and as of August 2018, the median home sales price was just over $800,000. Multi-family and mixed-use structures account for 16 percent of housing. Zoning changes to allow for more housing density have been controversial and, in many cases, unsuccessful.

Limited inventory and high demand drove up prices dramatically over the last decade; however, there are signs that the market is cooling a bit. Still, the city’s average monthly rent stands at $1,880, among the highest in the country.

Seattle’s significant—and growing—homelessness challenge is well-known. The question of whether Seattle has “the most” homeless was tackled by The Seattle Times in January of 2018. Any way you measure it—homeless per capita or homeless by metro area—Seattle is in the top 10 of U.S. cities.

In May of this year, City Council passed an employee hours tax, or “head tax,” of $275 per employee of large businesses to raise approximately $50 million each year to help provide homeless outreach services and fund affordable housing. The rationale was that the salaries paid by such huge companies as Amazon and Starbucks priced those with modest wages out of the market. Following strenuous objections from the business community and threats to move jobs, the tax was repealed the following month. While the business backlash was worrisome to lawmakers, the larger factor was that any sums raised would be a drop in the bucket of Seattle’s housing problem. A recent McKinsey’s study stated that around $400 million annually would be needed to address the crisis. In fact, if King County’s affordable housing waitlist were frozen today, at the current pace of construction, it would take more than seven years to meet the present demand.

WHAT CITY HAS THE WORST HOMELESSNESS CRISIS?
It depends on how and what you count. Here are two different ways to look at homelessness in America’s 10 largest cities with a population more than 600,000.

BY METRO AREAS
RATE PER 10,000 RESIDENTS

Source: U.S. Department of Housing and Urban Development

BY NUMBER OF PEOPLE IN HOMELESSNESS

Source: U.S. Department of Housing and Urban Development

EMILY M. ENG / THE SEATTLE TIMES
Driven largely by the tech sector, the Seattle metro economy is strong and growing by nearly every measure. While Seattle’s GDP of $330 billion does not place it in the top 10 metros, its per capita GDP of $77,200 ranks fourth. Over the past decade, Seattle has added 220,000 jobs, an increase of nearly 15 percent. Unemployment is at a near-historic low of 3.3 percent, and employers across sectors and skill levels are struggling to fill positions.

Exports and trade are extremely important to the Washington State and Seattle metro economies; 40 percent of jobs in the state are tied to trade, and it is the third-largest exporter of goods, with transportation equipment being the largest category (read: Boeing). Equidistant by air between Asia and Europe and sharing a border with Canada, Greater Seattle’s location has made it number one in the U.S. in exports per capita and a leading trade partner with Japan and China.

In 2015 Seattle and Tacoma ports created the Northwest Seaport Alliance, a first-of-its-kind partnership to make the region more competitive. The partnership unifies the two ports’ marine cargo terminal investments, operations, planning, and marketing activities. The Alliance is governed by the elected commissions of the two ports as equal members.

Seattle’s fast growth has also attracted significant national and international investments. According to the Association of Foreign Investors in Real Estate (AFIRE), Seattle is the third best city for foreign real estate investment in the U.S. and the seventh best market in the world for commercial real estate investment.

The Seattle metro is home to nine Fortune 500 companies including such iconic brands as Starbucks, Microsoft, Nordstrom, Costco, and of course, Amazon. Beyond these headquarters, 31 Fortune 500 companies have research and engineering locations in the region. Given its relatively small size (15th largest MSA), the city has had an outsized impact on American culture—think popular music, our relationship with coffee, and multiple retail brands—R.E.I., Eddie Bauer, Nintendo, and others.

While broad economic indicators tell a positive story, this growth has not benefited everyone equally. The cost of living, specifically housing, is hurting the region and driving a severe homelessness crisis. While it struggles to address the scope and scale of the housing affordability challenge, Seattle is leading the way on creating a living wage. In 2015, the city passed a bill to gradually raise the minimum wage starting at $11. The current minimum wage is $13, and it’s set to increase to $15 by 2021. Two studies released in June 2017 offer opposite interpretations of whether the wage rise has benefited workers. One has suggested that few jobs were lost because of the increase, whereas the other showed that low-wage workers lost hours in exchange for the larger wage. Layered over this intervention is the already competitive job market in the city in which many workers already were earning more than $15 per hour.

**KEY SECTORS**

The foundation for Seattle’s tech industry was laid when native sons Bill Gates and Paul Allen brought their young company, Microsoft, to the region in 1979. In the subsequent decades, the region has built a booming tech sector. High tech jobs in software and services employed 145,356 people in Seattle in 2016, accounting for 38 percent of office jobs. Statewide, Washington is home to more than 200,000 tech jobs that generate $22 billion in payroll receipts.

More than 100 tech companies have opened offices in Seattle in the last decade including American household names like Google and Facebook, global companies like Alibaba, and startups like Uber.

A large and growing part of this sector is cloud technology. The region has recently developed a strong cloud technology startup scene thanks to Microsoft’s platform, Azure, and Amazon Web Services (AWS), which generates $10 billion in annual revenue (more than half of Amazon’s profits). In a 2016 Geekwire article, a Seattle tech leader described Seattle’s tech sector in the following way. “The Bay Area is more likely to churn out the next hot messaging app or social network, but Seattle ‘deals with the
plumbing”—the real and lasting infrastructure that provides the foundation for the new tech economy."

In a new effort to leverage the tech industry’s strengths, Mayor Durkan established an Innovation Advisory Council to harness the expertise of Seattle’s best technology organizations and brightest minds to address issues such as rising costs of living and homelessness. Among those who have joined the committee include powerhouses like Amazon and Microsoft, as well as Tableau, Expedia, and Zillow.

Despite losing Boeing’s headquarters to Chicago in 2001, the Seattle metro remains a center of the aerospace industry. The region has more than 1,400 aerospace companies and produces 95 percent of commercial airplanes in the country, and the state’s aerospace sector generates nearly $70 billion in annual revenues and employs 136,000.

Jeff Bezos is currently trying to leverage the region’s aerospace strengths to re-engineer space flight in the way Amazon did retail. Blue Origin has already launched the New Shepard rocket five times, each time landing it back on its gear and ready to re-launch. The company employs 1,500 people in Kent, just south of Seattle, but uses launch sites in Texas and California. It expects to begin selling tickets for suborbital flight in 2019.

Demonstrating that aerospace and environmentalism can play together, Boeing, the Port of Seattle (which includes Sea-Tac Airport), and Alaska Airlines, announced in 2015 a Biofuel Infrastructure Feasibility Study to assess what’s needed to provide a blend of aviation biofuel and conventional jet fuel to aircraft at the airport. This past May, 13 airlines agreed to collaborate on this sustainable aviation fuel (SAF) project to reach a goal of 50 percent SAF use by 2050.

Greater Seattle’s strong life sciences sector includes institutes working in diverse areas such as ground-breaking cancer treatments, infectious disease research, public health data management, and medical devices. Statewide, Washington is home to nearly 900 biotech, med tech, life sciences, and digital health companies, as well as 36,300 life sciences jobs.

Global health is a major part of Seattle’s life sciences ecosystem, and the multi-billion-dollar Gates Foundation, with its focus on global health, has fortified Seattle’s position as a major global health hub. Other key actors include PATH, the Fred Hutchinson Cancer Research, and Seattle Children’s Hospital.

In 2016, the University of Washington launched the Population Health Initiative supported by a $210 million gift from the Gates Foundation. Population health is defined by three key areas: human health, environmental resilience, and social and economic equity, and it focuses on addressing the challenges where all three areas intersect. University leadership aims to build on the strong foundation in the region and make the UW the center of global and population health in the U.S.

In 2012, Washington and Colorado became the first states to legalize recreational marijuana. As of 2018, nine states and the District of Columbia have legalized the drug. The Washington State Liquor and Cannabis Board oversees regulation. Marijuana must be sold and purchased at state-licensed stores, buyers must be 21, and sales are cash-only. Banks and credit card companies have largely stayed out of the industry due to federal drug laws. Sales have grown rapidly in Washington, topping $1.3 billion in fiscal year 2017, up from $786 million in fiscal year 2016, and $259 million the year before.

The state’s 37 percent excise tax on marijuana generated $319 million in 2017 in revenues for the state. According to the WA Office of Financial Management, more than 60 percent of the state’s marijuana tax revenues go toward public health programs, including Medicaid, substance abuse prevention efforts and community health centers. The remainder goes to the state’s General Fund.

The state is researching impacts, and to date, has not observed many of the negative—or the positive impacts that opponents and supporters predicted. The state has seen an increase in usage among adults, but not among children as some feared.
GOVERNANCE

CITY COUNCIL AND MAYOR

Seattle’s City Council is comprised of nine members serving four-year terms; seven represent geographic districts while two are elected at-large. Until November 2015, all Council seats were at-large. Elections are non-partisan in Washington State, although candidates can self-identify with a party. At present, there are eight Democrats and one Socialist Alternative Party member. The Council President serves a two-year term. Neither the Mayor or Council are term-limited.

Current Mayor Jenny Durkan was elected in 2017 and is the city’s second woman mayor. The first was Bertha Knight Landes who served one, two-year term from 1926–28. Previously, Durkan was US Attorney for the Western District of Washington.

KING COUNTY

With 2.1 million people and more than 2,100 square miles, King County is the 13th most populous county in the US. It’s run by an elected county executive and county council. County Executive Dow Constantine is in his third term in office. King County Council is comprised of nine geographic districts each with an official elected to a four-year term.

County government administers the courts and the county jail, public health, records and elections, property tax appraisals, regional parks and facilities, King County International Airport (Boeing Field), sewage, and transportation.

INTERGOVERNMENTAL COOPERATION

In Seattle City government, the Office of Intergovernmental Relations (OIR) facilitates intergovernmental communication at the regional level by working with policy staff within city departments and with regional partners and elected officials to resolve issues and implement policies that improve the quality of life in the region.

Among Seattle’s regional partners are King County, Metro (King County transportation department), Port of Seattle, Sound Transit, and the Puget Sound Regional Council (PSRC), the region’s federally recognized Metropolitan Planning Organization (MPO), which is responsible for planning, programming, and coordination of federal highway and transit investments. Both the Mayor and Seattle City Councilmembers serve on the PSRC Executive Board, Operations Growth Management Policy Board, and Transportation Policy Board.

Seattle also has two members serving on the Sound Transit Board of Directors. Sound Transit plans, builds, and operates express bus, light rail, and commuter train services in King, Pierce and Snohomish counties.

TAXING AUTHORITY AND LEVIES

Washington State is one of seven states without an income tax. To raise revenues, it relies heavily, many say regressively, on sales taxes. State sales tax is 6.5 percent, and the combined state, county, and city sales tax in Seattle is 10.1 percent. Property taxes are the other way to raise dollars, particularly for education, infrastructure, and parks projects, through levies.

The Washington State Constitution limits the annual rate of property taxes that may be imposed on an individual parcel of property to 1 percent of its true and fair value, or $10 per $1,000 of value—often referred to as the “$10 limit.” Taxes imposed outside the limit are “excess” or “special” levies.

Among the current levies Seattle residents pay is the Levy to Move Seattle. Approved by voters in 2015, the nine-year, $930 million levy provides funding to improve safety for all travelers, maintain streets and bridges, and invest in reliable, affordable travel options. The levy provides approximately 30 percent of the city’s transportation budget. It replaced a Bridging the Gap levy approved 2006.

In 2016 a transformative measure was approved—Sound Transit 3 (ST3). ST3 is a 25-year regional measure...
to connect 16 cities with light rail, 30 cities with Bus Rapid Transit and Express bus service, and 12 cities with commuter rail. In addition to property taxes, ST3 is funded by a “car tabs” Motor Vehicle Excise Tax (MVET) on cars, a sales tax increase of 1.4 percent, and a tax increase on rental cars. Although state residents are accustomed to paying the annual MVET fee, ST3 nearly quadrupled the rate for a car valued at $10,000, from $30 to $110.

ST3 was a ballot measure voted on by residents in King, Pierce, and Snohomish counties (the Sound Transit District); only Pierce voted against despite its main newspaper, the News Journal in Tacoma, endorsing it.

Another recent levy of note is King County’s Best Starts for Kids, a $392 million initiative that invests in prevention and early intervention strategies to promote healthier, more resilient children, youth, families and communities. It is considered one of the most comprehensive public approaches to early childhood development in the United States, beginning with prenatal support through teenage years, and investing in safe, healthy communities that reinforce progress.

On the November 2018 ballot is the Families, Education, Preschool and Promise Levy, a seven-year measure to expand Seattle’s subsidized preschool program by 1,000 seats, maintain funding for K-12 programs, and help make community college free for all city public high school graduates.

While some have expressed concerns about “tax fatigue,” it is worth noting that no increases have failed in recent memory. And this year, the state permitted Seattle to exempt veterans and people with disabilities or low incomes.

**ELECTIONS**

In addition to voting on special levies, Washington State residents have ample opportunities to initiate legislation through ballot initiatives. There are two varieties: direct state statute, called Initiative to the People (ITP), and indirect state statute, called Initiative to the Legislature (ITL). Dozens could be proposed in an election cycle, but usually only a handful will gather sufficient signatures to make it to the ballot.

As a result of these electoral and policy processes, Seattle voters sometimes face ballots with as many as 40 discrete items on which to vote.
GLOSSARY OF SEATTLE TERMS

ACCESSORY DWELLING UNIT: a detached dwelling unit (sometimes called a mother-in-law apartment) on the same property as an existing house. These units are increasingly popular in very expensive housing markets like Seattle and San Francisco.

ALASKAN WAY VIADUCT: highway running through Seattle that is being buried, opening access to the waterfront from downtown.

AMAZONIA: term to denote the incredible spatial presence of Amazon and its unparalleled growth over the last decade in Seattle.

BALLARD LOCKS: formally named the Hiram M. Chittenden Locks. A complex of locks in the Lake Washington Ship Canal, between Seattle’s Ballard and Magnolia neighborhoods. The Locks are home to a fish ladder and handle more boat traffic than any other lock in the US. Construction of the locks reshaped the topography of the surrounding area, lowering the water levels of Lake Washington and Lake Union by more than 8 feet, adding miles of new waterfront, and reversing the flow of rivers.

BATTLE IN SEATTLE: a series of protests surrounding the World Trade Organization (WTO) Ministerial Conference in 1999, culminating in one of the largest political protests ever seen in Seattle. Protesters focused on workers' rights, sustainable economies, and environmental and social issues. On the first morning of the conference, when downtown streets and intersections could not be cleared and after downtown businesses were vandalized, the Mayor of Seattle declared a civil emergency. The Governor later declared a state of emergency. Publicized worldwide, the City was criticized for mishandling the protests and for being unprepared.

BERTHA: the $80 million, 57-foot-diameter tunnel boring machine built specifically for the Alaskan Way Viaduct replacement project and named for the city’s first female mayor, Bertha Knight Landis.

BLUE ORIGIN: Jeff Bezos’s private spaceflight company headquartered in Kent, WA that aims to take tourists to space.

BOEING BUST: in the early 1970s, Boeing abruptly cut 64,000 jobs in the region after the airplane market collapsed, tanking the economy and triggering massive unemployment.

CENTRAL DISTRICT: (also called the Central Area or CD) this primarily residential district is one of Seattle’s most racially and ethnically diverse neighborhoods and was once the center of Seattle’s black community.

CENTURY 21 EXPOSITION: also known as the Seattle World’s Fair. The fair saw the construction of two of Seattle's most iconic landmarks—the Monorail and the Space Needle on the fairgrounds, now known as Seattle Center.

DICK’S: a cheap, beloved fast-food chain founded in 1954 that holds the title of “most life-changing burger joint in America” according to a 2013 Esquire.com poll.

EXECUTIVE ORDER 9066: issued by President Franklin D. Roosevelt on February 19, 1942 calling for the evacuation of all persons deemed a threat to national security. While no specific group or location was mentioned in the order, it was applied to virtually the entire Japanese American population on the West Coast and nearly 13,000 people living in Washington State were incarcerated.

FORWARD THRUST: a series of bond propositions put to the voters of King County in 1968 and 1970 to fund major infrastructure improvements. Seven of the 12 propositions were successful. Transit was among those defeated, generally seen today as a critical missed opportunity.

FREMONT TROLL: built by four local artists in 1990, this beloved 18-foot sculpture is located under the Aurora bridge in the Fremont neighborhood.
**INITIATIVE 502**: state initiative passed in 2012 legalizing the possession of small amounts of marijuana and marijuana-related products for adults 21 and over. Colorado and Washington were the first states to legalize recreational marijuana. Since 2012, seven additional states and the District of Columbia have legalized marijuana.

**INTERSTATE 5**: the region’s primary north–south route along the West Coast, connecting the cities of Tacoma, Seattle, and Everett within the Seattle metropolitan area.

**LID I-5**: citizen-led effort to cap the section of Interstate 5 running through downtown Seattle to reconnect the east and west sides of the city, create new public land for parks, affordable housing, complete streets, and other uses within the city’s most populous neighborhoods.

**MEGA-COMMUTER**: someone who travels 90 minutes or more and 50 miles or more each way to work. There are more than 60,000 mega-commuters in the region, and the number is growing.

**MERCER MESS**: local nickname for the congested, slow journey along Mercer Street to Interstate 5 in the South Lake Union area of Seattle. While the growth in South Lake Union has made things worse, the term dates back to the 1960s when the corridor was constructed to be a temporary solution during construction of I-5.

**MICROSOFT MILLIONAIRES**: a group of mostly young, early Microsoft employees who became millionaires in the 1990s, permanently changing the face of wealth in Seattle.

**MOSS BACK**: Pacific Northwesterner who appreciates the rain and drizzle that dominates the regional climate.

**THE MOUNTAINS ARE OUT**: a popular Seattle expression celebrating the rare occurrence of clear skies, sunshine, and fair weather.

**PERIOD OF MAXIMUM CONSTRAINT**: time period from 2018–2021 when a large number of public and private construction projects, including major transit, road improvements, new high rises, and the State Convention Center expansion will make downtown mobility most challenging.

**PILL HILL**: nickname for the First Hill neighborhood in Seattle, given due to the concentration of hospitals in the area.

**SEA-TAC**: formally known as the Seattle-Tacoma International Airport, the airport is the largest in the Pacific Northwest, and the ninth-busiest airport in the U.S.

**SEATTLE FREEZE**: term for the locals’ reputation among newcomers for being polite, but not friendly.

**SEATTLEITES**: inhabitants of the city of Seattle.

**SEATTLE PROCESS**: sometimes called the Seattle way, refers to the cautious process of dialogue, deliberation, participation, and introspection before making any decision. In 1983, *Seattle Weekly* defined it as “the usual Seattle process of seeking consensus through exhaustion.”

**SLU**: acronym for the South Lake Union neighborhood. Located at the south tip of Lake Union and epicenter of the region’s tech sector.

**SOUND TRANSIT 3**: commonly called ST3, a ballot measure in 2016 in which voters approved $53.8 billion to expand the regional public transit system. The measure was proposed by Sound Transit, a regional public transit agency, which was established by a similar initiative passed in 1996 and expanded by the Sound Transit 2 vote in 2008.

**SUB POP**: a record label founded in Seattle, Washington that was a central player in the grunge music scene. Sub-Pop’s roster included Nirvana, Soundgarden, Dinosaur, Jr., Mudhoney, and The Flaming Lips.

**U-DUB**: University of Washington

**WASHINGTON STATE FERRIES**: state agency that operates automobile and passenger ferry service in Puget Sound and the San Juan Islands. It is the largest ferry operator in the United States and the fourth-largest ferry system in the world, carrying 24 million passengers annually to 20 ports of call.
JONATHAN SPOSATO
Chairman & Co-Founder, Geekwire.com

A successful serial entrepreneur and investor in many startups, Jonathan is Chairman and Co-Founder of Geekwire.com, one of the tech sector’s top news sites, and Chairman and Founder of PicMonkey, the world’s most fun and popular photo-editor.

He also has the distinct honor of being the first person to sell 2 companies to Google.

In 2016, Jonathan made headlines when he announced he would be the first technology investor to only invest in female-founded companies moving forward. This put Jonathan in the national spotlight and he became an honoree of various women-led organizations such as American Women In Science, Vital Voices, and the 2017 recipient of University of Washington’s “Man of Integrity” award. He has invested in many startups founded by women, such as Glamhive, GiftStarter, Runway2Street, Poppy, Scout, Vivifi, and others. Jonathan is also a key investor and “Distinguished Entrepreneur in Residence” at the groundbreaking first of its kind women’s co-working space The Riveter.

Sposato recently handed over the CEO responsibilities of PicMonkey to a successor in order to dedicate himself to the mission of developing, identifying, and promoting more female representation and leadership in business. His new book BETTER TOGETHER: 8 Ways Working with Women Leads to Extraordinary Products and Profits debuted in Winter 2017 and has become a national bestseller.

Jonathan is also the founder of WeCount.org, the first non-profit to apply smartphone technologies to help the homeless receive items critical to their survival on the streets.

Jonathan was awarded the “Civic Innovation Award” from Seattle’s Mayor in 2016.

Prior to all this, Jonathan co-founded Picnik.com and created the first profitable online photo subscription service, reaching over 60 million visitors a month. Prior to Picnik, Jonathan founded Phatbits which went on to become Google Gadgets.

In the early ’90’s Jonathan was a senior manager in Microsoft’s consumer division, personally delivering the next level of thought on key Microsoft properties to chairman Bill Gates and the company’s leadership, as well as having been a key player on the first Xbox, the Xbox games business, and various consumer applications impacting millions of users.

Jonathan is a graduate of Whitman College, where he is on the Board of Trustees.
DAVID BOARDMAN
Dean, Klein College of Media and Communication, Temple University

David Boardman is Dean of the Klein College of Media and Communication at Temple University. He has academic and financial responsibility for one of the largest and most comprehensive programs of its kind, with more than 3,000 students and 250 faculty members. In three years in this position, he has raised nearly $15 million for the school and has led major strategic initiatives that have raised its profile and standing.

Previously, Boardman was Executive Editor and Senior Vice President of The Seattle Times, the largest news organization in the Pacific Northwest. Under his leadership, The Times won four Pulitzer Prizes and produced 10 Pulitzer finalists.

Boardman personally has been the recipient of numerous other major national awards, including the National Ethics Award from the Society of Professional Journalists, the Goldsmith Prize in Investigative Reporting from Harvard University, the Worth Bingham Prize in Investigative Reporting, the Investigative Reporters and Editors Award and the Associated Press Managing Editors Public Service Award.

He is chair of the Reporters Committee for Freedom of the Press, the Lenfest Institute for Journalism and the Solutions Journalism Network. He is also president of the American Society of News Editors Foundation and serves on the boards of the Fund for Investigative Journalism and the Organized Crime and Corruption Reporting Project. He also sits on the advisory boards of ProPublica, the New England Center for Investigative Reporting and Investigative Reporting Denmark. Boardman serves on the Accrediting Council for Education in Journalism and Mass Communication and is its immediate past president.

He is a graduate of the Medill School of Journalism at Northwestern University and has a graduate degree from the University of Washington.
MICHAEL BROWN  
_Civic Architect, Civic Commons, Seattle Foundation_

Michael Brown is the Chief Architect of the Civic Commons, a project of Seattle Foundation, a new regional civic infrastructure aimed at uniting more community voices in decision-making to advance racial and economic equity. Most recently, Michael served at the Foundation’s Vice President of Community Programs, where he oversaw the Foundation’s community impact efforts, strategic grantmaking initiatives, convening activities, and impact investing program.

Since beginning his tenure at the foundation in 2001, Michael has led efforts to elevate community voice and foster public-private partnerships, tackling complex challenges in the areas of affordable housing, economic and racial equity, and policy and advocacy. He led the development of the Seattle Foundation’s Center for Community Partnerships, which focuses directly on targeted efforts to achieve greater racial and economic equity.

A seasoned strategic leader in the philanthropic field, he brings perspective as a veteran of funder collaboratives and collective impact efforts, including SkillUp Washington to improve economic opportunity for low income adults, the Road Map Project to improve education and student achievement; Communities of Opportunity to improve health and well-being outcomes for low income communities in the greater Seattle region; and the Sustainable Communities Funder group working to address issues at the intersection of environmental sustainability, equitable inclusion and economic opportunity.

From 1997 to 2000, Michael served as a legislative aide to City of Seattle Councilmember Richard McIver. Michael also served as Deputy Director for the Washington Association for Community Economic Development, a non-profit organization that provided training and technical assistance to statewide community-based development organizations.

A native of New Orleans, Michael received his Master of Public Administration from the University of Washington and his Bachelor of Arts in Political Science from Loyola University (New Orleans). Michael is President of the Building Changes Board of Directors and Neighborhood Funders Group, a commissioner at the King County Housing Authority, and a board member of the Washington State Budget and Policy Center. He is a past board member of Impact Capital and the Crisis Clinic.

Michael received Grantmakers in Health’s 2018 Terrance Keenan Leadership Award in Health Philanthropy, which recognizes outstanding health grantmakers whose work is distinguished by leadership, innovation, and outstanding achievement. Michael is also an American Marshall Memorial Fellow and a graduate of Leadership Tomorrow.
TIM BURGESS
Former Mayor & Council Member, City of Seattle

Tim Burgess served 10 years at Seattle City Hall as a member of the City Council and as the city’s 55th Mayor. He was first elected city-wide in 2007 and won re-election in 2011 and 2015. As a Council member, Tim focused his work on issues related to improving the lives of Seattle’s children. Under his leadership, Seattle became the fourth major U.S. city to fully fund the Nurse Family Partnership, a home visitation program for low-income families that The New York Times calls America’s best anti-poverty program. He was the lead architect of the Seattle Preschool Program that will eventually offer high-quality preschool to all of the city’s three- and four-year old children. Tim also developed the Seattle Retirement Savings Plan for workers without employer-sponsored benefits, making Seattle the first city in the nation to create such a plan. In his time at City Hall, he was a consistent and staunch advocate for criminal justice and police reform, economic growth policies, and tourism promotion.

ENRIQUE CERNA
Seattle Journalist

Enrique Cerna is a veteran journalist who has worked in Seattle media for more than four decades. He began his career with KOMO Radio as a news reporter in 1975 and later worked for KING 5 and KOMO television before joining KCTS 9, Seattle’s public television station. Cerna worked for 23 years at KCTS 9 and recently retired from his role as senior correspondent. He anchored current affairs programs, moderated statewide political debates, interviewed major newsmakers, produced and reported stories throughout Washington State and for national PBS programs.

Cerna has earned nine regional Emmy awards and numerous other honors. In June, 2013, he was inducted into the National Academy of Television Arts and Sciences Northwest Chapter’s Silver Circle for his work as a television professional.
Trish Millines Dziko co-founded TAF in 1996 after spending 15 years as a developer, designer, and manager in the high tech industry. A native of New Jersey who attended Monmouth College (now Monmouth University) on a basketball scholarship, she graduated with a B.S. in Computer Science in 1979 at a time when few people of color and few women were entering the field. Her successful career brought her to Microsoft in the late-1980s, just as the pioneering software company was set to become a worldwide brand.

Over the next decade of tremendous growth, she saw very little change in the high tech industry: women and people of color remained grossly underrepresented. After careful research she traced the root of the problem to the lack of access to rigorous, relevant technology training in our public schools, particularly those in traditionally underserved communities of color. Trish left Microsoft in 1996, the same year she founded TAF. More information about TAF is available at www.techaccess.org.

Trish has led the growth of TAF into a statewide leader in STEM education, operating TAF Academy (a 6th to 12th grade, award-winning public school that is co-managed by TAF and the Federal Way Public School District), increasing the number of teachers of color through the Martinez Fellowship, and partnering with public schools to transform them into academic environments that will promote the highest level of student learning.

In addition to her work at TAF, Trish remains a committed, proactive leader and serves on the boards of several organizations that focus on children and education.

Trish and her spouse live on Vashon Island and are the proud parents of 4 children.
MAYOR JENNY A. DURKAN
City of Seattle

Jenny A. Durkan is the 56th Mayor of Seattle and the first woman to lead the City in nearly a century.

She entered office on November 28, 2017, with the challenge of making Seattle affordable and inclusive for all. She is focused on the housing affordability crisis, helping those experiencing homelessness, providing free college tuition to Seattle’s high school graduates, and pushing reforms and restoring trust in the police department—while also delivering on basic city services. She also is committed to ensuring Seattle continues to lead the innovative economy and create new models for ensuring more security for workers.

Prior to becoming Mayor, Durkan was a civic leader and nationally-recognized attorney. From 2009 to 2014, she served as the U.S. Attorney for the Western District of Washington, becoming the first openly gay U.S. Attorney in our country’s history.

As U.S. Attorney, Durkan was the chief federal law enforcement officer in Western Washington and coordinated various federal investigative agencies. During her tenure, Durkan championed more proactive enforcement efforts, leading “hot spot” initiatives in areas of persistent crime and by targeting gun crimes. Durkan also formed a civil rights unit in the U.S. Attorney’s office that increased enforcement of civil rights laws, including housing and job discrimination protections and the rights of returning veterans. Working with civil rights groups and community leaders, she launched a civil rights investigation of the Seattle Police Department’s use of force and treatment of minority communities. The investigation led to a landmark consent decree that requires broad reforms and ongoing monitoring by the federal court.

As a civic leader and advocate, she chaired a statewide task force on consumer privacy, which led to innovative protections for identity theft. She served a three-year term on the Washington State Bar Association Board of Governors and for over twenty years served on the Merit Selection Committee for the United States District Court, helping select the candidates for appointment to seven vacancies in the federal judiciary. She was a founding board member of the Center for Women and Democracy and trained women running for office in Morocco. She was the first citizen observer on Seattle Police Department’s Firearms Review Board and served on two blue-ribbon committees pushing for reforms at SPD. She helped establish drug and mental health courts in King County and create a specialized federal program to provide treatment alternatives to incarceration.

Durkan, one of eight children, was raised in Seattle. She graduated from the University of Notre Dame, taught school, and coached girls basketball in a Yupik fishing village in Alaska, and then earned her J.D. at the University of Washington School of Law. She and her partner, Dana, have two sons.
BILL GOLDERER  
*President & CEO, United Way of Greater Philadelphia & Southern New Jersey*

Bill serves as President and CEO of United Way of Greater Philadelphia and Southern New Jersey (UWGPSNJ), where he oversees the organization’s work to fight poverty by investing in youth success and family economic stability. Bill leads UWGPSNJ’s mission to harness, leverage, and strategically invest the collective power of more than 100,000 donors, advocates, and volunteers, to end intergenerational poverty in our region. Through the Impact Fund, UWGPSNJ develops successful youth and stable, self-sufficient families by investing in the areas of early learning, career pathways and pipelines, and economic self-sufficiency, while also ensuring access to the community stability supports that individuals and families need to stay healthy and meet their most basic needs.

Prior to joining UWGPSNJ, Bill served as senior pastor at Arch Street Presbyterian Church. He was also the founder of Broad Street Ministry, which enables cross-sector collaboration to lift people out of homelessness, and has become known for the inclusive service it extends to community members in need. At Broad Street Ministry, hundreds of individuals and families in need are able to join community meals, access case management, medical services, behavioral health supports, benefits counseling, and legal support. As a result of his work at Broad Street Ministry, Bill also had the opportunity to co-found Rooster Soup Company, the nation’s first for-profit, crowd-funded social impact restaurant that creates jobs and returns revenue to Philadelphia’s most impoverished citizens.

Bill is a graduate of Southern Methodist University (B.A.) and Yale University Divinity School (M.Div.), and he is an Ordained Minister in the Presbyterian Church, PC (USA). He has authored a number of articles and op-eds, contributed to several books, and has been a commentator for *Huffington Post*, CNN, and *The History Channel*. Bill continues to lecture and teach coursework at institutions including Princeton Theological Seminary, the Wharton School of Business at the University of Pennsylvania and is a Senior Fellow at Fels School of Government at UPenn. He serves on several governing and advisory boards of arts, social service, and social innovation organizations in the Philadelphia area. In 2010, he was named as one of Philadelphia’s 101 Emerging Connectors by Leadership Philadelphia and in 2017 *Philadelphia Magazine* recognized him as one of the 100 Most Influential Philadelphians.

MIKE HARBOUR  
*Deputy Chief Executive Officer, Sound Transit*

Mike Harbour is the Deputy Chief Executive Officer of Sound Transit, the agency responsible for building and operating the Puget Sound region’s mass transit system.

Mike moved to Sound Transit in 2012 from Intercity Transit in Olympia, Washington. Mike served 17+ years as General Manager of Intercity Transit. During his leadership the agency won the American Public Transportation Association’s (APTA) Outstanding Public Transportation System Award and achieved Gold Status in the APTA Sustainability Commitment program. Prior to Intercity Transit, he served over eight years as General Manager of Chatham Area Transit in Savannah, Georgia.

Mike is a graduate of Vanderbilt University with a Bachelor of Engineering degree.
A-P Hurd
President, Skipstone

A-P Hurd’s 20-year career spans real estate, finance, and technology. Her experience running a real estate company and developing nearly $2B of new buildings in Seattle has made her a strong investment and risk manager.

A-P was hired at Touchstone in 2007 to assemble a new leadership team and execute a merger/transition from a founder-led company. In 2014 Touchstone was successfully acquired by Urban Renaissance Group, and A-P became President until the completion of the portfolio of projects in August 2017. Under her leadership, the company earned several awards, including National Developer of the Year. She was responsible for the company’s overall financial performance including operating P&L and investment returns. A-P worked closely with investors and lenders including insurance companies, pension fund advisors, regional and national banks. She was deeply involved in the long-term capitalization strategy for her parent company (URG) and was also the executive head of their IT portfolio.

A-P recently started another company—Skipstone—which provides strategic consulting services.

In 2017, A-P joined the board of CityBldr, a technology company focused on unlocking value though assemblages of land in transitioning neighborhoods. She is currently a board member at the Metro Seattle Chamber where she also sits on the Executive Committee, the Finance Committee, and co-chairs the Policy Leadership Group. She is a member of the Community Development Roundtable (CDRT). A-P has served on many other non-profit and industry boards including as the board chair and Chapter President for NAIOP Washington—the industry association for the commercial real estate industry, and the board treasurer at Forterra.

A-P is a faculty member and Runstad Fellow in the College of Built Environments at the University of Washington, where she teaches a graduate course on urban design, land use economics and public policy. She frequently speaks and publishes on economic and regulatory issues and in 2012, she published *The Carbon-Efficient City* with the University of Washington Press.
LEESA MANION
Chief of Staff, King County Prosecuting Attorney’s Office

Leesa Manion is the Chief of Staff to King County Prosecuting Attorney Dan Satterberg, a position she has held since 2007. In this position, Leesa serves as the chief administrative officer for the office, which employs more than 240 attorneys, 250 staff, and has an annual budget of over $68 million.

In addition to overseeing a wide range of fiscal, human resources, legislative, and policy issues, Leesa oversees a variety of criminal reform initiatives, including the office’s Choose 180 Program, which is a community-based, pre-filing juvenile diversion program designed to keep youth out of the criminal justice system.

She has also spearheaded a number of projects aimed at reducing disproportionality within in the criminal justice system, a major initiative launched by the King County Prosecuting Attorney’s Office in the last few years.

Leesa is a graduate of Seattle University School of Law. She serves on the Boards of the Urban League of Metropolitan Seattle, the Washington Alliance for Gun Responsibility, and Beecher’s Foundation. She also serves on the Community Board for the University of Washington’s Communities in Action Initiative, and serves on the Executive Team for the Seattle Police Department’s Second Chance Act Women’s Reentry Development Committee.

Leesa is a member of the Korean Prosecutors Association and Washington Women Lawyers. Outside of work, Leesa enjoys entertaining, reading, and spending time with her family.

SOLYNN MCCURDY
CEO, Social Venture Partners Seattle

Solynn McCurdy is the Chief Executive Officer for SVP Seattle. In this role, he provides overall strategic development and support for a strong network of philanthropists with the drive to create positive change in their communities.

Solynn comes to SVP with over 10 years of experience in the private and nonprofit sectors. As a leader with Premera Blue Cross, he shaped the company’s social impact programs and developed philanthropic efforts to improve access to quality healthcare in Washington state and Alaska.

Previously, Solynn served as Director of External Affairs at Seattle University where he supported cross-sector partnerships and advanced university-wide initiatives. He has implemented regional strategies in community engagement, college readiness, and youth development with organizations such as Washington STEM, Alliance for Education, and the Pacific Institute.

As a Seattle native, Solynn is deeply committed to the success and social equity of young people and marginalized communities. He serves on the advisory board of the Seattle University Youth Initiative—a nationally recognized community development project focused on improving education, economic prosperity, health, and support systems for youth and their families in the Yesler Terrace neighborhood. Solynn has also been a steward of Leadership Tomorrow and Seattle City Club.

He holds a Master’s in education from Seattle University and a Bachelor of Arts in sociology from the University of Washington.
ARUN S. PRABHAKARAN
*Chief of Staff, Philadelphia District Attorney’s Office*

Arun S. Prabhakaran, Chief of Staff plans and directs all administrative, financial, and operational activities for the Philadelphia District Attorney’s Office. Formerly, Prabhakaran was the Senior Vice President and Chief External Affairs Officer for the Urban Affairs Coalition (UAC), where he oversaw UAC’s fund development, new business, government relations, strategic partnerships, board development and relations, marketing and communications, and community affairs. Before UAC, he oversaw government relations and public sector sales for a public policy IT firm; founded the city's first youth-oriented harm reduction drop-in center serving homeless, drug addicted youth; worked as an independent consultant; and has a decade of grassroots organizing experience. Prabhakaran is active in the community through the Maternity Care Coalition, Philadelphia Works and the Urban Affairs Coalition.

SHEFALI RANGANATHAN
*Deputy Mayor, External Relations, City of Seattle*

Shefali Ranganathan is the Deputy Mayor, External Relations for the City of Seattle. At the City, she oversees thirteen City Departments ranging from transportation to economic development. She brings a community-focused approach to Seattle Mayor Jenny Durkan’s administration with an emphasis on inclusive and expansive community engagement to help solve our city’s challenges and to harness Seattle’s culture of innovation to create opportunity for all.

Prior to the City, she led Transportation Choices Coalition (TCC), a transportation focused non-profit which helped win significant investments for transportation including $54 billion Sound Transit 3 light rail expansion and the $930 million Move Seattle levy which invests in sidewalks, transit and other essential transportation improvements. Her focus on transportation equity for working families and communities of color helped build strong partnerships with social justice organizations that resulted in the creation of ORCA LIFT, the nation’s most expansive low income transit fare program and $20M for affordable housing near future transit stations.
DAVID ROLF
*International Vice President, SEIU and President, SEIU 775*

David Rolf is known internationally as an innovative labor leader and thinker on the future of work and labor. Rolf was a leading architect of the historic fights to win a $15 living wage in Sea-Tac and Seattle, WA. He serves as an International Vice President of the Service Employees International Union (SEIU) and as President of SEIU 775, which represents more than 45,000 long-term care workers in the Pacific Northwest.

Rolf’s has been called “the most successful union organizer of the last 15 years” by *The American Prospect*, which said that “No American unionist has organized as many workers, or won them raises as substantial, as Rolf.”


Rolf is building a new labor movement, founding organizations like the Fair Work Center, Working Washington, and The Workers Lab. The Fair Work Center is a Seattle-based hub for workers to understand and exercise their legal rights, and also assists in enforcing labor law. Working Washington is a statewide organization fighting for economic justice and workers’ rights in Washington State. The California-based Workers Lab invests in projects that will create the next generation’s labor movement, building economic power for working people at a large scale while developing self-sufficient organizational revenue models.

Rolf is also the founder and board chair of the SEIU 775 Benefits Group, which provides training, health care and retirement benefits to Washington State’s home care workers. The Benefits Group is the largest long-term care workforce development organization in the country and the only organization providing Advanced Registered Apprenticeship training for home care workers. In addition to building career pathways for caregivers, the Benefits Group provides affordable, comprehensive health benefits and the nation’s first pension fund for home care workers.

Born and raised in Cincinnati, OH, Rolf graduated from Bard College and joined SEIU as an organizer in 1991. He lives with his wife in Seattle.
ZETA SMITH
Divisional Senior Vice President, Operations, Starbucks Coffee Company

Zeta Smith has been recently appointed to lead a large, cross-functional task force to develop a metropolitan market strategy that will address the complex and unique challenges of stores located in major markets. In this role, she will identify, prioritize, and generate go-forward changes and processes within the enterprise resulting in thriving stores and neighborhoods.

Prior to her current role, Zeta Smith was the divisional senior vice president for the East Division from 2016–2018. The division encompassed 35 states and nearly 4300 stores. In that role, Zeta led the East Division team reporting directly to the executive vice president of the U.S. and serving on the U.S. Operational Leadership Team. Zeta worked closely with business leaders across the enterprise to enhance the customer and partner experience, elevate coffee knowledge, and deliver a sustainable economic model. Her direct reports included regional vice presidents covering the Northeast, New York, MidAtlantic, Midwest, Southeast, Florida and Mid-America regions. Promoted from regional vice president, Zeta brought extensive operations experience and leadership skills to the role.

As regional vice president of the company’s U.S. Northeast region, Zeta Smith led retail operations for over 650 Starbucks company-operated stores and over 10,000 employees (partners) within her region from 2010–2016. Her region spanned 12 states that made up the Northeast corner of the country. Zeta provided development for her partners while supporting the achievement of the US Annual Operating Plan.

Zeta joined Starbucks in 2006 as a regional director for the New York Metro Region and in 2008, she transitioned to the Northeast Region as the regional director, where she successfully led her team through the Transformational Agenda. In 2010, she was promoted to regional vice president within this same region.

Prior to joining Starbucks, Zeta worked at ExxonMobil for more than 15 years in a number of roles of increasing responsibility including franchisee and company-owned retail operations, training, marketing, and business planning and analysis.

Zeta holds an Executive Master of Business Administration from George Mason University in Fairfax, Virginia and a bachelor’s degree in Marketing from the University of Maryland, College Park. A native of Lancaster, PA, she and her husband, Anthony (and son Jose) relocated from Massachusetts to Seattle, Washington in 2016. A decaf drinker, Zeta’s favorite beverage of choice is a holiday favorite, Decaf Christmas Blend.
Marilyn Strickland
President, Seattle Metro Chamber of Commerce

Marilyn Strickland is the President and CEO of the Seattle Metropolitan Chamber of Commerce. Recognized by leaders throughout the Seattle metro area for her principled, collaborative, and forward-thinking style, Strickland champions a regional approach to address our most pressing issues, including housing affordability, transportation, and workforce training. She is the first person of color and second woman to hold this role.

Prior to this position, Strickland served for eight years as Mayor of Tacoma, where she forged new ground on transportation, education, international investment, and economic development, and served for two years as a member of the Tacoma City Council. Prior to elected office, she worked in both the private and public sectors. She currently serves as a trustee of the Urban Land Institute, on the Pierce County Advisory Council for Amara, and is the 2018 Campaign Chair for United Way of Pierce County.

Strickland holds a B.A. from the University of Washington and a Master of Business Administration from Clark Atlanta University.

Tony To
Executive Director, HomeSight

Tony To is the Executive Director of HomeSight, a non-profit Community Development Corporation whose mission is “to promote equity by preserving and enhancing economically and culturally diverse communities through affordable homeownership, business development, and community advocacy.” Tony has been at HomeSight since 1993 becoming the ED in 2004.

Over 28 years, HomeSight has built 500 units of for sales homes, created or saved 3,000 new or current homeowners, and directly financed over $27 million in purchase assistance loans. HomeSight also created a $5.5 million rescue loan fund in 2012 to stop over 200 foreclosures statewide.

Tony is a current member of the Puget Sound Regional Council Economic Development District Board and a Co-Chair of the Regional Equity Network and a member of the Race and Social Equity Taskforce, and a member of the City’s Equity Development Initiative Fund Interim Advisory Committee.

This year Tony served the King County Regional Affordable Housing Task Force and the Seattle Progressive Revenues Task Force.

Tony has served on the Washington Low Income Housing Alliance board (2007–15) and the Washington State Affordable Housing Advisory Board (2006–14). Tony was the Vice Chair of the Growing Transit Communities Partnership (2011–14) and served two terms on the Seattle Planning Commission and was elected the chair in 2009.

Tony is a first-generation immigrant arriving with his family to New York City in 1963 as refugees from China. The most rewarding part of Tony’s job is remaining a community organizer even in his ED role. In his spare time, Tony and his wife Beth enjoy traveling as foodies and birders.
ALEJANDRA TRES

Executive Director, Municipal League of King County

Alejandra Tres is Executive Director of the Municipal League of King County, a non-partisan civic organization that builds stronger communities by linking people to the local governments that serve them. She is also Founder of Juntos Consulting, which specializes in community-led policy solutions. Previously Alejandra was Executive Director of the Association of Environmental Health Academic Programs and the National Environmental Health Science and Protection Accreditation Council. Alejandra was also an organizer with the Sound Alliance and the Industrial Areas Foundation Northwest. Alejandra served as a research analyst at the Department of Environmental Health at the University of Washington and consulted for several organizations including the Washington State Board of Health, the March of Dimes, Ford Foundation, and Mercy Corps International on issues such as environmental justice, housing, public participation, organizational development, and civil society.

She lives outside Seattle with her husband Jeff, sons Carlos and Cisco, dog Piba, a flock of chickens and sundry of other animals. She is a native of Argentina and regularly ponders if 22 years in the NW officially makes her a local.

DAVID WERTHEIMER

Director of Community and Civic Engagement, Bill & Melinda Gates Foundation

David M. Wertheimer has worked in a variety of capacities in the non-profit, government, educational and philanthropic sectors for more than three decades. He has been employed at the Bill & Melinda Gates Foundation in Seattle since 2006, and currently serves as the foundation’s Director of Community and Civic Engagement. He previously served as Deputy Director for the Pacific Northwest Initiative, overseeing the foundation’s work to end family homelessness.

David currently serves as the President of the Haverford College Alumni Association, on the Board of Directors of Partners for Our Children, and on the Washington State Health Innovation Leadership Network (HILN). He is the immediate past national Board Chair of Funders Together to End Homelessness (2012–16), and served as co-Chair of the Seattle Housing Affordability and Livability Agenda (HALA) Task Force (2014–15).

A native of New York City, David is the former Executive Director of the NYC Gay & Lesbian Anti-Violence Project, and a former NYC Human Rights Commissioner. He is a graduate of Haverford College, Yale University Divinity School and the University of Connecticut School of Social Work.

David’s hobby and non-work passion is incunabula, (the earliest printed books). His interest dates back to regular visits to the Pierpont Morgan Library when he was a boy growing up in New York.

When not working in Seattle, David and his husband make their home on Guemes Island, WA.
DALILA WILSON-SCOTT
Senior Vice President, Community Impact, Comcast

Dalila Wilson-Scott serves as Senior Vice President of Community Investment for Comcast Corporation and as President of the Comcast Foundation. In this role, Dalila works collaboratively across Comcast NBCUniversal to provide strategic leadership throughout all aspects of the company’s community investment and corporate social responsibility initiatives. In addition, Dalila oversees efforts to leverage various assets, resources and platforms throughout the company to extend the reach and impact of philanthropic partnerships. In 2015, Comcast NBCUniversal and its foundations provided over $500 million in cash and in-kind support to nonprofit partners sharing Comcast’s commitment to improving communities. Comcast proactively seeks out ways to leverage the reach of its media and technology platforms to strengthen communities in meaningful ways.

Dalila joined Comcast in 2016 after more than 16 years at JPMorgan Chase & Co., where she most recently served as Head of Global Philanthropy and President of the JPMorgan Chase Foundation. She led the firm’s philanthropic initiatives, including employee engagement and volunteerism, while helping to set the company’s overall corporate responsibility strategy. JPMorgan doubled its grant-making portfolio under her leadership and launched groundbreaking private sector commitments to close the skills gap across the globe, spark FinTech innovation, promote economic equality, as well as significantly improve the lives of young men of color. Prior to joining the Office of Corporate Responsibility, she served in the firm’s Corporate Merger Office as an integral member of the team managing the integration of JPMorgan Chase and Bank One. Before this role, she was a Senior Strategic Planning Director focused on evaluating new business initiatives and acquisition opportunities for the retail and commercial banking businesses.

In addition to serving on the boards of Welcome America, Inc., GuideStar and Box.org, Dalila is a member of the Executive Leadership Council. She previously served as a member of the Committee for Economic Development, and the Advisory Council of My Brother’s Keeper Alliance. Dalila has been named one of the “Most Influential Blacks in Corporate America” by Savoy Magazine and an “Innovative Rising Star: Building Communities” by Forbes magazine. She has also been a featured speaker at several forums highlighting impact and innovation in philanthropy, including at the Aspen Ideas Festival, Social Innovation Summit, USC Center on Philanthropy and Public Policy and the Women’s Philanthropy Institute’s Annual Symposium. She earned an MBA in Finance and Management from New York University’s Leonard N. Stern School of Business and a B.A. in Economics from New York University’s College of Arts and Science.
LEADERSHIP DELEGATION

LEO ADDIMANDO
Managing Partner
ALTERRA PROPERTY GROUP
Philadelphia, PA
leo@alterraproperty.com
Building Industry Association; Preservation Alliance of Philadelphia; Old City District

DAVID BOARDMAN
Dean
TEMPLE UNIVERSITY, KLEIN COLLEGE OF MEDIA AND COMMUNICATION
Philadelphia, PA
dboardman@temple.edu
Lenfest Institute for Journalism; Reporters Committee for Freedom of the Press; Solutions Journalism Network

MICHAEL BANKS
President & CEO
AFRICAN AMERICAN CHAMBER OF COMMERCE
Philadelphia, PA
mbanks@aachamber.org
Community College of Philadelphia Foundation, United Way of Philadelphia, Mann Center for Performing Arts

STEVEN SCOTT BRADLEY
President
BRADLEY & BRADLEY ASSOCIATES
Philadelphia, PA
ssbradley@bradleyins.net
African American Chamber of Commerce; World Trade Center; WHYY

MICHAEL J. BARSANTI
Director
THE LIBRARY COMPANY OF PHILADELPHIA
Philadelphia, PA
@mikebarsanti
mbarsanti@librarycompany.org
Independence Charter School; Throwaway Horse LLC; American Antiquarian Society

TRACY S. BRALA
VP, Ecosystem Development
UNIVERSITY CITY SCIENCE CENTER
Philadelphia, PA
tbrala@sciencecenter.org
McNulty Women’s Leadership Institute at Villanova; Cradle of Liberty Boy Scout Council

DAVID S. BLUM
Partner
MONTGOMERY MCCracken Walker & RHOADS
Philadelphia, PA
dblum@mmwr.com
St. Christopher’s Hospital for Children; Walnut Street Theatre; Avenue of the Arts, Inc.; Economy League of Greater Philadelphia

AMARA BRIGGS
SVP & Relationship Manager
WELLS FARGO
Philadelphia, PA
amara.briggs@wellsfargo.com
Fairmount Park Conservancy; Economy League of Greater Philadelphia
VANESSA BRIGGS  
President & CEO  
BRANDYWINE HEALTH FOUNDATION  
Coatesville, PA  
vbriggs@brandywinefoundation.org  
Council on Black Health; Decades to Doorways Chester County; 2nd Century Alliance

Darryl Bundridge  
Executive Director  
CITY YEAR PHILADELPHIA  
Philadelphia, PA  
dbundridge@cityyear.org  
The Penn State Alumni Association

Malik Brown  
AVP, Workforce Solutions & Community Impact  
PEIRCE COLLEGE  
Philadelphia, PA  
mrbrown4@peirce.edu  
ACHIEVeability; Greater Philadelphia Chamber of Commerce Education Talent Action Team; Settlement Music School Central Board

Ilene Burak  
SVP, General Counsel  
PIDC  
Philadelphia, PA  
iburak@pidc.phila.com  
Mishkan Shalom Synagogue; Allens Lane Art Center

Rep. Donna Bullock  
State Representative  
PENNSYLVANIA HOUSE OF REPRESENTATIVES  
Philadelphia, PA  
@repDonnaBullock  
dbullock@pahouse.net  
Community Legal Services; Philadelphia Legal Assistance; Gesu School

Christina R. Chepel  
Partner  
KPMG  
Philadelphia, PA  
cchepel@kpmg.com  
The Economy League of Greater Philadelphia; Forum of Executive Women; Wellsprings Congregation

Otis L. Bullock, Jr.  
Executive Director  
DIVERSIFIED COMMUNITY SERVICES  
Philadelphia, PA  
@otisbullock  
obullock@dcsphila.org  
Caring People Alliance; McLean Contributionship

Valarie J. Cofield  
President & CEO  
EASTERN MINORITY SUPPLIER DEVELOPMENT COUNCIL  
Philadelphia, PA  
@valjoi  
vcofield@emscdc.org  
Governor's Advisory Council on Diversity, Inclusion, and Small Business Opportunities; Rebuild Oversight Board; Office of Economic Opportunity Advisory Council; Girl Scout Leader
LEADERSHIP DELEGATION

RICHARD J. COHEN
President & CEO
PUBLIC HEALTH MANAGEMENT CORPORATION
Philadelphia, PA
@phmctweets
rjc@phmc.org
Penn Medicine; National Council on Crime and Delinquency; American Public Health Association

JOHN COLBORN
Chief Operating Officer
JEVS HUMAN SERVICES
Philadelphia, PA
@johncolborn
john.colborn@jevs.org
The Graduate Network; The Foundation Center; Council for Adult and Experiential Learning

JEFFREY COOPER
VP, Government and Community Affairs
UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA
jeffcoop@upenn.edu
Free Library of Philadelphia and Free Library of Philadelphia Foundation; Global Philadelphia; Lantern Theater Company; Economy League of Greater Philadelphia

CAROL DE FRIES
VP, Workforce & Economic Innovation
COMMUNITY COLLEGE OF PHILADELPHIA
Philadelphia, PA
@CarolDeFries
cdefries@ccp.edu
USA250; Campus Philly; Center City Proprietor’s Association

DAWN MAGLICCO DEITCH
Executive Director, Office of Government & Community Affairs
UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA
@maglicco
maglicco@upenn.edu
PRSA

JAY DEVINE
President & CEO
DEVINE + PARTNERS
Philadelphia, PA
@jdevine
jdevine@devinepartners.com
Neumann University; Greener Partners; Cristo Rey Philadelphia; Economy League of Greater Philadelphia

CHRIS E. DOMES
President
NEUMANN UNIVERSITY
Aston, PA
cdomes@neumann.edu
Association of Franciscan Colleges and Universities; National Research Center for College and University and Admission; Drexel Neumann Academy

NANCY DUNLEAVY
Founder & CEO
DUNLEAVY AND ASSOCIATES
Blue Bell, PA
@NancyDunleavy
ndunleavy@matchingmissions.com
Gwynedd Mercy University; Alliance for Women Entrepreneurs; Union League of Philadelphia

PATTY ELKIS
Director of Planning
DELAWARE VALLEY REGIONAL PLANNING COMMISSION
Philadelphia, PA
@DVRPC
pelkis@dvrpc.org
Urban Land Institute; Greater Valley Forge TMA; Lower Merion Township Shade Tree Commission

JOHN EMGE
VP & Regional Executive Director
UNITED WAY OF GREATER PHILADELPHIA & SOUTHERN NEW JERSEY
Cherry Hill, NJ
@jemge
jemge@uwgpsnj.org
United Ways of New Jersey; Burlington County Workforce Development Board; Get Healthy Camden
ERIK EVJEN
Director of Research
PHILADELPHIA CONVENTION & VISITORS BUREAU
Philadelphia, PA
erik@discoverPHL.com
Destinations International; Travel & Tourism Research Association; Norwegian-American Chamber of Commerce Philadelphia; Economy League of Greater Philadelphia

MICHELLE FREEMAN
President
WITTY GRITTY
Philadelphia, PA
@micheemichee520 @wittygrittyphl michelle@wittygritty.com
Citizens Planning Institute; Skate Philly; Small But Mighty Arts

ANNE FADULLON
Director of Planning & Development
CITY OF PHILADELPHIA
Philadelphia, PA
anne.fadullon@phila.gov
Philadelphia Redevelopment Authority; Philadelphia City Planning Commission; Philadelphia Industrial Development Corporation

ANDREW FRISHKOFF
Executive Director
PHILADELPHIA LISC
Philadelphia, PA
@LISC_Afrishkoff afrishkoff@lisc.org
Affordable Housing Centers of Pennsylvania; Commonwealth Housing Legal Services; Philanthropy Network of Greater Philadelphia

KAREN LOCKHART FEGELY
Deputy Commerce Director
CITY OF PHILADELPHIA
Philadelphia, PA
@karenjlfegely, @phlcommerce karen.fegely@phila.gov
Philadelphia Housing Development Corporation

STEPHANIE GAMBONE
EVP
PHILADELPHIA YOUTH NETWORK
Philadelphia, PA
@Sgambone sgambone@pyninc.org
National Adoption Center; Leadership Philadelphia

SUSAN FELKER
Director, Strategic Management Office
AMERIHEALTH CARITAS
Philadelphia, PA
sfelker@amerihealthcaritas.com
Broad Street Ministry; Delaware Valley Regional Planning Commission

JAMIE GAUTHIER
Executive Director
FAIRMOUNT PARK CONSERVANCY
Philadelphia, PA
@jamiegauthier1 jgauthier@myphillypark.org
Philadelphia Crosstown Coalition; University City District; Philadelphia Board of Education

JOANNE FERRONI
Director, University & Community Partnerships
DREXEL UNIVERSITY
Philadelphia, PA
@jmferroni jmjh49@drexel.edu
West Philadelphia Promise Neighborhood, West Philadelphia Promise Zone

DONALD GUY GENERALS
President
COMMUNITY COLLEGE OF PHILADELPHIA
Philadelphia, PA
ggenerals@ccp.edu
Economy League of Greater Philadelphia; Free Library of Philadelphia; Philadelphia Works
LEADERSHIP DELEGATION

BILL GOLDERER
President & CEO
UNITED WAY OF GREATER PHILADELPHIA AND SOUTHERN NEW JERSEY
Philadelphia, PA
@golderer
bgolderer@uwgpsnj.org
Broad Street Ministry; Rooster Soup Company; Fels School of Government

KEITH GREEN
Director of Philadelphia LandCare
PENNSYLVANIA HORTICULTURAL SOCIETY
Philadelphia, PA
@PHSgardening
kgreen@pennhort.org

MATT GOLDFINE
Executive Director
LEAD PA
Philadelphia, PA
matthewgoldfine@gmail.com
Studio Ludo

MICHAEL GRIGALONIS
COO & EVP
CHESTER COUNTY ECONOMIC DEVELOPMENT COUNCIL
Exton, PA
mgrigalonis@ccedcpa.com
Transportation Management Association of Chester County; Chester County China Initiative; Southeast PREP

DOMINIQUE C. GOSS
Relationship Manager
TD CHARITABLE FOUNDATION
Mt. Laurel, NJ
@dominique_goss
dominique.goss@td.com
Clarifi; Emerging Practitioners in Philanthropy; Philadelphia Urban League

PETER M. GROLLMAN
SVP, External Affairs
CHILDREN’S HOSPITAL OF PHILADELPHIA
Philadelphia, PA
@petergrollman
grollman@email.chop.edu
University City District; Philadelphia Freedom Valley YMCA; Economy League of Greater Philadelphia

BONNIE GRANT
Executive Director
PHL LIFE SCIENCES, a Division of the Philadelphia Convention & Visitors Bureau
Philadelphia, PA
@PHLLifeSciences, @bonniephilly
bonnie@discoverphl.com
Philadelphia Public Relations Hall of Fame; Healthcare Conventions Exhibitors Association Board of Directors; Hospitality Corporate Council; Broad Street Ministry

DAVID GROSSMAN
Director, Civic House
UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA
dhg@upenn.edu
Delaware County Community College Trustee

DAVID GRASSO
CEO
GRASSO HOLDINGS
Philadelphia, PA
dgrasso@grassoholdings.com
Lutheran Settlement House; FringeArts

ANUJ GUPTA
General Manager
READING TERMINAL MARKET CORPORATION
Philadelphia, PA
a-gupta@readingterminalmarket.org
Chestnut Hill Hospital; Free Library of Philadelphia; Welcoming Center for New Pennsylvanians
ELINOR HAIDER
Director of Policy, Philadelphia Program
PEW CHARITABLE TRUSTS
Philadelphia, PA
@elinor_haider
Philadelphia Outward Bound School; Discovery Center; Reed Manufacturing

CHARNELLE HICKS
President
CHPLANNING
Philadelphia, PA
@Chplan
charnelle.hicks@chplanning.com
Avenue of the Arts; Methodist Home for Children; Partnership for the Delaware Estuary

LAUREN HANSEN-FLASCHEN
Director of Research
VISIT PHILADELPHIA
Philadelphia, PA
lhansen-flaschen@visitphilly.com
Garden Court Community Association; POWER; Philadelphia Research & Policy Group

MALCOLM J. INGRAM
Attorney
JACKSON LEWIS P.C.
Philadelphia, PA
malcolm.ingram@jacksonlewis.com
African American Chamber of Commerce; Healthy NewsWorks; Citizen Diplomacy International

BETH HARE
President
CRITERION SEARCH GROUP
Wayne, PA
hare@criterionsg.com
Broad Street Ministry; Montgomery County SPCA; Appleford

SHEILA IRELAND
Director, Office of Workforce Development
CITY OF PHILADELPHIA
Philadelphia, PA
sheila.ireland@phila.gov
SEAMAAC; Philadelphia SHRM

MELANIE S. HARRIS
Chief Information Officer
SCHOOL DISTRICT OF PHILADELPHIA
Philadelphia, PA
mharris@philasd.org
Fleisher Art Memorial; PhillyCAM; Evanta CIO Executive Summit

MONICA JINDIA
Vice President
COMMONWEALTH LAND TITLE INSURANCE COMPANY
Philadelphia, PA
mjindia@cltic.com
Urban Land Institute; Mural Arts Philadelphia; Lambda Alpha Philadelphia

LIZ HERSH
Director, Office of Homeless Services
CITY OF PHILADELPHIA
Philadelphia, PA
@lizhersh
liz.hersh@phila.gov
Mayor’s Task Force on Eviction Prevention and Response; Homeless Continuum of Care; Homeless Assistance Fund

ERIK JOHANSON
Director of Innovation
SEPTA
Philadelphia, PA
@ejohan01
ejohanson@septa.org
Mosaic Community Church

Leadership Delegation 49
LEADERSHIP DELEGATION

RUSSELL JOHNSON
President & CEO
HEALTHSPARK FOUNDATION
Colmar, PA
@russ_rjohnson
rjohnson@healthspark.org
Pennsylvania Health Funders Collaborative; Greater Philadelphia Nonprofit Repositioning Fund; United Way of Greater Philadelphia & Southern New Jersey

CHRISTINE KNAPP
Director of Sustainability
CITY OF PHILADELPHIA
Philadelphia, PA
@christinemknapp
christine.knapp@phila.gov
Passyunk Square Civic Association; Citizens Planning Institute

KIMBERLY JOYCE
VP, Regulatory, Government & External Affairs
AQUA PENNSYLVANIA
Bryn Mawr, PA
kajoyce@aquaamerica.com
National Association of Regulated Utility Commissioners Rate School; Villanova Engineering Student Learning Partnership; Villanova MBA; Economy League of Greater Philadelphia

SHERRYL KUHLMAN
Managing Director
WHARTON SOCIAL IMPACT
Philadelphia, PA
kuhlmans@wharton.upenn.edu
Investors Circle; Sixers Foundation; Mentor Independence Region

AVIVA KAPUST
Executive Director
THE VILLAGE OF ARTS AND HUMANITIES
Philadelphia, PA
@AvivaKapust, @Villagephilly
aviva@villagearts.org
PolicyLink; LISC; Spiral Q

LAUREN LAMBRUGO
Chief Operating Officer
PUBLIC HEALTH MANAGEMENT CORPORATION
Philadelphia, PA
@phmctweets
llambrugo@phmc.org
Planned Parenthood PA Advocates

MIKE KERLIN
Partner
MCKINSEY & COMPANY
Philadelphia, PA
mike_kerlin@mckinsey.com
Leadership Philadelphia; Visitation BVM School Kensington

HUGH LAVERY
SVP, Government & External Affairs
THOMAS JEFFERSON UNIVERSITY AND JEFFERSON HEALTH
Philadelphia, PA
hugh.lavery@jefferson.edu
Hospital and Healthsystem Association of PA; PA Early Learning Investment Commission; American Hospital Association; Economy League of Greater Philadelphia

JOE KHAN
Counsel
WEISBROD MATTEIS & COLEY
Philadelphia, PA
@joeforphilly
jkhan@wmclaw.com
Smith Memorial Playground and Playhouse; SEAMAAC; Philadelphia Democratic City Committee

JAMES LEONARD
Commissioner, Philadelphia Department of Records
CITY OF PHILADELPHIA
Philadelphia, PA
james.leonard@phila.gov
PA Recorder of Deeds Association; Pennsylvania Bar; Philadelphia Area Consortium of Special Collections Libraries
CHRISTINE LOPEZ  
Chief Administrative Officer  
CITY OF PHILADELPHIA  
Philadelphia, PA  
christine.derenick-lopez@phila.gov  
*The Workshop School; PSHRM*

MICHAEL MACFARLAND  
Regional Vice President  
TD BANK, N.A.  
Philadelphia, PA  
michael.macfarland@td.com  
*Greater Philadelphia Chamber of Commerce; The Arden Theatre; Cystic Fibrosis Foundation; Economy League of Greater Philadelphia*

MARCOS R. LOPEZ  
CEO  
EXUDE, INC.  
Philadelphia, PA  
mlopez@exudeinc.com  
*Economy League of Greater Philadelphia*

BARRY D. MANN, MD  
Chairman of the Board  
TOGETHER FOR WEST PHILADELPHIA  
Wynnewood, PA  
mannb@mlhs.org  
*Main Line Health; Alliance for Academic Medical Centers; Health Career Academy*

YOCASTA LORA  
Associate State Director  
AARP PENNSYLVANIA  
Philadelphia, PA  
ylora@aarp.org  
*The Merchant Funds; Greater Philadelphia Hispanic Chamber of Commerce*

JIM MARKHAM  
AVP  
PENNONI  
Philadelphia, PA  
jmarkham@pennoni.com  
*Economy League of Greater Philadelphia; Philadelphia Engineering Foundation*

DIANA LU  
Community Engagement Editor, PlanPhilly  
WHYY  
Philadelphia, PA  
@dianaluwho  
diana.ml.lu@gmail.com  
*The Independence Business Alliance; The Asian Mosaic Fund; hotpot! Philly*

SHARMAINE MATLOCK-TURNER  
President & CEO  
URBAN AFFAIRS COALITION  
Philadelphia, PA  
@SharmainUAC  
smtturner@uac.org  
*Federal Reserve Bank of Philadelphia; Read by 4th Campaign; Peirce College*

SIOBHAN LYONS  
President & CEO  
CITIZEN DIPLOMACY INTERNATIONAL  
Philadelphia, PA  
siobhan.lyons@cdiphila.org  
*Global Philadelphia Association; Philadelphia Committee on Foreign Relations*

JOANNA E. MCCLINTON  
State Representative  
PENNSYLVANIA HOUSE OF REPRESENTATIVES  
Philadelphia, PA  
@RepMcClinton  
jmcclinton@pahouse.net  
*Penn Asian Senior Services; Open Door Mission True Light Church; La Salle University African American Alumni Assoc.; National Black Caucus of State Legislators*
LEADERSHIP DELEGATION

ANTHONY BERNARD MILES
Fund Manager
TPP CAPITAL MANAGEMENT GROUP
Philadelphia, PA
anthonym@tppfunds.com
PIDC

SARA MORAN
VP, Strategic Initiatives
FREE LIBRARY OF PHILADELPHIA FOUNDATION
Philadelphia, PA
morans@freelibrary.org
YSI, Inc.

ELIZABETH MILLER
Executive Director
COMMUNITY DESIGN COLLABORATIVE
Philadelphia, PA
@cdesignc_tweets
beth@cdesignc.org
Center for Architecture and Design

LYNSDAY MOYER
Senior Director
COMCAST
Philadelphia, PA
lyndsay_moyer@comcast.com
City Year Philadelphia; National Foundation for Women Legislators; GOPAC

MICHAEL MITTELMAN USN (RET.)
President
SALUS UNIVERSITY
Elkins Park, PA
@salutspresident
mmittelman@salus.edu
Sunday Breakfast Club; Jeanes Hospital; Seeing Eye; Economy League of Greater Philadelphia

LAUREN NESTLER
Chief Communications & Strategy Officer
PUBLIC HEALTH MANAGEMENT CORPORATION
Philadelphia, PA
@phmc_tweets
lnestler@phmc.org
The Caring Center

SYLVESTER MOBLEY
CEO
CODED BY KIDS
Philadelphia, PA
@sylvestermobley
smobley@codedbykids.com
Academy of the Arts at Roxborough High School

ANN O’BRIEN
CEO
MONTGOMERY EARLY LEARNING CENTERS
Narberth, PA
@MELCEO
aobrien@melc.org
Graduate! Philadelphia; PA Childcare Association

LEADERSHIP DELEGATION

ESTHER MORALES
Director
PUENTES DE SALUD
Philadelphia, PA
esther.morales@puentesdesalud.org
Friends of Farmworkers; Southwark School; Lanzando Lideres; William Way Community Center

FOLASADE A. OLANIPEKUN-LEWIS
Regional Director, Government & Airport Affairs
AMERICAN AIRLINES
Philadelphia, PA
sade olanipekun-lewis@aa.com
Pennsylvania Ballet; North Philadelphia Healthcare System; Free Library Philadelphia
LEADERSHIP DELEGATION

ELLEN PETERSEN
Executive Coach & Consultant
ELLEN PETERSEN, EXECUTIVE COACH AND CONSULTING, LLC
Wallingford, PA
ellen@petersencoaching.com
Economy League of Greater Philadelphia; Broad Street Ministry; Penn Project for Civic Engagement

CLINT RANDALL
Senior Research Analyst
JLL
Philadelphia, PA
clint.randall@am.jll.com
Pig Iron Theater Company; Not In Philly

HOA PHAM
Program Manager
JOB OPPORTUNITY INVESTMENT NETWORK (JOIN)
Philadelphia, PA
hpham@uwgpnj.org
Philadelphia Center for Employment Opportunities; Friends of Garces Foundation

LARA RHAME
Chief U.S. Economist
FS INVESTMENTS
Philadelphia, PA
lara.rhame@fsinvestments.com
Economy League of Greater Philadelphia

KARYN POLAK
Deputy General Counsel
PNC BANK, N.A.
Philadelphia, PA
karyn.polak@pnc.com
American Bankers’ Association; Philabundance; National Women’s Law Center; Economy League of Greater Philadelphia

WILLIAM C. RHODES
Partner
BALLARD SPAHR
Philadelphia, PA
rhodes@ballardspahr.com
Economy League of Greater Philadelphia; Pennsylvania Economy League; Haverford Township Zoning Hearing Board

ARUN S. PRABHAKARAN
Chief of Staff
OFFICE OF DISTRICT ATTORNEY
LARRY KRASNER
Philadelphia, PA
arun.prabhakaran@phila.gov
Maternity Care Coalition; Urban Affairs Coalition

DAN RHOTON
Executive Director
HOPEWORKS’N CAMDEN
Camden, NJ
dan@hopeworkscamden.org
Urban Resources Development Corporation; Clarif; South Jersey Technologists

CHRISTOPHER M. PUCHALSKY
Director of Policy and Strategic Initiatives, Office of Transportation & Infrastructure Systems
CITY OF PHILADELPHIA
Philadelphia, PA
christopher.puchalsky@phila.gov
African American Chamber of Commerce; Philadelphia Chamber of Commerce; Goldman Sachs 10KSB Cohort B

PHILIP RHYM
Business Development
MFR CONSULTANTS
Philadelphia, PA
prhym@mfrconsultants.com
African American Chamber of Commerce; Philadelphia Chamber of Commerce; Goldman Sachs 10KSB Cohort B
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Email</th>
<th>Address</th>
<th>Affiliations</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARIA FRIZELLE ROBERTS</td>
<td>President &amp; CEO</td>
<td>MFR CONSULTANTS</td>
<td><a href="mailto:mfrizelle@mfrconsultants.com">mfrizelle@mfrconsultants.com</a></td>
<td>Philadelphia, PA</td>
<td>African American Chamber of Commerce; Queen Village Neighbors Assoc.; UPenn Patient Advocate for Cancer Research; Greater Phila. Chamber of Commerce Health Care Action Team; Economy League of Greater Philadelphia</td>
</tr>
<tr>
<td>ELLEN LISSY ROSENBERG</td>
<td>VP, Development &amp; Civic Engagement</td>
<td>THE GOLDENBERG GROUP</td>
<td><a href="mailto:erosenberg@goldenberggroup.com">erosenberg@goldenberggroup.com</a></td>
<td>Blue Bell, PA</td>
<td>Operation Understanding; Treehouse Books; EM Stanton School; Dunbar Promise Academy</td>
</tr>
<tr>
<td>BILL RYAN</td>
<td>AVP, Government Relations &amp; Public Affairs</td>
<td>EINSTEIN HEALTHCARE NETWORK</td>
<td><a href="mailto:ryanb@einstein.edu">ryanb@einstein.edu</a></td>
<td>Philadelphia, PA</td>
<td>Economy League of Greater Philadelphia</td>
</tr>
<tr>
<td>NAZAARAH SABREE</td>
<td>Director, Department of Commerce</td>
<td>CITY OF PHILADELPHIA</td>
<td>@nazaarahsabree</td>
<td>Philadelphia, PA</td>
<td>Business Association of West Parkside; Overbrook High Alumni Giving Back; Wynnefield Business Association</td>
</tr>
<tr>
<td>RICK SAUER</td>
<td>Executive Director</td>
<td>PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS</td>
<td><a href="mailto:rsauer@pacdc.org">rsauer@pacdc.org</a></td>
<td>Philadelphia, PA</td>
<td>Housing Alliance of Pennsylvania; Urban Affairs Coalition; Philadelphia Housing Trust Fund Oversight Board</td>
</tr>
<tr>
<td>DIANNE SEMINGSON</td>
<td>President &amp; CEO</td>
<td>DLS INTERNATIONAL</td>
<td><a href="mailto:diannesemingson@comcast.net">diannesemingson@comcast.net</a></td>
<td>Philadelphia, PA</td>
<td>Women Corporate Directors; Avenue of the Arts, Inc.; Women100</td>
</tr>
<tr>
<td>MICHAEL SEPANIC</td>
<td>Associate Chancellor for External Relations</td>
<td>RUTGERS UNIVERSITY-CAMDEN</td>
<td><a href="mailto:msepanic@camden.rutgers.edu">msepanic@camden.rutgers.edu</a></td>
<td>Camden, NJ</td>
<td>Goodwill Industries of Southern New Jersey; Symphony in C; Visit South Jersey</td>
</tr>
<tr>
<td>ELEANOR SHARPE</td>
<td>Executive Director, Philadelphia City Planning Commission</td>
<td>CITY OF PHILADELPHIA</td>
<td><a href="mailto:eleanor.sharpe@phila.gov">eleanor.sharpe@phila.gov</a></td>
<td>Philadelphia, PA</td>
<td>Urban Land Institute; Women’s Leadership Initiative</td>
</tr>
<tr>
<td>FRANCES M. SHEEHAN</td>
<td>President</td>
<td>THE FOUNDATION FOR DELAWARE COUNTY</td>
<td><a href="mailto:fsheehan@delcofoundation.org">fsheehan@delcofoundation.org</a></td>
<td>Media, PA</td>
<td>Public Citizens for Children &amp; Youth (PCCY); Congregation Ohev Shalom; Rotary Club of Media</td>
</tr>
<tr>
<td>CHRISTINE SIMIRIGLIA</td>
<td>President &amp; CEO</td>
<td>PATHWAYS TO HOUSING PA</td>
<td><a href="mailto:csimiriglia@pathwaystohousingpa.org">csimiriglia@pathwaystohousingpa.org</a></td>
<td>Philadelphia, PA</td>
<td></td>
</tr>
</tbody>
</table>
LEADERSHIP DELEGATION

KIERA SMALLS
Executive Director
PHILLY STARTUP LEADERS
Philadelphia, PA
@kierasmalls
kiera@phillystartupleaders.org
City Fit Girls

ZABETH TEELUCKSINGH
Executive Director
GLOBAL PHILADELPHIA ASSOCIATION
Merion Station, PA
@ZTEELUCKSINGH
zabeth@globalphiladelphia.org
USA250; PA Humanities Council; PA State Committee Member

PATRICK C. SOUTH
Managing Director
SRS CAPITAL ADVISORS
Wayne, PA
psouth@srsicap.com
Chester County Community Foundation; Boy’s Latin Charter School; Greener Partners

SHALIMAR THOMAS
Executive Director
THE NORTH BROAD RENAISSANCE
Philadelphia, PA
@ThinkBroad_s
sthomas@northbroad.org
Philadelphia Commission for Human Relations

JAY SPECTOR
President & CEO
JEVS HUMAN SERVICES
Philadelphia, PA
jay.spector@jevs.org
Philadelphia Works; PA Jewish Coalition

DAVID THORNBURGH
President & CEO
COMMITTEE OF SEVENTY
Philadelphia, PA
dthornburgh@seventy.org
Live Connections; PA Prison Society

THADDEUS SQUIRE
Chief Commons Officer
CULTUREWORKS COMMONS MANAGEMENT
Philadelphia, PA
tsquire@cultureworkscommons.org
American Nonprofits; National Network of Fiscal Sponsors; Nonprofit Centers Network

JOHN TOUEY
Principal
SALVESON STETSON GROUP
Radnor, PA
@johntouey
touey@ssgsearch.com
Welcoming Center for New Pennsylvanians; Economy League of Greater Philadelphia

RICK STAUD
SVP, Convention Division
PHILADELPHIA CONVENTION 
& VISITORS BUREAU
Philadelphia, PA
rick@discoverphl.com
African American Museum in Philadelphia; Greater Philadelphia Chamber of Commerce

ANDY TOY
Communications & Development Director
SEAMAAC
Philadelphia, PA
atoysrus@comcast.net
Philadelphia Public School Giving Circle; The Merchants Fund; United Voices for Philadelphia
EDWARD P. TRAINOR
Principal
DELOITTE LLP
Philadelphia, PA
etrainor@deloitte.com
Economy League of Greater Philadelphia; Montgomery Early Learning Centers

JIM TYRRELL
Chief Revenue Officer
PHILADELPHIA INTERNATIONAL AIRPORT
Philadelphia, PA
@jimtyrrell1
james.tyrrell@phl.org

ALEX UREVICK-ACKELSBERG
Co-Founder & CEO
ZIVTECH/PROBO.CI
Philadelphia, PA
@alexu_a
alex@zivtech.com
Amplify Philly; Drupaladelphia

WILLIAM VALERIO
The Patricia Van Burgh Allison Director & CEO
WOODMERE ART MUSEUM
Philadelphia, PA
wvalerio@woodmereartmuseum.org
Chestnut Hill Business Association; American Academy in Rome; Mazzoni Center

JEAN WANG
President
QUANTUM, INC.
Philadelphia, PA
jwang@quantumtranslations.com
The Forum of Executive Women; Asian American Women Coalition; Board Member of Casa Farnese

STEVE WASHKALAVITCH
Risk Management Consultant & Broker
GRAHAM COMPANY
Philadelphia, PA
swashkalavitch@grahamco.com
Drexel University, LeBow College of Business; Compass; Big Brothers Big Sisters, Independence Region

MELISSA WEILER GERBER
President & CEO
ACCESSMATTERS
Philadelphia, PA
melissa.weilergerber@accessmatters.org

LAURA WEINBAUM
VP, Public Affairs & Strategic Initiatives
PROJECT HOME
Philadelphia, PA
lauraweinbaum@projecthome.org
Homeless Advocacy Project; Masterman/Central Odyssey of the Mind

ALISSA WEISS
Director of Strategic Initiatives & Communications
UNIVERSITY CITY DISTRICT
Philadelphia, PA
@alissaw227
alissa@universitycity.org
Philadelphia Futures; Covenant House PA

GABE WEISSMAN
Group VP, Communications
AMERISOURCEBERGEN
Conshohocken, PA
gweisssman@amerisourcebergen.com
AmerisourceBergen; United Way of Greater Philadelphia and Southern New Jersey; AmerisourceBergen Foundation
LEADERSHIP DELEGATION

MARTIN WELCH
President
WELCORE
Philadelphia, PA
welch-martin@comcast.net
Economy League of Greater Philadelphia; Drexel University President’s Council; Irish/American Business Network & Chamber

LEIGH WHITAKER
Director, City Relations
UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA
@LeighWhitaker
leighw@upenn.edu
Philadelphia Facilities Management Corporation; Philadelphia Commission for Women; Welcome America, Inc.

DALILA WILSON-SCOTT
SVP, Community Impact
COMCAST
Philadelphia, PA
@dalila_says
dalila_wilsonscott@comcast.com
United Way of Greater Philadelphia; Welcome America; box.org

MARIA J. WING
Deputy Chief Executive Officer
DELAWARE RIVER PORT AUTHORITY
Camden, NJ
@ave_mare
mjwing@drpa.org
Urban Affairs Coalition

DAWN HOLDEN WOODS
CEO
TURNING POINTS FOR CHILDREN
Philadelphia, PA
dholden@turningpoints.phmc.org
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

LEARN MORE AT ECONOMYLEAGUE.ORG

ECONOMY LEAGUE STAFF

Devon Burch, GPLEX & Development Associate
Jennifer Egmont, Director, GPLEX & Projects
Nick Frontino, Managing Director, Projects & Operations
Meredith Garfield, Manager, Office & Organizational Administration
Jeff Hornstein, Executive Director
Robert Jones, Senior Executive Fellow
Kurt Karl, Senior Executive Fellow
Mariya Khandros, Director, Shared Solutions
Sara Manning, Managing Director, Investor Relations
Andrew Reid, Senior Executive Fellow
Mohona Siddique, Project Consultant

To learn more about how to make a financial contribution to our work, join the board of directors or partner on a project, please contact us at 215-875-1000 or info@economyleague.org.
ACKNOWLEDGMENTS

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 opportunities for participants to build strong connections, learn from other regions, and deepened their understanding of Greater Philadelphia.

2018 GREATER PHILADELPHIA LEADERSHIP EXCHANGE CO-CHAIRS

Uva Coles, Vice President, Institutional Advancement & Strategic Partnerships, Peirce College
Nancy Dunleavy, Founder and CEO, Dunleavy & Associates
Anuj Gupta, General Manager, Reading Terminal Market
James Markham, AVP, Pennoni

2018 GREATER PHILADELPHIA LEADERSHIP EXCHANGE PROGRAM DEVELOPMENT

Jennifer Egmont, Director, GPLEX & Projects
David Boardman, 2018 GPLEX Senior Advisor
Nick Frontino, Managing Director, Projects & Operations
Jeff Hornstein, Executive Director

2018 GREATER PHILADELPHIA LEADERSHIP EXCHANGE RECRUITMENT AND SELECTION COMMITTEE

Steven Scott Bradley, President, Bradley & Bradley Associates
Malik Brown, AVP, Workforce Solutions & Community Impact, Peirce College
John Emge, VP & Regional Executive Director, United Way of Greater Philadelphia & Southern New Jersey
Joanne Ferroni, Director, University and Community Partnerships, Drexel University
Michelle Freeman, President, Witty Gritty
Matt Goldfine, Executive Director, Lead PA
Russell Johnson, President & CEO, HealthSpark Foundation
Christine Knapp, Director of Sustainability, City of Philadelphia, Office of Sustainability
Lauren Nestler, Chief Communications & Strategy Officer, Public Health Management Corporation
Jay Spector, President & CEO, JEVS Human Services
Thaddeus Squire, Chief Commons Officer, CultureWorks Commons Management
Ashlie Thornbury, VP, Partnerships, Campus Philly
Ed Trainor, Principal, Deloitte
Alex Urevick-Ackelsberg, Co-Founder & CEO, Zivtech/Probo.Ci
William Valerio, The Patricia Van Burgh Allison Director & CEO, Woodmere Art Museum
Jean Wang, President, Quantum, Inc.
BOARD OF DIRECTORS

JEFF HORNSTEIN, PH.D.
ECONOMY LEAGUE OF GREATER PHILADELPHIA
Executive Director

CHRISTINA R. CHEPEL
Partner
KPMG, LLP
Chair

PETER M. GROLLMAN
Senior Vice President, External Affairs
THE CHILDREN’S HOSPITAL OF PHILADELPHIA
Vice Chair

JAMES P. MARKHAM, PE
Associate Vice President, Regional Transportation Principal
PENNONI
Vice Chair

PATRICIA SANFORD
CEO
ALEXANDER PERRY, INC.

JAMES SMOLARSKI
Regional Vice President
ALLIED UNIVERSAL

KIMBERLY A. JOYCE, ESQ.
Vice President, Regulatory, Legislative and External Affairs
AQUA AMERICA, INC.

JACQUELINE BUHN
President & CEO
ATHENIANRAZAK LLC

WILLIAM RHODES, ESQ.
Chair, Public Finance Department
BALLARD SPAHR LLP

BANK OF AMERICA

ERIC L. CRAMER
Managing Shareholder
BERGER & MONTAGUE, P.C.

TRACEY WELSON-ROSSMAN
Chief Marketing Officer
CHARIOT SOLUTIONS

JAY DEVINE
President & CEO
DEVINE + PARTNERS

ELLEN M. PETERSEN
President & Founder
ELLEN PETERSEN, EXECUTIVE COACH & CONSULTING, LLC

JAY DEVINE
President & CEO
DEVINE + PARTNERS

THOMAS S. WYATT
Partner
DILWORTH PAXSON LLP

ANDREW C. WHEELER
Managing Director & Practice Leader, Education and Nonprofit Practice
DIVERSIFIED SEARCH

F. DOUGLAS RAYMOND, ESQ.
Partner
DRINKER BIDDLE & REATH LLP

JOSEPH LONGO
Partner
ERNST & YOUNG, LLP

MARCOS LOPEZ
Founder & CEO
EXUDE, INC.

LARA RHAME
Chief U.S. Economist
FS INVESTMENTS

WILLIAM RYAN
Assistant Vice President, Government Relations & Public Affairs
EINSTEIN HEALTHCARE NETWORK

DAVID MATURO
Director of Business Development
GRANT THORNTON
MARK SCHRIEBER  
Market President–Greater Philadelphia Middle Market  
JPMORGAN CHASE & CO.

CHRISTOPHE TERLIZZI  
Senior Vice President, Regional Manager, CRE Finance  
KEYBANK REAL ESTATE CAPITAL

L. BERT COSSABOON  
Vice President  
MCCORMICK TAYLOR, INC.

DAVID SELTZER  
Principal  
MERCATOR ADVISORS, LLC

MARIA FRIZELLE ROBERTS  
President & CEO  
MFR CONSULTANTS, INC.

JOEL L. NAROFF, PHD  
President  
NAROFF ECONOMIC ADVISORS

VINCE STANGO  
Chief Operating Officer  
NATIONAL CONSTITUTION CENTER

PHILIP T. EASTMAN, JR.  
Manager, Economic Development  
PESCO

UVA C. COLES  
Vice President, Institutional Advancement & Strategic Partnerships  
PEIRCE COLLEGE

GREGORY J. NOWAK, ESQ.  
Partner  
PEPPER HAMILTON, LLP

MATTHEW TAYLOR  
Partner  
PERMIT CAPITAL ADVISORS, LLC

ERIK EVJEN  
Director of Research  
PHILADELPHIA CONVENTION & VISITORS BUREAU

KARYN POLAK  
Deputy General Counsel  
PNC BANK, NATIONAL ASSOCIATION

EDWARD J. HOFFMAN  
Executive Vice President, General Counsel & Corporate Secretary  
RADIAN GROUP, INC.

MICHAEL H. MITTELMAN, OD, MPH, FAAO  
President  
SALUS UNIVERSITY

JOHN V. TOUEY  
Principal  
SALVASON STETSON GROUP

KATHY C. HEILIG  
Chief Accounting Officer & Controller  
SEI INVESTMENTS COMPANY

LIN THOMAS  
Chairman & CEO  
SUPRA OFFICE SOLUTIONS, INC. & EMSCO SCIENTIFIC ENTERPRISES, INC

MICHAEL S. MACFARLAND  
Senior Vice President, Regional Vice President  
Philadelphia Market  
TD BANK

MARK R. MILLS  
Vice President, External Affairs  
THE FRANKLIN INSTITUTE

RUSS STARKE  
Chief Executive Officer  
THINK COMPANY

HUGH J. Lavery  
Senior Vice President, Government & External Affairs  
THOMAS JEFFERSON UNIVERSITY AND JEFFERSON HEALTH

JOSEPH FARRELL  
Director of Marketing  
UNITED PARCEL SERVICE

JEFFREY COOPER  
Vice President, Government & Community Affairs  
UNIVERSITY OF PENNSYLVANIA

JOHN S. SKOUTELAS  
Vice President, Legal Affairs, Eastern U.S.  
wASTE MANAGEMENT

MARTIN WELCH  
President  
WELCORE PROPERTIES, LLC

AMARA M. BRIGGS  
Senior Vice President, Relationship Manager  
Commercial Banking, Metro Philadelphia-Delaware  
WELLS FARGO BANK

JOSEPH J. BAKER  
Senior Vice President, Finance & Administration  
WIDENER UNIVERSITY
## ESSENTIAL INFORMATION

### STAFF CONTACTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Egmont</td>
<td>215-407-1064</td>
</tr>
<tr>
<td>Sara Manning</td>
<td>856-275-4738</td>
</tr>
<tr>
<td>Meredith Garfield</td>
<td>267-258-7824</td>
</tr>
</tbody>
</table>

### WESTIN SEATTLE

1900 5th Ave, Seattle, WA 98101  
(206) 728-1000  
www.westinseattle.com

### GROUND TRANSPORTATION

**Uber Seattle**  
uber.com/cities/seattle

**Seattle Yellow Taxi**  
Airport to Hotel, $40 (approx.)  
(206) 622-6500  
seattleyellowcab.com

**Sound Transit: Link Light Rail**, $3.00  
soundtransit.org/schedules/link-light-rail  
Closest station: Westlake, 4th Ave & Pine St.

### WEATHER

<table>
<thead>
<tr>
<th>Average high</th>
<th>October</th>
<th>65°</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average low</td>
<td>October</td>
<td>51°</td>
</tr>
</tbody>
</table>

### MEDIA

**Public radio station:** KUOW-FM 94.9
**Daily papers:**  
- The Seattle Times  
- Seattle Post-Intelligencer (online only)
MANIFESTING INNOVATION

The community of innovators at the University of Pennsylvania’s is bound together by a common goal: serving society through the advancement of knowledge.

Pennovation Works is the place where researchers and students, entrepreneurs, and the private sector thrive together with the benefit of diverse, flexible, and affordable spaces. This creates a dynamic environment where ideas go to work.

DRIVING PHILADELPHIA’S INNOVATION ECONOMY

The University is collaborating with Johnson & Johnson Innovation on the new JPOD @ Philadelphia, located at Pennovation Works, to accelerate healthcare innovation and commercialization in the region.

The JPOD will serve as a regional resource amplifying the programming and engagement of the JLABS ecosystem by tapping into the existing nexus of science, laboratory and entrepreneurial efforts taking place at the Pennovation Center and within the regional life sciences community.

Pennovation Works exists to facilitate productivity, translating exciting discoveries into products, ventures, and services for real world application to improve how we live.

Penn is now leasing offices, labs and land on this 23 acre site adjacent to its campus and medical district. To learn more, visit www.pennovation.upenn.edu.

Pennovation Works
3401 Grays Ferry Avenue
Philadelphia, PA 19146
Bridging the gap for an even greater Philadelphia.

For more than six decades, Ballard Spahr has been helping to build the nation – from Philadelphia to Seattle and all points in between. We are proud to support the Economy League’s mission to build a world-class region through collaboration, visionary leadership, and innovative solutions.