



FIRST COHORT INITIAL TRAINING  
SESSION SCHEDULE - WEEK BY WEEK SUMMARY  
JANUARY 12, 2004 TO FEBRUARY 20, 2004

<b>WEEK 1 -- JANUARY 12 TO 16</b>
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**Monday, January 12**

6:00 pm to 8:00 pm	<b>Welcome Reception</b> <i>University Community</i>	
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**Tuesday, January 13**

9:00 am to 9:30 am	<b>Fellows Introductions</b> <i>Valerie Piper, Executive Director, Center for Urban Redevelopment Excellence at Penn</i>	
9:30 am to 12:30 pm	<b>Meyer's Briggs Exercise</b> <i>Louise Eberhardt, President, Hart Performance Group</i>	
1:00 pm to 3:00 pm	<b>State of the Cities</b> <i>Bruce J. Katz, Vice President and Director, Metropolitan Policy Program, The Brookings Institution</i>	
3:00 pm to 5:00 pm	<b>Interview with</b> <i>Bruce J. Katz, Vice President and Director, Metropolitan Policy Program, The Brookings Institution</i>	
6:00 pm to 8:00 pm	<b>Interview with</b> <i>Richard Baron, Chairman and CEO, McCormack Baron Salazar</i>	

**Wednesday, January 14**

8:30 am to 10:00 am	<b>Urban Policy Past &amp; Present</b> <i>Dr. Eugenie L. Birch, Chair, Department of City and Regional Planning, University of Pennsylvania</i>	
10:15 am to 11:45 am	<b>Basic Real Estate Finance Numbers Review</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	
12:00 pm to 2:30 pm	<b>Lunch Briefing with Penn President Rodin</b>	
2:30 pm to 3:30 pm	<b>Overview of University of Pennsylvania West Philadelphia Initiatives and University City tour</b> <i>Dr. Lucy Kerman, Special Projects Coordinator, Office of the President, University of Pennsylvania</i>	

**Thursday, January 15**

	<b>Federal Reserve Bank Conference</b> <i>Philadelphia, PA</i>	
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**Friday, January 16**

	<b>Federal Reserve Bank Conference</b> <i>Philadelphia, PA</i>	
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<b>WEEK 2 – JANUARY 19 TO 23</b>
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**Monday, January 19**

	<b>No Sessions</b> <i>Martin Luther King, Jr. Holiday</i>	
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**Tuesday, January 20**

9:00 am to 11:45 am	<b>Industry Structure and Geography</b> <i>Paul C. Brophy, Principal, Brophy &amp; Reilly LLC</i>	
	<b>Neighborhood Market Conditions</b> <i>Paul C. Brophy, Principal, Brophy &amp; Reilly LLC</i>	
12:00 pm to 1:45 pm	<b>Real Estate Development Process: Curriculum Overview</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	
2:00 pm to 5:00 pm	<b>Real Estate Development Process: Industrial Development Cases</b> <i>Asuka Nakahara, Associate Director, Zell-Lurie Real Estate Center, Wharton School, University of Pennsylvania</i>	

**Wednesday, January 21**

9:00 am to 11:00 am	<b>Principles of Urban Design and Quality Master Planning</b> <i>Gary Hack, Dean and Paley Professor, PennDesign, University of Pennsylvania</i> <i>Don Carter, FAIA, Managing Principal, Urban Design Associates</i>	
11:00 am to 1:00 pm	<b>Lunch Interview with</b> <i>Gary Hack, Dean and Paley Professor, PennDesign, University of Pennsylvania</i>	
1:00 pm to 5:00 pm	<b>Continuation of Principles of Urban Design and Quality Master Planning</b>	
7:00 pm	<b>Dinner with Mindy Turbov</b>	

**Thursday, January 22**

9:00 am to 11:00 am	<b>Urban Redevelopment as a Partnership</b> <i>Mindy Turbov, President, Turbov Associates</i>	
11:00 am to 1:00 pm	<b>Lunch Interview with</b> <i>Rebecca Hoffberger, Founder and Director, American Art Visionary Museum, Baltimore, MD</i>	
1:00 pm to 3:00 pm	<b>What Makes a Healthy Neighborhood</b> <i>Sandra Moore, President, Urban Strategies</i> <i>Mindy Turbov, President, Turbov Associates</i>	



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**Thursday, January 22, continued**

3:00 pm to 5:00 pm	<b>Planning for the Non-Physical Elements of Quality Neighborhoods</b> <i>Sandra Moore, President, Urban Strategies</i> <i>Mindy Turbov, President, Turbov Associates</i>	
5:00 pm to 8:00 pm	<b>Dinner interview with</b> <i>Sandra Moore, President, Urban Strategies</i>	Houston Hall 223

**Friday, January 23**

9:00 am to 11:00 am	<b>Race and Urban Redevelopment</b> <i>Aurie A. Pennick, Executive Director, The Field Foundation of Illinois</i>	
11:30 am to 1:00 pm	<b>Guest Speaker</b> <i>Paul Vallas, CEO, School District of Philadelphia</i>	
1:30 pm to 2:45 pm	<b>Lunch Interview with</b> <i>Dr. Norman Johnson, Florida A&amp;M University</i>	
3:00 pm to 5:00 pm	<b>Panel: Neighborhood School Reform Strategies</b> <i>William M. Carson, Executive Director, Vashon Education Compact; Dr. Norman Johnson, Florida A&amp;M University; Dr. Jeanne Vissa, Practice Professor of Education, University of Pennsylvania</i>	
6:00 pm	<b>Dinner wrap-up on schools and redevelopment connection</b> <i>With William M. Carson and Dr. Jeanne Vissa</i>	



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<b>WEEK 3 – JANUARY 26 TO 31</b>
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**Monday, January 26**

9:00 am to 11:00 am	<b>Measuring Neighborhood Market Conditions</b> <i>Jeremy Nowak, President &amp; CEO, The Reinvestment Fund (TRF)</i>	
11:00 am to 12:00 pm	<b>Interview with Jeremy Nowak</b>	
1:00 pm to 3:00 pm	<b>Continuation of Measuring Neighborhood Market Conditions</b>	
6:00 pm	<b>Dinner with Paul Brophy</b>	

**Tuesday, January 27**

9:00 am to 11:00 am	<b>Recognizing Opportunities</b> <i>Bill Struever, Struever Brothers, Eccles &amp; Rouse</i>	
12:00 pm to 2:00 pm	<b>Site Selection and Land Control</b> <i>Bill Witte, Managing Partner, The Related Companies of California</i>	
2:00 pm to 5:00 pm	<b>Selecting the Development Team</b> <i>Bill Witte, Managing Partner, The Related Companies of California</i>	
5:00 pm to 8:00 pm	<b>Dinner Interview with Bill Witte</b>	Houston Hall 223

**Wednesday, January 28**

9:00 am to 12:00 pm	<b>Initial Pro Forma and Financing Plan</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	Houston Hall 223
12:00 pm to 1:30 pm	<b>Where the Funding is and How to Get It</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	Houston Hall 223
1:30 am to 5:00 pm	<b>Lender and Equity Investor Perspective</b> <i>Brian Tracey, Senior Vice President, Bank of America Community Development Bank</i>	Houston Hall 223

**Thursday, January 29**

9:00 am to 12:00 pm	<b>Subsidy Program Overview</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	Houston Hall 223
12:00 pm to 1:30 pm	<b>Determining Final Feasibility</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC and Vicki Vaughn, V2, Inc.</i>	Houston Hall 223
9:00 to 12:00 pm	<b>Financial Packaging</b> <i>Yvonne B. Haskins, Esq., Senior Manager and Underwriter</i>	Houston Hall 223



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**Friday, January 30**

9:00 am to 11:00 am	<b>Development Approval Process</b> <i>Marc Brookman, Partner, Duane Morris LLP</i>	Houston Hall 223
11:00 am to 12:00 pm	<b>Interim feedback and material distribution for Saturday session</b>	
1:00 pm to 5:00 pm	<b>Race Still Counts</b> <i>Fred Miller and Dr. Judith Katz, Kaleel Jamison Consulting Group</i>	Houston Hall 223

**Saturday, January 31**

8:30 am to 5:30 pm	<b>Effective Collaboration in Urban Redevelopment</b> <i>Xavier de Sousa Briggs, Associate Professor, Hauser Center for Nonprofit Organizations JFK School of Government, Harvard University</i>	Houston Hall 314
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<b>WEEK 4 – FEBRUARY 2 TO 6</b>
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**Monday, February 2**

10:00 am to 12:00 pm	<b>Creating the Development Entity</b> <i>Susan Bryson, Partner, Wiggin &amp; Dana</i>	Houston Hall 223
12:00 pm to 2:00 pm	<b>Lunch Interview with Susan Bryson</b>	
2:00 pm to 3:30 pm	<b>Mock Closing</b> <i>Susan Bryson, Partner, Wiggin &amp; Dana</i>	Houston Hall 223
4:00 pm to 5:30 pm	<b>Core Capacities for Urban Redevelopment</b> <i>Patti Patrizi, Patrizi Associates</i>	Houston Hall 223

**Tuesday, February 3**

9:00 am to 11:00 am	<b>Designing the Project</b> <i>Alfred J. Spagnolo, AIA, Spagnolo/Gisness &amp; Associates</i>	Houston Hall 218
11:00 am to 1:00 pm	<b>Managing the Construction Process</b> <i>Harry Nash, Corcoran Jennison Companies</i>	Houston Hall 218
1:00 pm to 3:00 pm	<b>Marketing and Lease-Up</b> <i>Art Milligan, Sr., Chief Operating Officer, IMS Management Services</i>	Houston Hall 218
2:00 pm to 5:00 pm	<b>Property Management &amp; Operations</b> <i>Art Milligan, Sr., Chief Operating Officer, IMS Management Services</i>	Houston Hall 218

**Wednesday, February 4**

9:00 am to 11:00 am	<b>Affordable and Mixed Income Home Ownership Development</b> <i>Chickie Grayson, President, Enterprise Homes</i> <i>Ron Wilson, Director of Housing Initiatives, Enterprise Homes</i>	Houston Hall 223
11:00 am to 1:00 pm	<b>Pro Forma session with Mary Reilly</b>	
1:00 pm to 3:00 pm	<b>Panel: Marketing and Managing Mixed Income, Mixed Tenure Neighborhoods</b> <i>Claudia Brodie, Vice President, McCormack Baron Ragan Management Services</i> <i>Sinclair Cooper, Senior Vice President, The Michael's Development Company</i> <i>Chickie Grayson, President, Enterprise Homes</i> <i>Art Milligan, Sr., Chief Operating Officer, IMS Management Services</i> <i>Michael Schurr, President, OKKS Development Company</i>	Houston Hall 218
3:00 pm to 5:00 pm	<b>Fundamentals of a Successful Project</b> <i>Mary Reilly, Principal, Brophy &amp; Reilly LLC</i>	Houston Hall 223



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**Thursday, February 5**

9:00 am to 11:00 am	<b>Future Market Analysis</b> <i>Laurie Volk, Zimmerman/Volk Associates</i>	Houston Hall 223
11:00 am to 1:00 pm	<b>Lunch Interview with Jack Shannon</b>	Houston Hall 218
1:00 pm to 3:00 pm	<b>Retail Development Strategies for Neighborhood Revitalization</b> <i>Jack Shannon, President and CEO, East Baltimore Development, Inc.</i>	Houston Hall 218
3:00 pm to 5:00 pm	<b>Mixed Income Development Strategies in Strong Markets</b> <i>Tony Salazar, President, McCormack Baron Salazar, Inc.</i>	Houston Hall 223
5:30 pm to 8:00 pm	<b>Dinner Interview with Tony Salazar</b>	

**Friday, February 6**

9:30 am to 10:30 am	<b>Introduction to Group Project</b> <i>Valerie Piper, Executive Director, Center for Urban Redevelopment Excellence</i>	Houston Hall 223
11:30 am to 1:00 pm	<b>Interview with Asuka Nakahara</b>	Houston Hall 218
4:00 pm to 5:30 pm	<b>Feedback and Q&amp;A for Group Project</b>	Houston Hall 218



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<b>WEEK 5 -- FEBRUARY 9 to 13</b>
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**Monday, February 9**

11:00 am to 1:00 pm	<b>Feedback and Q&amp;A for Group Project</b>	
1:30 pm to 4:00 pm	<b>Intro to Census Trends and Products</b> <i>Wharton GIS Lab</i>	

**Tuesday, February 10**

9:00 am to 11:00 am	<b>Local Government Partners I</b> <i>Kevin Hanna, Secretary for Housing and Neighborhood Preservation, City of Philadelphia</i> <i>Christopher Shea, Associate Deputy Director of Planning &amp; Development, Housing Authority of Baltimore City</i> <i>Patricia L. Smith, Director of the Neighborhood Transformation Initiative, Mayor's Office of Philadelphia</i> <i>David Sowell, Development Advisor, Housing Authority of Baltimore City</i>	
11:00 am to 1:00 pm	<b>Lunch Interview with David Sowell</b>	
1:00 pm to 3:00 pm	<b>Local Government Partners II</b> <i>Kevin Hanna, Secretary for Housing and Neighborhood Preservation, City of Philadelphia</i> <i>Christopher Shea, Associate Deputy Director of Planning &amp; Development, Housing Authority of Baltimore City</i> <i>Patricia L. Smith, Director of the Neighborhood Transformation Initiative, Mayor's Office of Philadelphia</i> <i>David Sowell, Development Advisor, Housing Authority of Baltimore City</i>	
3:00 pm to 5:00 pm	<b>Quasi-Public Development Organizations</b> <i>John Grady, Senior Vice President, Philadelphia Industrial Development Corporation</i>	
5:30 pm to 8:00 pm	<b>Dinner Interview with Christopher Shea</b>	

**Wednesday, February 11**

9:00 am to 11:00 am	<b>Panel: Partnerships with Placed-Based Institutions</b> <i>Sally MacConnell, Vice President, Johns Hopkins Hospital Facilities Management</i> <i>Joann Weeks, Associate Director, Penn Program in Public Service</i>	
11:00 am to 1:00 pm	<b>Lunch Interview with Pat Smith</b>	
1:00 pm to 3:00 pm	<b>Introduction to Commercial Property Development</b> <i>John Gattuso, Senior Vice President, National Marketing &amp; Development, Liberty Property Trust</i> <i>Joy DeJesus, Marketing &amp; Development Specialist, Liberty Property Trust</i>	
2:00 pm to 5:00 pm	<b>Historic Preservation and Neighborhood Revitalization</b> <i>Stanley A. Lowe, Vice President, Community Revitalization, National Main Street Center/Community Partners Program</i> <i>National Trust for Historic Preservation</i>	Houston Hall 223
5:30 pm to 8:00 pm	<b>Dinner Interview with Stanley A. Lowe</b>	



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**Thursday, February 12**

9:00 am to 11:00 am	<b>Code of the Street</b> <i>Dr. Elijah Anderson, Charles &amp; William L. Day Distinguished Professor of Social Science University of Pennsylvania</i>	
11:30 am to 3:00 pm	<b>Reformulating Social Service Delivery</b> <i>Sandra Moore, President, Urban Strategies Mindy Turbov, President, Turbov Associates</i>	Houston Hall 223
3:00 pm to 5:00 pm	<b>Conversation with Elijah Anderson</b>	

**Friday, October 22**

9:00 am to 11:00 am	<b>Human Capital Building</b> <i>Marlene Hodges, Community Services Liaison, COVAM</i>	
1:00 pm to 2:00 pm	<b>Feedback and Q&amp;A for Group Project</b>	



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<b>WEEK 6 – FEBRUARY 16 TO 20</b>
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**Monday, February 16**

9:00 am to 11:00 am	<b>Making a Business of Urban Redevelopment</b> <i>Egbert Perry, Chairman and CEO, The Integral Group, LLC</i>	Houston Hall 314
11:00 am to 1:00 pm	<b>Lunch with Egbert Perry</b>	Location TBD
2:00 pm to 5:00 pm	<b>Success Factors: Qualities to Look for in Redevelopment Opportunities</b> <i>Carol Galante, President, BRIDGE Housing Corporation</i> <i>Egbert Perry, Chairman and CEO, The Integral Group, LLC</i>	Houston Hall 314
5:30 pm to 8:00 pm	<b>Dinner Interview with Carol Galante</b>	Location TBD

**Tuesday, February 17**

10:30 am to 12:30 pm	<b>Building a Nonprofit Redevelopment Organization</b> <i>Carol Galante, President, BRIDGE Housing Corporation</i>	Houston Hall 314
12:30 pm to 2:00 pm	<b>Panel: Philanthropic Partners</b> <i>Bob Giloth, Annie E. Casey Foundation</i> <i>Jan Jaffe, Senior Director and Project Leader, Grantcraft Project, The Ford Foundation</i> <i>Edward Skloot, Executive Director, Surdna Foundation</i>	
2:00 pm to 5:00 pm	<b>Empowering Communities in the Age of Globalization</b> <i>Dr. Maria de los Angeles Torres, Department of Political Science, DePaul University</i>	

**Wednesday, February 18**

9:00 am to 11:00 am	<b>Core Capacities for Urban Redevelopment</b> <i>Patti Patrizi, Patrizi Associates</i>	Houston Hall 223
1:00 pm to 2:00 pm	<b>Q&amp;A for Group Project</b>	

**Thursday, February 19**

1:00 pm to 2:00 pm	<b>Q&amp;A for Group Project</b>	
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**Friday, February 20**

9:00 am to 1:00 pm	<b>Group project presentation and discussion</b>	Irvine Auditorium Rm G7
1:00 pm	<b>Farewell Lunch</b>	Location TBA