



# FINANCING COMMUNITY RESILIENCE

## DISPLACEMENT, CLIMATE + EARTHQUAKES

MONDAY, OCTOBER 1, 2018 | 9:00 AM TO 5:00 PM

FEDERAL RESERVE BANK | 950 S GRAND AVE, LOS ANGELES, CA 90015



FEDERAL RESERVE BANK  
OF SAN FRANCISCO

# WORKING DEFINITIONS

**Adaptive Capacity:** The ability of physical, social or economic systems to absorb shocks or disruptions and be able to continue core functions, including meeting basic human needs, protecting public health and continuing economic processes.

**Barrier:** physical, institutional or economic impediments to talking effective action

**Resilience** requires addressing underlying vulnerabilities and building adaptive capacity and removing barriers that prevent these activities.

**Vulnerability:** The underlying stressors that make a system susceptible to shocks. Can be: **physical** (i.e. buildings or infrastructure that is poorly located, designed or maintained), **social** (e.g. demographics, income, education, health, age, language, immigration, gender, etc.) or **economic** (e.g. access to capital, savings, continuity of business processes)

**Social Resilience<sup>1</sup>** is defined as being comprised of three dimensions:

**Coping Capacities** The ability to cope with and overcome adversities;

**Adaptive Capacities** The ability to learn from the past and adjust to future challenges

**Transformative Capacities** The ability to craft and lead change efforts of systems, structures, and institutions that support equitable distributions of power, knowledge, and wealth—the individual welfare of all people, regardless of race.

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<sup>1</sup> Definition adapted from Keck, M. and Sakdapolrak, P. (2013) What is Social Resilience? Lessons Learned and Ways Forward. *Erkunde*, V. 67 | No. 1 | 5 – 19.

# SPEAKER BIOGRAPHIES

## **Aaron Flourney**

*Founder and CEO, Lil Bill's Bike Shop*

Aaron is the founder and CEO of Lil Bill's Bike Shop. Aaron learned the trade from his father, Bill, founder of Bill's Bike Shop, where Aaron served as a bike mechanic for many years. Aaron is not only a talented bike mechanic, he is also passionate about connecting with his customers and the community he serves. Bill's Bike Shop was known for being a local gathering place in the South Central community. When Aaron founded Lil Bill's Bike Shop in 2016, he quickly became an integral member of the USC community. When Aaron's business was evicted from its location on USC's campus, the community quickly rallied around Lil Bill's, creating an app, a Facebook page, and a crowdfunding account for Aaron. A resilient entrepreneur at heart, Aaron continues to operate Lil Bill's Bike Shop out of the back of his truck, doing repairs on the side of the road and on-demand bike service. Bill moved to Los Angeles as a teenager, and has since called South Central home.

## **Claudia Lima**

*Director of Community Lending and Investing, CIT Bank*

Claudia Lima is the Director of Community Lending and Investing at CIT OneWest Bank, one of the key positions responsible to help achieve a \$5 billion community benefits plan. In her role, Ms. Lima is responsible for initiatives in Southern California for community development lending and investing. Her work contributes to the ongoing development of a cohesive CRA business development plan and performance platform focused on identifying lending product design, implementation and overall performance tracking. Ms. Lima oversees the production of equity investments including Low Income Housing Tax Credit Funds (LIHTC), Affordable Housing Preservation Funds, Small Business Investment Companies (SBICs),

Community Development Financial Institutions (CDFIs), and other public welfare investments; as well as the affordable housing and community facilities lending. Ms. Lima has extensive background in community and economic development finance, including Low Income Housing Tax Credits (LIHTC), New Markets Tax Credits (NMTC), tax-exempt bond financing and municipal soft subsidies. She has extensive underwriting experience in affordable housing, charter schools, Community Development Financial Institutions (CDFI), child care centers, grocery stores, small businesses and public welfare loan and equity funds. Her previous position was V.P. of Project Finance for Pacific Charter School Development (PCSD), a national developer of community facilities where she lead efforts to secure financing for projects as well as identifying new financing structures. Before PCSD, Ms. Lima was the Executive Director of Los Angeles LISC (LA LISC), one of the largest CDFIs in the nation.

## **Dora Leong Gallo**

*President + Chief Executive Officer, A Community of Friends*

Dora Leong Gallo is the President and CEO of A Community of Friends (ACOF), a nonprofit affordable housing developer whose mission is end homelessness through the provision of quality permanent supportive housing for people with mental illness. In her role, Ms. Gallo is responsible for execution of ACOF's strategic priorities and is an advocate for increasing the supply of affordable homes for those most vulnerable. Under her guidance, ACOF's portfolio has grown 240%, with the agency currently operating 44 supportive housing communities throughout Los Angeles and Orange County, housing over 2,500 people.

Prior to joining ACOF, Ms. Gallo served in various capacities on the staff of former Los Angeles City Councilman Mark Ridley-Thomas (now a County Supervisor), including Chief of Staff. Ms. Gallo also spent several years working for the Culver City Redevelopment Agency and the City of Los Angeles in the Office of the Chief Legislative Analyst. Ms. Gallo currently serves on the Board of Trustees of Enterprise Community Partners, the National Low Income Housing Coalition, and the Southern California Association of Nonprofit Housing (SCANPH). She is a member of the Affordable Housing Advisory Council of the Federal Home Loan Bank of San Francisco and the Supportive Housing Alliance, a local advocacy group of supportive housing developers in Los Angeles County. Ms. Gallo received a Masters in City

Planning from the Massachusetts Institute of Technology and a Bachelor of Science in Public Administration from the University of Southern California.

### **Esther Toporovsky**

*Senior Program Director, Green Communities, Enterprise Community Partners*

Esther Toporovsky is the Senior Program Director for National Initiatives and Enterprise Green Communities at Enterprise Community Partners, Inc., a non-profit that has invested over \$28.9 billion to build over 380,000 affordable multifamily homes nationwide. The Green Communities Program provides policy, capital, and innovative solutions to create resilient, healthy and sustainable communities. Esther provides strategic oversight of innovative green capital products and business models for community development, and works with the Enterprise Structured Finance, Loan Fund, Bellwether Mortgage, and Asset Management teams on innovative green financing solutions, and directly manages the Enterprise Green Multifamily Retrofit and Renewable Energy programs. Prior to joining Enterprise, Esther was the Deputy Director of EDNY and E4, Inc, an environmental non-profit that provides sustainable and social responsibility consulting, and also community outreach through public-private partnerships where she secured sponsorship funding for Corporate Social Responsibility branding and marketing campaigns across New York City, and co-produced a book on high-performance buildings for Commercial Real Estate Developers. Esther also worked in Business Development and Strategy for Yahoo, Inc. In addition, Esther has worked as a consultant to structure innovative capital solutions and policy recommendations for community development projects including Seedco Financial, Common Ground, and UNITY of New Orleans. Esther earned an M.S. in Urban Policy and Management, and specialized in Community Development and Real Estate Finance from Milano, the New School University, and received a B.A. and certificate in Environmental Studies from Eugene Lang College and Columbia University.

### **Everett K. Sands**

*CEO, Lendistry*

Everett K. Sands has 20 years' experience in national and community banking where he served as a sales lead and member of various committees including commercial lending, compliance, and rate-risk. He has served as a bank board member, community advisory board member, managed both credit and

operation departments, closed over \$2 billion in transactions, and ran a \$490 million unit for Wells Fargo.

Everett started Lendistry with the goal to make funding more accessible and affordable to small business owners particularly those in underserved communities. Through Everett's leadership, Lendistry secured CDFI approval, reached 2nd place ranking among SBA Community Advantage lenders nationwide, received membership to the Federal Home Loan Bank of San Francisco, developed proprietary technology, and closed strategic partnerships with several banks.

A graduate of the University of Pennsylvania, Everett is a board member for PENNIUR, UPennn's Institute for Urban Research. He is also a board member at The Center for Strategic Economic Studies and Institutional Development, a non-profit offering technical assistance and business coaching services to underserved communities.

### **Glenn Pomeroy**

*CEO, California Earthquake Authority*

Glenn Pomeroy has been the CEO of the not-for-profit CEA—the largest earthquake insurance provider in the United States, and one of the largest in the world—since 2008. Under Glenn's leadership, CEA has been able to significantly lower its rates and dramatically increase its coverage options—increasing the number of homes protected to 1,047,000 as of August 2018.

Glenn is originally from North Dakota, where he previously served his native state as a member of the state legislature (he was first elected at age 22), county prosecutor and North Dakota Insurance Commissioner. He was selected by his peers from around the country to serve as President of the National Association of Insurance Commissioners. He later worked in the private reinsurance industry in Kansas City.

As part of CEA's strategic plan to Educate, Mitigate and Insure, Glenn has been crisscrossing the state to spread the news about the new, affordable options now available from CEA.

**Joe Donlin**

*Associate Director & Director of Equitable Development, Strategic Actions for a Just Economy (SAJE)*

For the last 7 years, Joe has worked at SAJE in support of organizing, policy, and coalition-building addressing tenants' rights, equitable development and community control over land. He coordinates the United Neighbors In Defense Against Displacement (UNIDAD) coalition and supports the work of collaboratives including the Alliance for Community Transit - Los Angeles (ACT-LA), the Unincorporated Tenants United and the Renters' Day LA coalitions. If you want to see Joe smile, ask him about the songs he makes with his family.

**John Perfitt**

*Executive Director, Restore Neighborhoods Los Angeles*

John Perfitt has worked in community development, economic development, and affordable housing for more than 20 years. Mr. Perfitt holds a Bachelor of Administration Degree from Michigan State University and a Masters Degree in Business Administration from Loyola Marymount University. He has worked internationally and in various communities in Southern California, with a recent and particular focus on the lower-income areas in the City of Los Angeles. Mr. Perfitt has implemented large-scale community development programs and managed most aspects of larger and smaller-scale economic development, affordable housing, and real-estate-based redevelopment projects. Mr. Perfitt worked more than 10 years in local government with both large and medium-sized cities. John Perfitt currently runs Restore Neighborhoods LA, or RNLA. RNLA is specialized real estate nonprofit focused on investing in real estate in lower-income neighborhoods while using economically and environmentally-sustainable strategies. RNLA has developed a strong competency with deploying community Development Finance Institution, or CDFI, capital into neighborhoods, turning-around distressed real estate assets, and building cost-effective affordable homeownership units and housing for individuals experiencing homelessness. RNLA has a unique partnership with the City of Los Angeles to design and implement innovative housing programs that the city would not otherwise be able to carry out. In addition to his work at RNLA, John Perfitt is the Director of Multifamily for the Los Angeles Better Buildings Challenge, a City of LA-sponsored leadership initiative aimed at making Los Angeles buildings 20% more energy efficient by 2020. For the last 12 years, John has taught economic

**Kat Taylor**

*CEO & Co-Founder, Beneficial State Bank*

Kat Taylor works in service of restoring social justice and environmental well-being to build a more equitable and inclusive world. Kat is active in a variety of social enterprises and philanthropic ventures on the West Coast focused on deep systems change. Currently, she serves as Co-Founder and CEO of Beneficial State Bank, a Community Development Financial Institution (CDFI) and certified B Corporation whose mission is to bring beneficial banking to low-income communities in an economically and environmentally sustainable manner – and to change the banking system for good. Kat believes it's not enough to dream that our philanthropic resources could clean up damage after the fact; we must instead get fundamental institutions, including business, aligned with the public interest in the first place.

Beneficial State Bank is the result of aligned mergers between OneCalifornia Bank, which Kat and her husband, Tom Steyer, founded in Oakland, CA, ShoreBank Pacific, Pan American Bank, and Albina Community Bank. The bank operates 17 locations throughout California, Oregon and Washington. Beneficial State Bank's revolutionary ownership mandates that any distributed profit be invested in the low resourced communities it serves and the environment upon which we all depend. With strong organizational commitments to diversity, inclusion and environmental justice, Kat's work is focused on advancing a fair, regenerative, and prosperous economy for all. Kat is also a Founding Director of TomKat Ranch Educational Foundation (TKREF), dedicated to inspiring a sustainable food system through ranching, training, tours, research, and school food and garden programs. TKREF owns the social enterprise LeftCoast GrassFed, humanely raising cattle and other livestock for the benefit of healthy soils. Kat serves and has served on many non-profit boards including the Harvard Board of Overseers, Ecotrust, Good Samaritan Family Resource Center, UC Davis - Agricultural Sustainability Institute, ProPublica, CuriOdyssey, Insight Prison Project, KQED, and Yerba Buena Center for the Arts. She graduated from Harvard College and earned a JD/MBA from Stanford University. Tom Steyer, Kat's climate/energy/justice activist husband, and she have four grown children, each pursuing their one wild and precious life, too.

### **Dr. Lucy Jones**

*Founder and Chief Scientist, Dr. Lucy Jones Center for Science and Society + Visiting Research Associate, Seismological Laboratory, Caltech*

Dr. Lucy Jones is the founder and chief scientist of the Dr. Lucy Jones Center for Science and Society, with a mission to foster the understanding and application of scientific information in the creation of more resilient communities, and a Research Associate at the Seismological Laboratory of Caltech. With a Bachelor of Arts in Chinese Language and Literature from Brown University and a Ph.D. in Geophysics from MIT, Dr. Jones has been active in earthquake research for decades, furthering earthquake risk reduction through seismological research and integrated disaster scenarios, including 33 years of federal service with the US Geological Survey. Her work at the USGS included leading the creation of a national science strategy for natural hazards research, creating the first American major earthquake drill, the Great ShakeOut, that has expanded to now encompass 53 million participants around the world in 2017 and writing over 100 published papers on statistical seismology and integrated disaster scenarios. Her pioneering science was recognized with the Samuel J. Heyman Service to America Medal (one of just eight awarded to federal employees in 2015), the Ambassador Award from the American Geophysical Union, the William Rodgers Distinguished Alumni Award from Brown University, the 2017 Distinguished Lecture Award of the Earthquake Engineering Research Institute, and most recently, the Frank Press Public Service Award from the Seismological Society of America.

### **Laurie A. Johnson, PhD, FAICP**

*Principal, Laurie Johnson Consulting | Research*

Laurie Johnson is an internationally-recognized urban planner specializing in disaster recovery and catastrophe risk management. For over 30 years, she has combined her unique blend of professional practice and research to help communities address the complex urban challenges posed by natural hazards and disasters. Much of her post-disaster recovery work is captured in her recent book, *After Great Disasters: An In-Depth Analysis of How Six Countries Managed Community Recovery* (2017). She serves as Enterprise and Strategic Risk Advisor to the California Earthquake Authority and is a visiting scholar at the Pacific Earthquake Engineering Research Center (PEER) at the University of California-Berkeley. She was inducted into the College of Fellows of the American Institute of Certified Planners in 2018, and is the President-elect of

the Earthquake Engineering Research Institute (EERI). She holds a Doctor of Informatics degree from Kyoto University and a Master of Urban Planning and Bachelor of Science in Geophysics, both from Texas A&M University.

### **Laurie Schoeman**

*Senior Program Director, National Initiatives, Resilience*

Laurie is national senior program director for resilience initiative for Enterprise Community Partners, a national nonprofit that makes well-designed homes affordable and strengthens communities. She oversees Enterprise's efforts to develop climate-resilient communities, helping them prepare for and respond to extreme weather events and other emergencies. Her team assists CDCs, cities and states that want to protect their communities, particularly those with significant numbers of low-income Americans.

Prior to joining Enterprise, Laurie developed innovative projects in California, including San Francisco's award-winning Eco Center at Herons' Head Park, and led the effort to develop and pass the nation's first utility-sponsored environmental justice policy. In New York City she helped create first rooftop urban-agriculture STEM education lab and is a leader in advocating for Zone Green, a set of zoning amendments, accompanied by supporting city and state legislation, to remove impediments to the construction and retrofitting of green buildings. Laurie has a master's in urban planning from the City University of New York and a B.A. from Smith College.

### **Marion McFadden**

*Vice President, Public Policy, Enterprise Community Partners*

Marion McFadden serves as vice president of public policy at Enterprise. Previously, she served as deputy assistant secretary for Grant Programs at the U.S. Department of Housing and Urban Housing (HUD). At HUD, she oversaw affordable housing and community development programs, including the Community Development Block Grant Program (CDBG), the HOME Investment Partnerships program, the Housing Trust Fund, the Neighborhood Stabilization Program (NSP) and CDBG Disaster Recovery funds, including the recent National Disaster Resilience Competition grants. In this role, she formed and facilitated multiple public-private partnerships, including with the Rockefeller Foundation to support communities planning for disaster resilience, with the Silicon Valley-based company GitHub to bring tech

education and resources to residents of public housing, and with the nonprofit organization KaBOOM! to create a design competition to retrofit cities and other built spaces to accommodate play for better health of residents. Marion holds a J.D., magna cum laude, from Howard University School of Law (2000) and a B.A. from Northwestern University (1994).

### **Marissa Aho**

*Chief Resilience Officer, Office of Mayor Eric Garcetti, City of Los Angeles*

Marissa Aho, AICP, serves as Los Angeles' first Chief Resilience Officer in the Office of Los Angeles Mayor Eric Garcetti, where she leads city-wide resiliency efforts, including those found in the Mayor's Resilience By Design report, Sustainable City pLAN, and Resilient Los Angeles strategy, which was released March 2018 as part of the 100 Resilient Cities program pioneered by the Rockefeller Foundation. Marissa has 15 years of policy, planning, project management, and community engagement experience in the public, private, and nonprofit sectors where she worked with interdisciplinary teams to find creative solutions to complex problems. She serves as a Commissioner for the American Institute of Certified Planners. She is an advisor to the Dr. Lucy Jones Center for Science and Society and an adjunct instructor at the USC Price School of Public Policy, where she teaches a graduate urban planning studio on resilience.

### **Melody Winter Head**

*Regional Manager, Community Development, Southern California, Federal Reserve Bank of San Francisco*

Since joining the San Francisco Federal Reserve Bank in 2003, Melody has engaged private and nonprofit financial institutions, community development leaders and government agencies in developing solutions to pressing neighborhood issues in low-wealth communities of Southern California. Through community preservation and capacity building strategies she has contributed to the fields of affordable housing finance, small and micro business development, workforce development, asset building, community health, wealth and inclusion, and K-12 education reform. Melody is active with several community-based nonprofit organizations and serves in various capacities at the Clearinghouse CDFI, the Orange County Community Housing Corporation, the OC Children's Therapeutic Arts Center, the Housing Opportunities Collaborative of the Inland Empire, and the Los Angeles Education Partnership. About the San Francisco Fed The SF Fed's community

development team works with a wide range of organizations to create economic opportunity for lower income communities. Our economy can only reach its full potential when everyone is educated, healthy, and has an affordable place to call home. Addressing the complex, long-standing challenges that limit opportunity requires collaboration across sectors and disciplines. At the SF Fed, we develop and connect best practices and emerging ideas with organizations best positioned to make meaningful change in our communities.

### **Natalie Zappella**

*Program Director, Southern California, Sustainable Connected Communities, Enterprise Community Partners*

Natalie Zappella serves as Program Director at Enterprise Community Partners Southern California and leads a cross-sectoral effort to catalyze innovative strategies and capital, increase decision-making power of low and moderate-income residents, and shape policies that increase displacement protections and access to equitable housing, transit, and healthy, vibrant neighborhoods for low-income communities of color. Natalie has provided technical assistance for the Affordable Housing Sustainable Communities program and Transformative Climate Communities program in Southern California, and convenes monthly Neighborhood Exchanges, an intentional forum for community development corporation partners to engage in peer learning and share lessons from practical, real-time experiences to strengthen practice, increase scale and impact, and inform systems change efforts. Natalie is also a founding and active member of the Los Angeles Regional Open Space and Affordable Housing (LA ROSAH) collaborative. LA ROSAH is developing new strategies to combat the issue of green gentrification, including public policy, public finance, and the creation a new model of joint development of parks, green infrastructure, and affordable housing. Native to Southern California, Natalie worked with youth and families providing mental health, education, and job coaching services, then received a Masters of Social Work and Urban Planning at the University of Michigan, Ann Arbor where she developed and facilitated social justice educational programs. In Detroit, she developed a sustainability plan for environmental justice and small business leaders in the region, and then served at the Community Foundation for Southeast Michigan, where she led a variety of community development initiatives. Prior to joining Enterprise, Natalie directed a statewide technical assistance center for evidence-based health programs supporting underserved populations, public agencies and nonprofits across California.

**Nuin-Tara Key**

*Resilience Program Manager, State of California Governor's Office of Planning and Research*

Nuin-Tara Key, Resilience Program Manager with the Governor's Office of Planning and Research, manages the Integrated Climate Adaptation and Resiliency Program (ICARP) and chairs the ICARP Technical Advisory Council. Prior to joining OPR, she co-founded an international initiative on community-based climate action and has worked in the public, private, and non-profit sectors on sustainable urban and regional planning and policy, focusing on social equity and climate change. She has a Master of Urban and Regional Planning from Portland State University and a BA from Lewis and Clark College.

**Paul Beesemyer**

*Director, Southern California, California Housing Partnership Corporation*

Paul Beesemyer joined CHPC in 2000. As the Southern California Program Director he assists Southern California's nonprofit housing community and public agencies in the areas of affordable housing finance, real estate development, preservation of at-risk housing, and general housing policy. His career in housing began in 1996 and since then he has conducted numerous seminars and trainings and authored several publications, including *The Tax Credit Turns Fifteen*, a risk analysis of California's early Tax Credit portfolio. In addition, Paul has worked with the City of Los Angeles Housing Department to develop a comprehensive policy for the preservation of at-risk housing and has advised the City on the creation and implementation of a new preservation ordinance. Prior to joining CHPC, Paul developed affordable

housing as senior project manager for the Los Angeles Community Design Center, where he managed affordable housing and community development projects serving families, seniors, and various special-needs populations. He is knowledgeable in the use of a wide range of community development financing tools, including Low Income Housing Tax Credits, tax-exempt bond financing, and a variety of public funding programs administered at the local, state, and Federal levels. Paul received a Bachelor of Arts in Landscape Architecture from the University of California, Berkeley.

**Pauline Louie**

*Senior Field Policy Advisor, U.S. Department of Housing and Urban Development*

Pauline Louie returns to field operations and management at HUD after 4 years coordinating the 14 federal agencies and over 40 stakeholder organizations participating in the Urban Waters Federal Partnership – Los Angeles River. She has spent the prior 14 years leading Sustainability and other Community Development initiatives for both the Los Angeles and Santa Ana Field Offices. She also returned from leading housing recovery efforts for the 2017 Northern CA Wildfires.

Prior to federal service, Ms. Louie worked in redevelopment consulting and BRAC reuse for Keyser Marston Associates, Inc., and as a Contracts and Grants Administrator for the University of California. Ms. Louie attended UCLA where she earned Bachelor's degrees in Political Science, and in Geography/Environmental Studies. Also from UCLA, she completed her Master's degree in Urban Planning, with a focus on environmental and transportation policy and planning. She has also completed an executive program in Community Building at the John F. Kennedy School of Government at Harvard University.