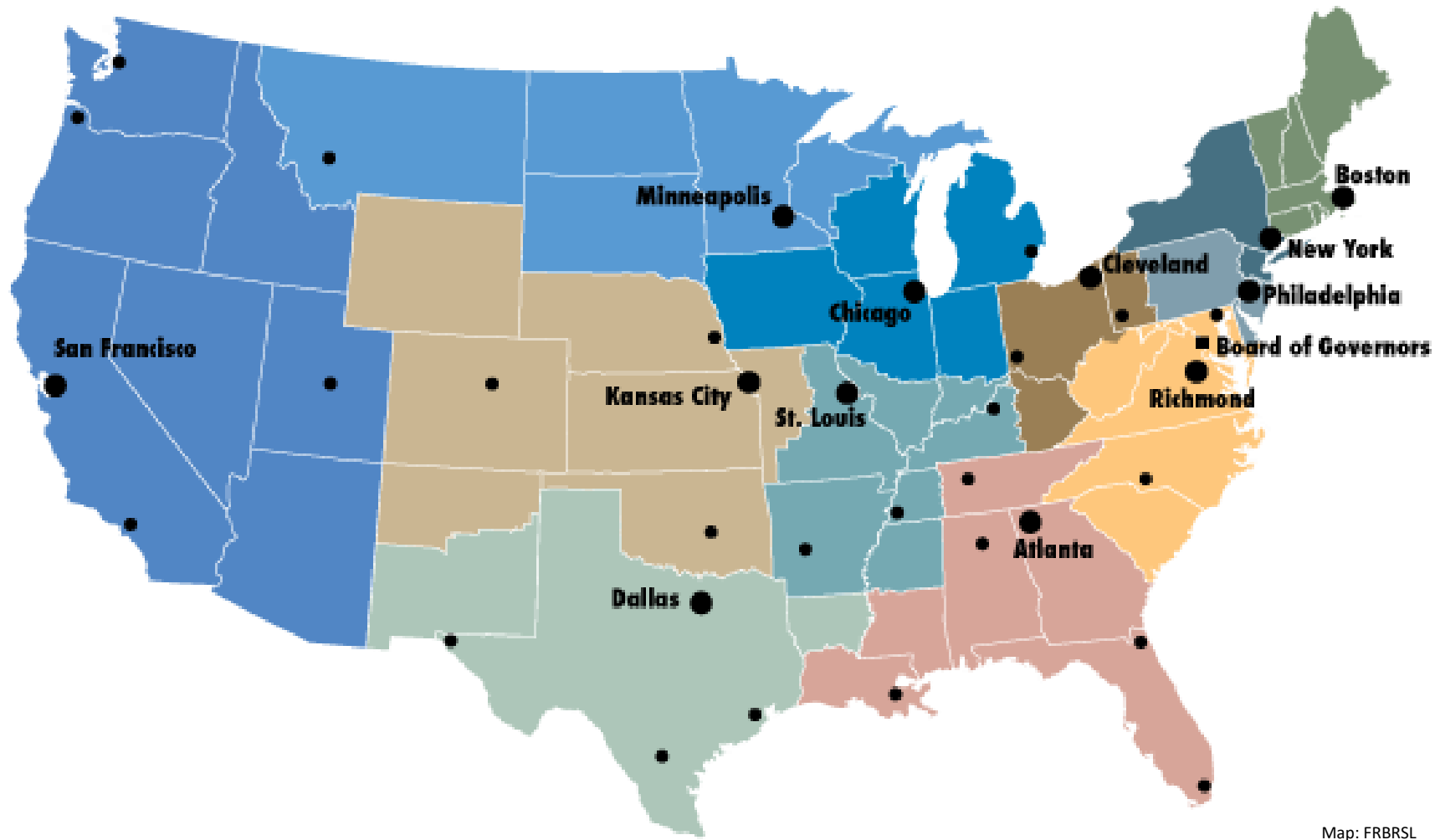




# Scaling Solutions: Partnerships and Capacity Building



The views and opinions expressed herein are those of the authors. They do not represent an official position of the Federal Reserve Bank of Richmond or the Federal Reserve System.



# District Map

# Who are we?

- **The Fifth District**
- **Includes**
  - Maryland
  - North Carolina
  - South Carolina
  - Virginia
  - Washington D.C.
  - (most of) West Virginia



# Why Community Development at the Fed?

# The Federal Reserve System

The Federal Reserve System [performs five functions](#) to promote the effective operation of the U.S. economy and, more generally, to serve the public interest:

- 1) **conducts the nation's monetary policy** to promote maximum employment, stable prices, and moderate long-term interest rates in the U.S. economy;
- 2) **promotes the stability of the financial system** and seeks to minimize and contain systemic risks through active monitoring and engagement in the U.S. and abroad;
- 3) **promotes the safety and soundness of individual financial institutions** and monitors their impact on the financial system as a whole;
- 4) **fosters payment and settlement system safety and efficiency** through services to the banking industry and the U.S. government that facilitate U.S.-dollar transactions and payments; and
- 5) **promotes consumer protection and community development** through consumer-focused supervision and examination, research and analysis of emerging consumer issues and trends, community economic development activities, and the administration of consumer laws and regulations

# Board of Governors of the Federal Reserve System

## **Community Development Function**

- The Federal Reserve's community development function promotes economic growth and financial *mobility* for low- and moderate-income (**LMI**) communities and individuals by partnering with intermediaries, conducting research, and convening stakeholders.

## **Community Reinvestment Act (CRA)**

- Requires the Federal Reserve and other federal banking regulators to encourage financial institutions to help meet the credit needs of the communities in which they do business, including low- and moderate-income (LMI) neighborhoods. (Note S-Letter; 2017)



Why is the Richmond Fed  
focusing on rural communities and  
small towns?



# Why are we focusing on rural?



- The Dual Mandate

- The Federal Reserve is charged with promoting “effectively the goals of maximum employment, stable prices and moderate long-term interest rates.”
  - Price Stability
  - Maximum Employment

\*The Federal Reserve is mandated to think about employment and credit outcomes for low-to-moderate income (LMI) communities.

\*Rural communities generally have higher LMI residents and lower labor force participation



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COLLABORATIVE™**  
Small towns, big opportunities.™



# Rural Investment Collaborative

Federal Reserve Bank of Richmond  
Community Development

# Rural Investment Collaborative

## What?

The Federal Reserve Bank of Richmond is developing a new ***Rural Investment Collaborative***.

As part of our Bank's HPO3, our Community Development team is designing and leading this work with communities to address disparities in capital access in rural areas.

## Why?

To improve economic investment in small towns and rural communities. There is a basic problem of supply and demand that keeps small towns from absorbing funding.

- On the demand side, despite great potential, rural regions have fewer people who can develop strong project proposals.
- On the supply side, some sources of capital are missing or are not well coordinated.

## How?

FRBR is collaborating with state/regional rural organizations and other small town and rural partners to provide investment training, technical assistance, and resources that help more communities develop strong investment proposals.

At the same time, we are convening national and regional funders to help communities increase the availability and alignment of funds needed to bring investable projects to life.



*\*The Richmond Fed staff does not participate in fundraising, selection of grantees, or selection of communities receiving training or technical assistance.*

# Defining Success

## Collaborative Expected Outcomes:

- Improve workforce participation by connecting community development projects with workforce outcomes
- Improve rural capital absorption by addressing disparities in capital access
- Share best practices and opportunities that advance community and economic development
- Convene and educate capital providers about the value of aligning their investments in rural areas
- Identify ways to connect project proposals with capital partners
- Raise awareness about the value of community development as economic development
- Give regional and national presentations that share our work and become regarded as a SME around rural capital investment



# Rural Investment Collaborative Operating Structure

## Steering Group

1. To identify and prioritize what rural communities need
2. To develop and support implementation of the rural initiative – including resourcing the work
3. To inform and monitor workgroup charges composition, and progress

## Project Development Workgroup

Purpose: To ensure that small towns and rural communities have access to the skills needed to develop strong project proposals with complex business and financial models.

## Capital Development Workgroup

Purpose: To ensure that small towns and rural communities, with strong project proposals, have access to different sources of coordinated capital.



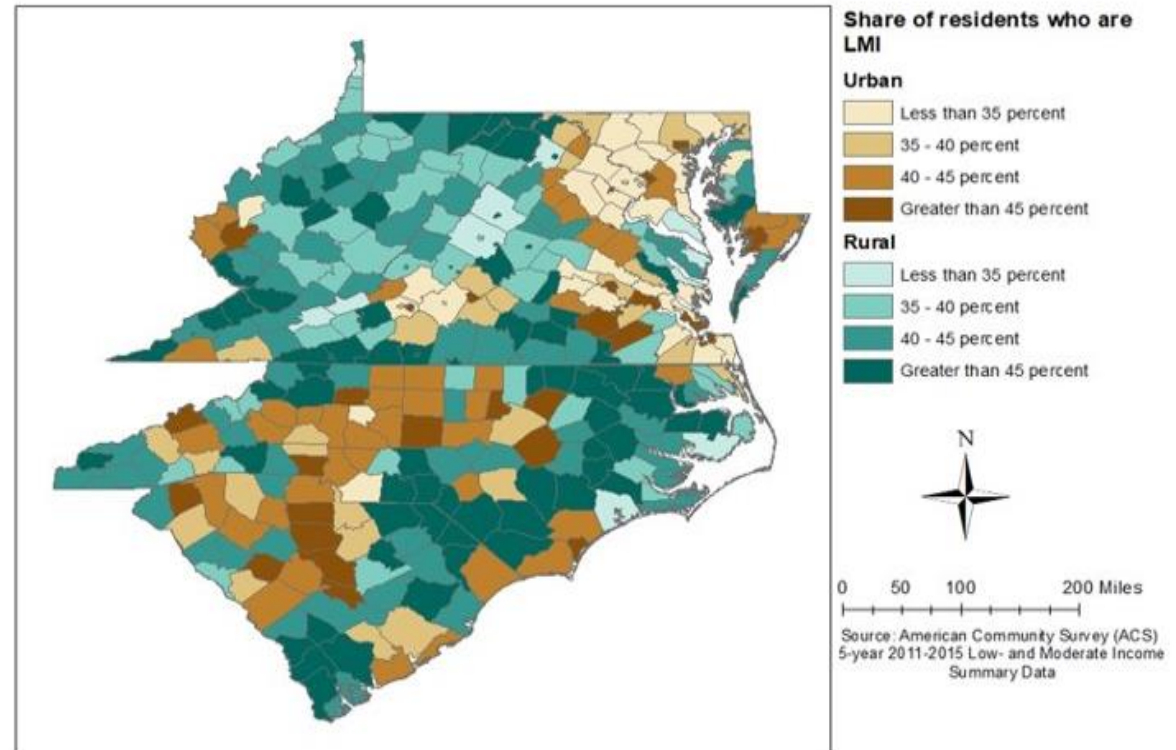
# Community Investment Training Overview

- To address the need to have more people who can develop strong project proposals in rural regions, the Rural Investment Collaborative offers a 12-week experiential curriculum to focus leaders on developing an investment ready community project.
- The curriculum was developed, piloted and evaluated with a regional partner, Invest Appalachia, and we are partnering to expand this training across our bank footprint (previously limited to Appalachia communities)
- The training includes sessions taught by subject matter experts and regional organizations with a record of success and will culminate in pitch sessions for participants
- Mini-grants will be awarded to support community activation and contribution to an inclusive project proposal, as well as opportunities for technical assistance and implementation grants
- Diverse cohort of up to 20 leaders annually representing different communities and organization types from SC, NC, VA, WVA, and MD



# Community Investment Training: Nomination Criteria

- Rural low- and moderate-income counties (darkest teal)
- Alignment with state or national priorities for investment
- Local anchor organization like foundation or nonprofit
- Individual leader with potential for multiple projects
- Diversity in region and other factors
- Evidence of momentum



# Who are we seeking?



**Jennifer "Jenny" Hudson** – First cohort: 2021  
*Development Director, Williamson Health & Wellness Center*  
Williamson (Mingo County), WV

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Goals for Training: **"A strategy to secure sustainable, diversified investment for community development health projects beyond grants."**

Project Pitched: **Post 49 Market** – a year-round indoor farmers market featuring fresh local foods in season with a wide selection for shoppers striving for healthy eating goals under diet regimens ranging from low sugar to keto. **Opened April 2023.**

Training Outcome: **"A guidebook to package and tailor pitches for potential investors."**

Current Project: **Williamson Memorial Hospital.** Mingo County's only hospital, closed at the start of the COVID-19 pandemic in 2020. Reopened by Williamson Health Center in 2022 and now seeking operating capital to sustain service.

She pitched: Invest Appalachia and regional CDFIs.



# Here to stay.

- Return local acute care to a rural community in WV
- Reinstate 70 lost jobs at a total estimated payroll of more than \$3 million
- Introduce a collaborative model-- Federally Qualified Health Centers and rural hospitals work together to prevent rural hospital closures



NEED: Operating Capital  
2M

2023

WV Governor's Office  
2.5M

Congressional Funds  
2M

HRSA  
UDS+  
65K

2022

HRSA  
ARPA  
592K

USDA ARPA  
1M

WV DHHR  
525K

2021

NON-FINANCIAL SUPPORT FROM WHWC  
Financial and Human Resources Staff  
Flexible Lease Agreement

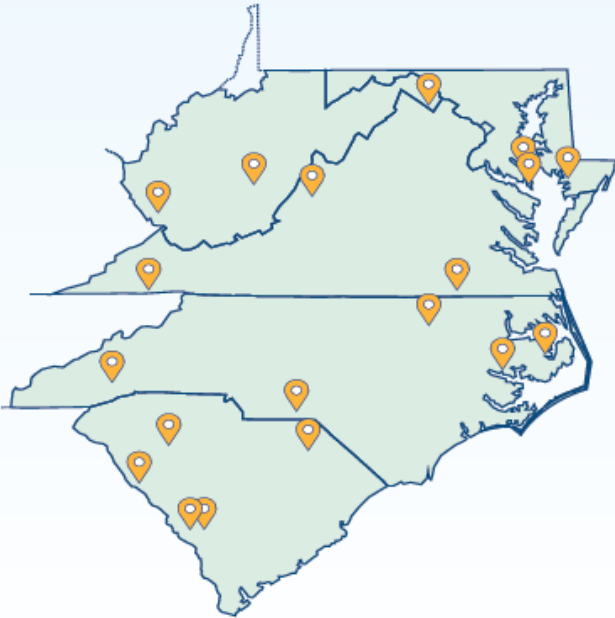


**WILLIAMSON HEALTH**  
AND  
**WELLNESS CENTER**



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**Community Investment  
Training Participants**



**Maryland**



**Stefanie Johnson**  
Executive Director  
His Hope Ministries  
*Caroline County*



**Craig Sewell**  
Project Director  
Southern Maryland  
Agricultural Development  
Commission (SMADC)  
*Anne Arundel County*



**Carla Wilson**  
Project Manager  
St. Mary's County Community  
Development Corporation  
*St. Mary's County*

**Virginia**



**Shelby McDowney**  
Director of Marketing  
& Communications  
Metropolitan Business League  
*Brunswick County*



**Katie Ryan**  
Interim CEO/Director  
of Operations  
Clifton Forge School  
of the Arts  
*Town of Clifton Forge*



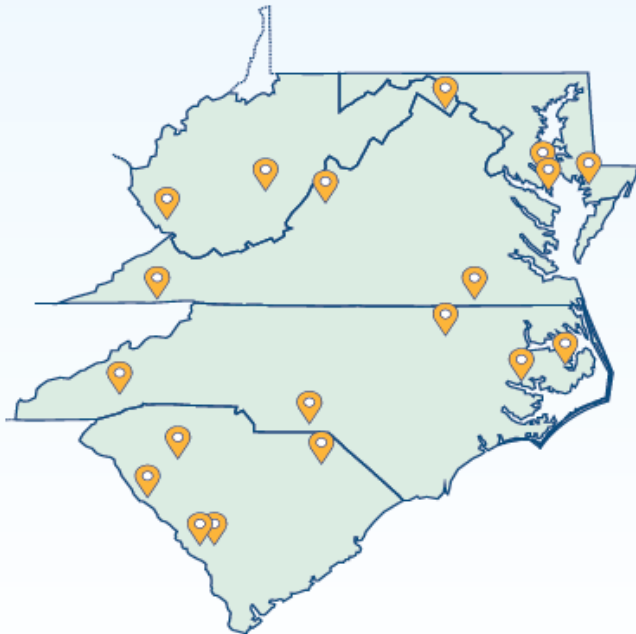
**Melisha Wynne**  
Assistant Recreation Director  
Town of Abingdon  
Recreation Department  
*Washington County*



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### Community Investment Training Participants



#### North Carolina



**Paula Swepson Avery**  
Executive Director West  
Marion Community Forum Inc.  
*McDowell County*



**Angela Caraway**  
Executive Director  
The Caraway Foundation  
*Anson County*



**Mavis Hill**  
Executive Director  
Tyrrell County Community  
Development Corporation  
*Tyrrell/Washington County*



**Anthony Tyre**  
Executive Director  
Clear Point  
*Beaufort County*



**Chester Williams**  
CEO  
A Better Chance A  
Better Community (ABC2)  
*Enfield/Halifax County*

#### West Virginia



**Jarrod Dean**  
Executive Director  
City of Williamson Board  
of Parks and Recreation  
Commission  
*Mingo County*



**Victor Farmer**  
Director of the Boone  
Memorial Hospital Community  
Health Foundation  
Boone Memorial Hospital, Inc.  
*Boone County*



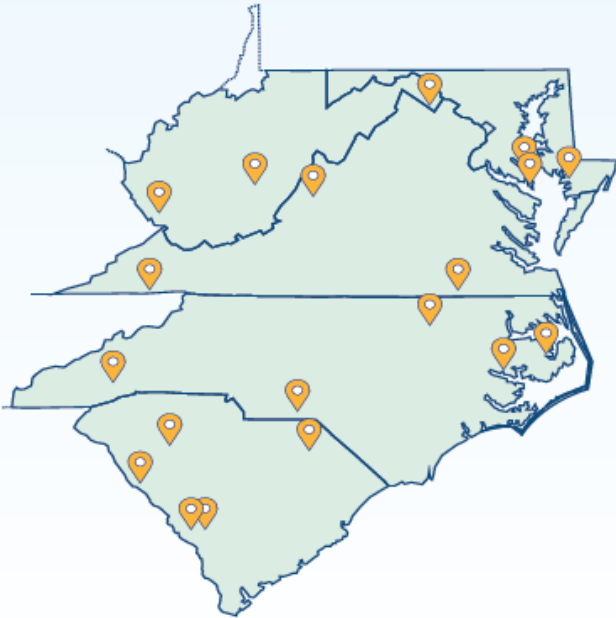
**Jamila Jones**  
President  
Innovative Community  
Solutions  
*Jefferson County*



## RURAL INVESTMENT COLLABORATIVE™

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### Community Investment Training Participants



### South Carolina



#### **Kim Bowman**

Founder  
South Carolina's Rural  
Innovation Network (SCRIN)  
*Darlington County*



#### **Michael Mahaffey**

Director of Regional  
& Global Initiatives  
Stoll Industries  
*Abbeville County*



#### **Steven Brown**

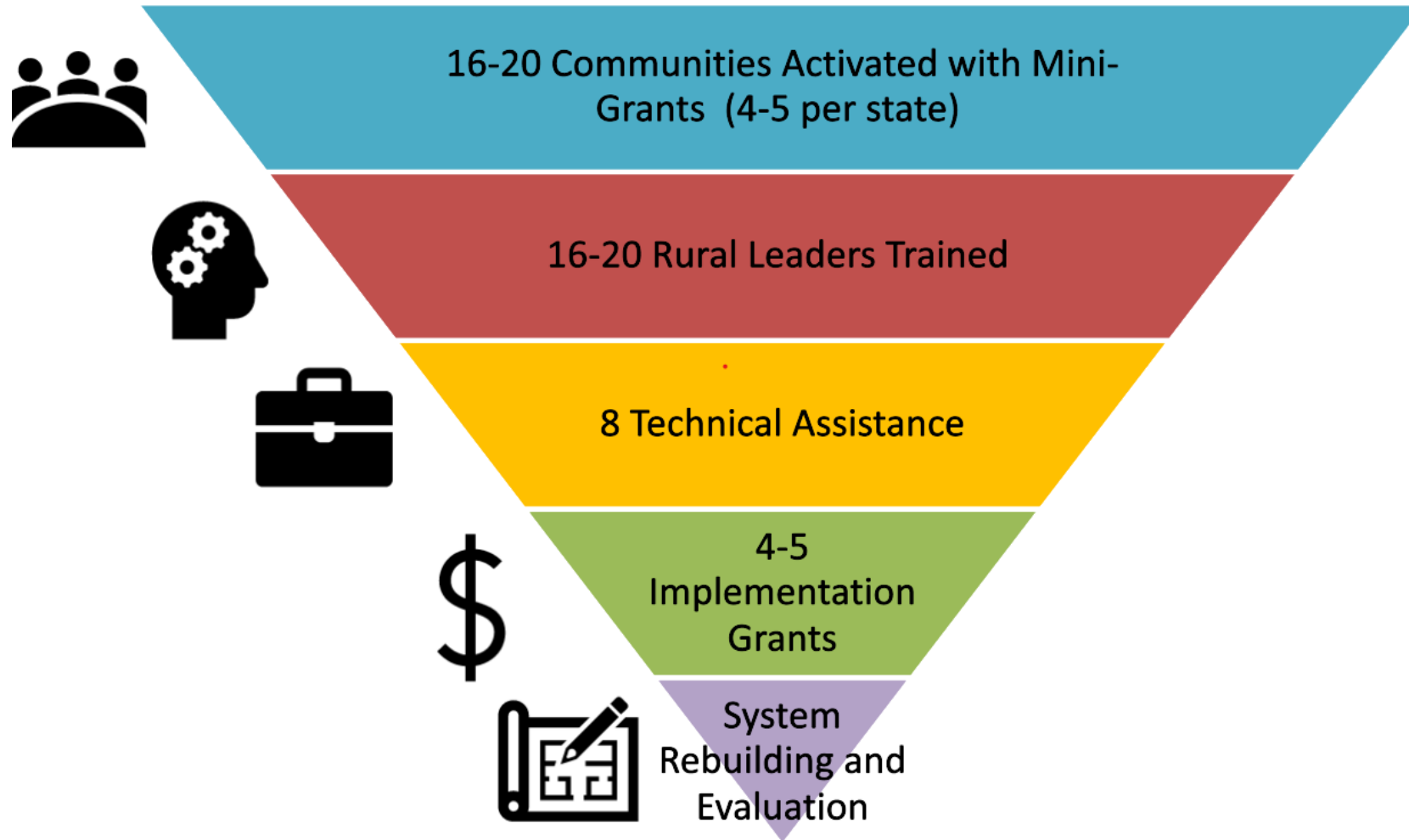
President-Founder  
Dreams Imagination & Gift  
Development Program - DIG  
*Barnwell County*




#### **Elizabeth Overton**

Deputy Director  
Southeastern Housing and  
Community Development  
*Barnwell County*

# Investing in Results\*



- 
- An illustration on a blue background featuring a large white speech bubble. Three stylized human figures are shown interacting with laptops: one woman is lying on her stomach on top of the bubble, one man is sitting on the right side of the bubble, and another man is sitting cross-legged on the ground in front of the bubble. The background includes white clouds and stars.
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# Any Questions?



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[Erika.bell@rich.frb.org](mailto:Erika.bell@rich.frb.org)

704-604-6594

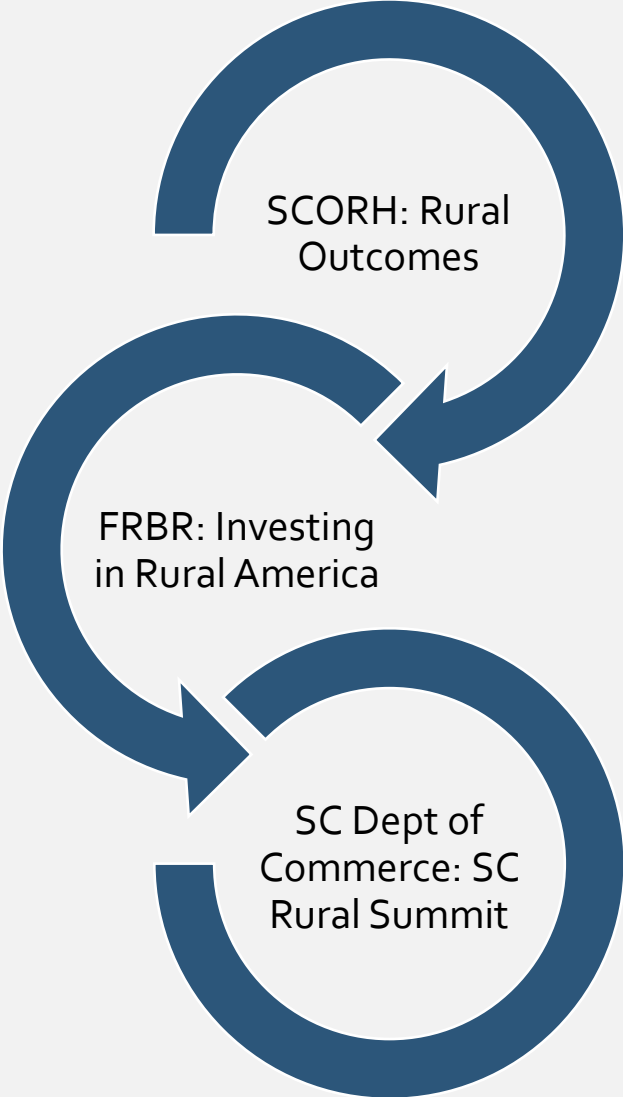


# SCALING SOLUTIONS: PARTNERSHIPS

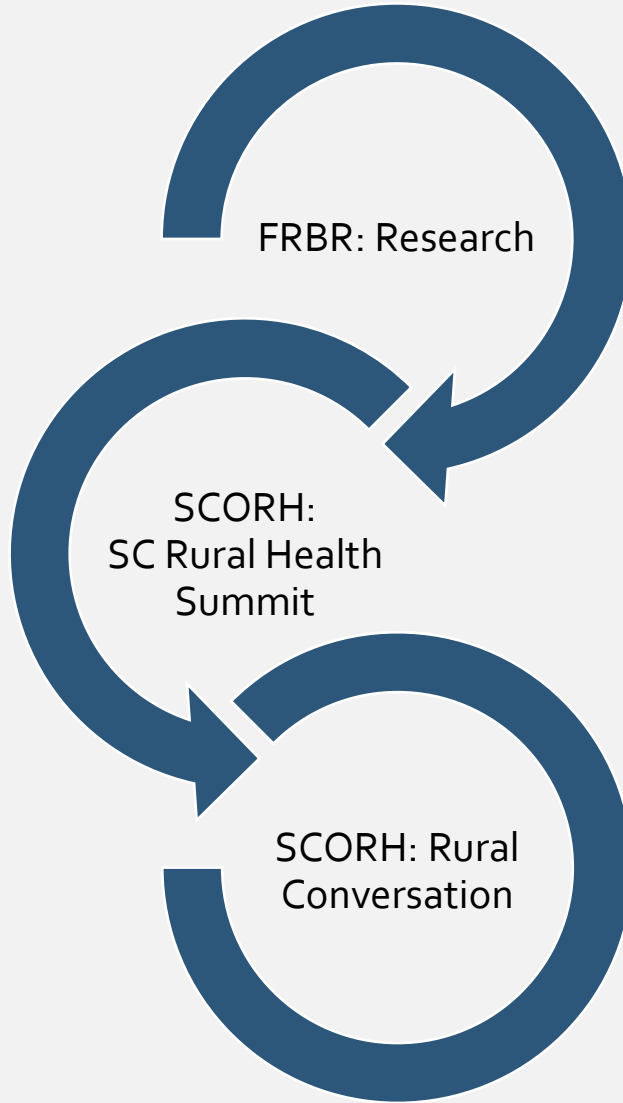
SC OFFICE OF RURAL HEALTH  
FEDERAL RESERVE BANK OF RICHMOND



# Our Meeting



# Our Research



# Our Mutual Benefit...

SOUTH CAROLINA OFFICE OF  
**RURAL HEALTH**  
Investment. Opportunity. Health.



# Our Mutual Benefit...



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# Contact Information



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SOUTH CAROLINA OFFICE OF  
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*Investment. Opportunity. Health.*

Graham Adams

SC Office of Rural Health

[adams@scorh.net](mailto:adams@scorh.net)