



Empowerment Congress Leadership Institute

January 13-18, 2014

Presenter Packet

January 9, 2014

Dear Empowerment Congress Leadership Institute Presenter,

Thank you so much for being part of this year's Institute and for sharing your expertise with our participants from around the country. Here is some information about the Institute to help you prepare your presentation.

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For any questions related to the Institute, please don't hesitate to contact one of us:

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2014 Empowerment Congress Leadership Institute

Program Description and Objectives

The Empowerment Congress is proud to host the 3rd annual *Empowerment Congress Leadership Institute*. The Institute will provide participants the opportunity to develop strategies that will advance their community based on the Empowerment Congress' distinctive and deliberate model of civic engagement built on the core principles of participatory democracy, reciprocal accountability, and intentional civility. These civic and community engagement resources, practices, techniques, and tools have been employed by the Empowerment Congress for over the past 22 years.

Founded in 1992 by then Los Angeles Councilman, Mark Ridley-Thomas, the Empowerment Congress is a dynamic partnership among neighborhood groups, residents, nonprofit organizations, businesses, religious institutions, and community leaders. It is an ongoing effort in participatory government, founded on the principle that elected officials are most effective when the constituents they serve are actively involved in the decision-making process. The Empowerment Congress is comprised of 2nd District stakeholders organized to engage their peers in efforts to improve their communities and directly impact policies and decisions that impact the lives of all constituents in the Los Angeles County 2nd Supervisorial District.

Participants will learn from and engage with the Empowerment Congress, be exposed to existing research, and use this experience to help replicate the Empowerment Congress' success at effective civic and community engagement. We will bring significant depth to the Institute by providing opportunities for participants to broaden and deepen their capacity to engage communities with populations that are diverse ethnically, culturally, and socially. Our goal is to support elected officials and community stakeholders around the country in developing structures for reciprocal and accountable relationships that will help advance community outcomes and impact public policy. At the Institute, participants will experience interactive and hands-on learning methods, including peer learning, case study analysis, and expert presentations. They will share, dialogue, and debate effective civic engagement models and trends that are rooted in both research and practice. They will leave with action plans to implement their own civic engagement process. The long-term goal is to provide a model for communities and their public representatives to build bridges for successful policy outcomes.

We have developed three key learning objectives for Institute participants:

- Strengthen and deepen commitment to a process of “reciprocal accountability” among community, institutional, and elected leaders to impact community and public policy outcomes.
- Understand the civic and community engagement techniques used by the Empowerment Congress and how they can be applied in other communities.
- Use the information and knowledge provided by the Institute to motivate and empower participants as they develop strategies and approaches that best suit their community needs and capacities.

Empowerment Congress Leadership Institute 2014

CALENDAR OF EVENTS (Subject to Change)

Monday January 13, 2013	Tuesday January 14, 2013	Wednesday January 15, 2013	Thursday January 16, 2013	Friday January 17, 2013	Saturday January 18, 2013	Sunday January 19, 2013
<p>Participants arrive in Los Angeles and check-in at:</p> <p>Radisson Hotel Midtown at USC (213) 748-4141</p> <p>3540 S Figueroa St Los Angeles, CA 90007</p> <p>Check-in begins at 3:00 PM</p>	<p>7:30 AM to 8:30 AM Board buses at the hotel and travel to The California Endowment</p> <p>Breakfast and Welcome</p>	<p>7:30 AM to 8:00 AM Walk from the hotel to Muses Room at the Wallis Annenberg Building at the California Science Center</p>	<p>7:30 AM to 8:00 AM Walk from the hotel to Muses Room at the Wallis Annenberg Building at the California Science Center</p>	<p>7:30 AM to 8:00 AM Walk from the hotel to Muses Room at the Wallis Annenberg Building at the California Science Center</p>	<p>8:00 AM to 3:00 PM 22nd Annual Empowerment Congress Summit at the University of Southern California</p> <p>We will follow the Summit with a group lunch and debrief of the Institute</p>	<p>Remaining participants check-out and depart for LAX</p> <p>Check out time is 12:00 PM</p>
	<p>8:30 AM to 12:00 PM <i>Civic Engagement</i> Team Presentations</p>	<p>8:00 AM to 8:30 AM Breakfast, Meditation, and Networking</p>	<p>8:00 AM to 8:45 AM Breakfast, Meditation, Networking, and Reflections</p>	<p>8:00 AM to 8:45 AM Breakfast, Meditation, Networking, and Reflections</p>		
	<p>12:00 PM to 1:00 PM Lunch and Networking</p>	<p>8:30 AM to 11:45 AM Curriculum & Content <i>The Empowerment Congress Model continued</i></p>	<p>8:45 AM to 11:00 AM Team work on action plans and presentations</p>	<p>8:45 AM to 10:30 AM Curriculum & Content <i>Sustainability</i></p>		
	<p>1:00 PM to 3:00 PM Curriculum & Content <i>Strategic Visioning</i></p>	<p>11:45 AM to 1:00 PM Lunch and Networking</p>	<p>11:00 AM to 5:00 PM Bus tour of the 2nd Supervisorial District of Los Angeles County</p>	<p>10:30 AM to 12:30 PM Team Work and Lunch Walk to the 2nd District Exposition Park Office</p>	<p>AFTER 3:00 PM Participants can begin departing for LAX</p>	
	<p>3:00 PM to 5:00 PM Curriculum & Content <i>The Empowerment Congress Model</i></p>	<p>1:00 PM to 2:15 PM Curriculum & Content <i>Vision & Community Engagement</i></p>	<p>Lunch is included</p>	<p>12:30 PM to 4:30 PM Team Presentations</p>		
	<p>5:30 PM to 7:30 PM</p> <p>Welcome Reception Radisson Hotel Room 1880</p>	<p>5:00 PM to 5:30 PM Board buses and return to the hotel</p>	<p>2:15 PM to 5:00 PM Curriculum & Content <i>Leadership and Collaboration</i> Walk to the Marshall School at USC</p>	<p>5:30 PM to 6:30 PM Return to the hotel</p>	<p>4:30 PM to 5:00 PM Wrap-Up of the Institute</p>	
	<p>5:30 PM Dinner for elected officials only.</p>	<p>5:00 PM to 5:30 PM Walk back to the hotel</p>		<p>5:00 PM to 5:30 PM Walk back to the hotel</p>		

Tuesday, January 14, 2014

agenda

Community Connected Leadership and the Empowerment Congress Model

- 7:15 AM Meet in hotel lobby and travel to The California Endowment
- 8:00 AM Breakfast and Welcome
Dr. Bob Ross, The California Endowment
- 8:30 AM Civic Engagement: Why are we here? What is our work?
Paul Vandeventer, Community Partners
- 9:15 AM Break
- 9:30 AM Team Presentations
- 12:00 PM Lunch and Networking
- 1:00 PM Strategic Visioning
Dr. Melina Abdullah, California State University, Los Angeles
Hasira Ashemu, LAANE
- 3:00 PM Break
- 3:15 PM Presentation of the Empowerment Congress Model
Mary Lee, PolicyLink
- 3:45 PM Understanding the Empowerment Congress Model and Process
Mary Darks *Brian Hui*
Marco Flores *Harry McElroy*
- 5:00 PM Wrap-Up

For Elected Officials: Dinner with Supervisor Ridley-Thomas

Wednesday, January 15, 2014

agenda

Strategic Vision: Building a Model of Civic Engagement and Empowerment

- 7:30 AM Walk from the Radisson Hotel to the Annenberg Building at the Science Center
- 8:00 AM Breakfast, Meditation, and Networking
Hasira Ashemu, LAANE
- 8:30 AM Interview with Supervisor Mark Ridley-Thomas
Moderator: Mary Lee, PolicyLink
- 9:45 AM Break
- 10:00 AM Empowerment Congress: A Collective Conversation
- 10:45 AM Break
- 11:00 AM Civic Engagement: Leveraging Partnerships
Michelle Denise Jackson, Writer and Community Organizer
Reverend Altagracia Perez, Holy Faith Episcopal Church
D'Artagnan Scorza, Social Justice Learning Institute
- 11:45 AM Lunch and Networking
- 1:00 PM Vision and Community Engagement
Dr. Raphael Sonenshein, California State University, Los Angeles
- 2:15 PM Walk to the USC Marshall School of Business, Popovich Hall
- 2:30 PM "Meta-4" Leadership and Collaboration Experiential Exercise
Dr. Sharoni Little, University of Southern California, Marshall School of Business
- 4:30 PM Wrap-Up

Thursday, January 16, 2014

agenda

Community Development: Assessing, Utilizing, and Expanding Our Resources

- 7:30 AM Walk from the Radisson Hotel to the Annenberg Building at the Science Center
- 8:00 AM Breakfast, Meditation, and Networking
Hasira Ashemu, LAANE
- 8:30 AM Reflections and Preparation
- 8:45 AM Group Work
- 11:00 AM Tour of the Second District
- 12:00 PM Lunch and Economic Development Panel
Arna Fulcher, First Community Development Corporation
Dan Rosenfeld, George Crenshaw Development Company
Tunua Thrash, West Angeles Community Development Corporation
- 1:45 PM Martin Luther King, Jr. Community Hospital and Health Panel
Dr. Elaine Batchlor, Martin Luther King, Jr. Community Hospital
Sinetta Farley, Empowerment Congress and East Rancho Dominguez Neighborhood Association
Pastor Delores Glass, Concerned Citizens of Willowbrook Association
Yolanda Vera, Office of Supervisor Mark Ridley-Thomas
- 3:00 PM Continue Tour of the Second District
- 4:00 PM Wrap-Up

Friday, January 17, 2014

agenda

Moving Forward: Implementation and Sustainability

- 7:30 AM Walk from the Radisson Hotel to the Annenberg Building at the Science Center
- 8:00 AM Breakfast, Meditation, and Networking
Hasira Ashemu, LAANE
- 8:30 AM Reflections on the Tour of the Second District
- 8:45 AM Sustainability and Civic Engagement: Environmental, Social, and Economic
Eric Strauss, Loyola Marymount University
- 10:00 AM Sustainability: A Case Study of Doña Ana County, New Mexico
Dr. David Garcia, County Commissioner of District 2, Doña Ana County
Marisol Bolivar-Diaz, Ocotillo Institute for Social Justice
Randy Harris, Empowerment Congress
Ralph Lopez, Empowerment Congress
Kristina St. Cyr, Doña Ana County Place Matters
Ryan Steinmetz, Ocotillo Institute for Social Justice
- 10:45 AM Group Planning Time, Lunch, and Networking
- 12:30 PM Final Team Presentations
- 2:00 PM Break
- 2:15 PM Final Team Presentations
- 3:45 PM Break
- 4:00 PM Final Team Presentations
- 4:30 PM Wrap-Up

Saturday, January 18, 2014

agenda

Communities Empowered for Change

- 7:30 AM Walk from the Radisson Hotel to the USC Bovard Auditorium
- 8:00 AM **Empowerment Congress 22nd Annual Summit**
- 9:00 AM Morning Plenary
- 11:00 AM Participant Workshops
- 12:30 PM Lunch and Institute Debrief and Evaluation
- 3:00 PM End

Participants can return to the hotel or depart for the airport



Empowerment Congress Leadership Institute

January 2014

Participating Teams

Birmingham Dream Team

City Councilmember Jonathan Austin, District 5, City of Birmingham, AL

City Councilmember Sheila Tyson, District 6, City of Birmingham, AL

Karen Dawson, Program Manager for Community Engagement and Neighborhood Development, Friends of West End

Courtney Hunter, Committee Assistant, District 5, City of Birmingham, AL

Cheryl Kidd, Council Administrator, Birmingham City Council

Brandon McCray, Committee Assistant, District 6, City of Birmingham, AL

Terri Sharpley, Community Leader

Birmingham's downtown has experienced some reinvestment and revitalization, but local citizens have not been feeling the impact. Many citizens feel isolated from the policy making process at City Hall. Building on their years of community leadership, the *Birmingham Dream Team* is dedicated to elevating the voices of citizens while encouraging elected officials, corporate leaders, and civic leaders to actively listen and be community-oriented. They look to build synergy among these different constituencies to promote more geographically balanced economic development and to solidify a community-wide approach to identify and address issues.

Vision for Compton

Mayor Aja Brown, City of Compton

Father Francisco Valdovinos, Our Lady of Victory Catholic Church

Melissa Freeny, Liaison to Mayor Brown, City of Compton

Randy Hughes, President, Friends & Neighbors Community Club

Rafer Owens, Los Angeles County Deputy Sheriff and Pastor at Faith Inspirational Missionary Baptist

Juan Ruiz, Vice President, Social Justice in Community Action

Over the last 20 years, the city of Compton has been labeled an unsafe, violence-ridden community. This is due in large part to a small but fervent gang population, compounded by a general lack of community involvement.

Vision for Compton aims to tackle this overwhelming issue with a comprehensive community approach involving youth programs, sport clinics, mentorships and initiatives with the Compton Unified School District in an effort to prevent youth from accepting gang life and human trafficking. A key piece of the approach is a newly-implemented community policing initiative called the Town Sheriff program, which allows residents of Compton to have a direct point of contact in the event of neighborhood danger or crime. Ultimately, this team aims to ensure that residents have the resources to take back their communities so that families are safe at parks, public facilities, and outside the gates of our schools.

Ocotillo Institute, Empowerment Congress of Doña Ana County

Doña Ana County Commissioner, Dr. David Garcia, District 2, New Mexico

Marisol Bolivar-Diaz, Community Connections Coordinator, Ocotillo Institute for Social Justice

Randy Harris, Executive Director, Great Conversations, Empowerment Congress Planning Committee

Ralph Lopez, Berino Community Leader, Member of the Empowerment Congress

Kristina St. Cyr, Doña Ana County Place Matters Team Coordinator

Ryan Steinmetz, Director, Ocotillo Institute for Social Justice

Ocotillo Institute for Social Justice started out as the Quality of Life Initiative, a project that was meant to look at what quality of life meant for people of Doña Ana County, and what were the obstacles and opportunities to positively affecting quality of life in the region. Since May of 2013, we have been building the infrastructure for the Empowerment Congress of Doña Ana County, building capacity by meeting with communities who want to get more involved either with local projects or county-wide efforts. We have had great success uniting the county communities around issues of transportation. By utilizing this issue to help unite communities and form the Empowerment Congress, we are now ready to address other issues through the Empowerment Congress structure—Youth Engagement, Health Issues, and Flood Infrastructure. We would like to see increased quality and reliable transportation that connects communities throughout Doña Ana County and adds to the economic growth in the region.

East LA Empowerment Congress

Deborah Villar, Senior Vice President of External Relations, Bienvenidos

Juan Gonzalez, Program Manager, Volunteers of East Los Angeles

Kristie Hernández, Vice President, East Los Angeles Homeowners Association

Henry Perez, Deputy Executive Director, InnerCity Struggle

Sarah Rascon, Field Representative, Assemblymember Jimmy Gomez, 51st District, Los Angeles, CA

Frank Torres, District Director, Assemblymember Jimmy Gomez, 51st District, Los Angeles, CA

The East Los Angeles Empowerment Congress has as its top priority to promote economic development and revitalization, especially in the small business sector, in this unincorporated area of Los Angeles that is largely Latino. They are also working to build civic engagement among community members by organizing and mobilizing groups to be more invested in local health and education projects. Their team members represent a wide range of organizations, including government staff, nonprofit community-based organizations, and health services.

District B- Houston

City Councilmember Jerry Davis, District B, City of Houston, TX

Rachel Andress-Davis, Pharmacist, Target

Kelly Bukolt, Director of Marketing and Special Events, Making it Better

Kathy Flanagan Payton, President and CEO, Fifth Ward Community Redevelopment Corporation

Bryan Smart, Director of Community Affairs, Council Member Jerry Davis

Lee Zieben, President and Founder, The Affordable Housing Group

The neighborhood of Trinity/Houston Gardens is one of three “Super Neighborhoods” that collaborated with the Department of Planning and Development to create a comprehensive community plan tailored to the unique needs of Northeast Houston. *District B – Houston* is focused on increasing economic development and employment opportunities for all residents. Two of their biggest projects are to attract mixed income housing into the district and revitalize a local apartment community, and to redevelop a dilapidated shopping complex into something the community needs and wants, such as an anchor grocery store. The ultimate goal of *District B – Houston* is to see residents able to learn, live, eat, play, and work in their community.

Safe and Healthy Louisville

Councilmember David Tandy, District 4, Louisville, KY

Kenton Buckner, Assistant Chief of Police, Louisville Metro Police

Maggie Elder, Vice President for Community Impact, Metro United Way

Tony Peyton, Director for Policy and Special Projects, Louisville Metro Government

Ambassador Shabazz, Founder, The Pilgrimage Foundation and the Humanity Passport Project

Anthony Smith, Director for Safe Neighborhoods, Louisville Metro Government

After the shocking murder of three young African Americans in their neighborhood last year, the Mayor called for the creation of a cross-sector Violence Prevention Work Group to create a report outlining recommendations to address root causes and develop holistic strategies with long-term impacts to prevent violence. This report serves as the blueprint for Safe and Healthy Neighborhoods. Some of the immediate steps taken have been to devote resources to hire staff to lead this work and the formation of a Crisis Response Team. Their five major goals over the next five years are to reduce homicides and shootings, increase the number of students graduating from high school, increase employment, and to conduct an annual citywide quality of life survey to shape future work. Much of this work requires understanding which strategies are appropriate for their target populations, building partnerships and relationships with key community leaders and organizations, and developing a sense of community ownership.

Reinvent Stockton

Councilmember Michael Tubbs, District 6, Stockton, CA

Hector Lara, Site Director, Community Partnership for Families of San Joaquin, Dorothy L. Jones Family Resource Center

Carol Ornelas, CEO, Visionary HomeBuilders of California

Christopher Prado, Community Organizer, Pico Network: People and Congregations Together

Shani Richards, Community & Legislative Affairs Liaison, Health Plan of San Joaquin

The City of Stockton is currently running three city-wide engagement initiatives: 1) The Ask Stockton campaign to help set future priorities; 2) The BMOC Alliance to help improve outcomes for boys and men of color; and 3) The Black Community Crusade to organize and mobilize the African American community. Reinvent Stockton is looking to create a place-based community engagement process that complements these other efforts and is sustainable. District 6 has its own share of challenges, including poverty, education, crime, unemployment, and apathy. Some of our goals are to see a grocery store built in the area and have access to fresh food (there is currently only one store to serve a district of 50,000 people), to improve the academic performance index scores of our public schools, to create an economic development enterprise zone to provide job opportunities, and to open a health clinic in the community.

Empowerment Congress Leadership Institute 2014

Team Desired Outcomes

"Please share the top 3 outcomes you hope to result from your participation in the Institute."

Birmingham Dream Team

- Synergy between Councilors, staff and community leaders
- Solidified approach to identifying and addressing localized and community-wide priorities (and solvable issues)
- Ensuring elected officials are always citizen and community oriented

Vision for Compton

- To create a community outreach strategy that informs, empowers and provides resources to our residents to use to assist in mitigating gang violence and human trafficking
- To create a strategy to improve communication and empower our community leaders to improve civic engagement
- Develop a unified vision for Compton that will mobilize all segments of our population toward guided growth and progress

Ocotillo Institute, Empowerment Congress of Doña Ana County

- Opportunities to share knowledge and experiences among diverse community engagement teams
- Garner further ideas on structure to strengthen our Empowerment Congress of Doña Ana County and its local efforts
- Leadership development ideas that we can use to build stronger capacity and collective knowledge/impact amongst community members

East LA Empowerment Congress

- Strategies for organizing and leadership
- Strategies for mobilizing communities
- Consensus-building within groups

District B- Houston

- Learn how to attract economic development and jobs in low income areas

Safe and Healthy Louisville

- Recommendations on how to better collaborate and coordinate
- Identification of nationwide best practices
- Feedback from other cities and access to materials and trainings to help us further develop our action plan

Reinvent Stockton

- A project/timeline and plan for implementation of Empowerment Zone Model for District 6
- An understanding of best practices to best effect policy change through community engagement
- A network of likeminded communities and elected officials



Empowerment Congress Leadership Institute January 2014

Participant Bios

Birmingham Dream Team (Birmingham, AL)

City Councilmember Johnathan Austin, District 5, City of Birmingham, AL

Birmingham City Councilor Johnathan Austin is chair of the Joint Public Safety and Technology Committee and is a member of the Parks, Recreation and Cultural Arts Committee. Councilor Austin has effectively lobbied for enhancements that impact the overall well-being of the citizens of the City of Birmingham. His most noted legislative works include a Smoke Free Ordinance, an Anti-Texting while Driving Ordinance, a ban on Front Yard Parking Ordinance and licensing and regulation of pawnbrokers and secondhand dealers. As a founding member of the National Technology Adoption Advisory Council, Councilor Austin is working to bring digital opportunity to every city and state in the nation.

City Councilmember Sheila Tyson, District 6, City of Birmingham, AL

A native of Birmingham, Councilmember Sheila Tyson served in the United States Army and graduated from the U.S. Army Quarter Master School with a concentration in business and accounting. As a former president of the Citizens Advisory Board, she has worked with various neighborhood leaders to develop programs for community revitalization. As a result of her efforts with the "Building a Healthy Community" program, there are now 25 community walking teams and walking tracks in each neighborhood in Birmingham. She also helped community residents take advantage of a program that allows urban neighborhoods to renovate and weatherize their homes.

Karen Dawson, Program Manager for Community Engagement and Neighborhood Development, Friends of West End

As the program manager for community engagement and neighborhood development, Karen Dawson creates and manages opportunities for citizen input. Through her position at Friends of West End, she strives to cultivate relationships with elected officials and business and civic leaders. Empower and encourage citizen involvement in the democratic process. Ms. Dawson is passionate about serving her community by connecting everyday citizens to institutions, agencies, and organization that drive and dictate change.

Courtney Hunter, Committee Assistant, District 5, City of Birmingham, AL

Courtney Hunter graduated from the University of Alabama with a degree in criminal justice. As an advocate for children and families, she is deeply involved in community service organizations such as Habitat for Humanity, Race for the Cure, and Junior League's 5k run for childhood obesity awareness. Ms. Hunter has also participated in the Big Brothers and Big Sisters program of West Alabama, and volunteered at the Child Research Center. She currently serves on the sub-committee of the National Technology Adoption Advisory Council.

Cheryl Anderson Kidd, Council Administrator, Birmingham City Council

Cheryl Anderson Kidd serves as Birmingham's council administrator, a department head position that requires strong skills in the areas of organization, communication, personnel management, and accounting. Her duties include hiring and managing senior level members of central staff, preparing the council's office budget, conducting investigations, and preparing a broad range of reports for the council. Ms. Kidd holds an accounting degree, a juris doctorate degree, and recently earned a master's degree from the University of Alabama. Prior to her work with Birmingham City Council Ms. Kidd successfully opened her own law office, where she specialized in child custody cases, juvenile advocacy, adoption, and other domestic related issues. Additionally, she is an active member of Alpha Kappa Alpha Sorority, Inc., a member of the Jefferson County Department of Human Resources board, and former president of the M-Power board.

Brandon McCray, Committee Assistant, District 6, City of Birmingham, AL

Brandon McCray serves on behalf of Councilor Sheila Tyson. Previously, he served as the secretary of the Killough Springs Neighborhood Association and organized the Neighborhood Night Out event, which serves to engage community members in efforts to fight crime and keep our community safe. Mr. McCray was appointed to work on the Birmingham City Council in 2009, where he worked as a community liaison on behalf of an elected City Councilor.

Terri Sharpley, Community Leader

Terri Sharpley is a native Alabamian who received a bachelor’s degree in political science from Rhodes College and a juris doctorate from the University of Alabama. Ms. Sharpley started her legal career working at a small corporate law firm in Florence, Alabama. While volunteering with Judge Deborah Bell Paseur’s campaign for the Alabama State Supreme Court, she was introduced to the world of grassroots politics, and coordinated volunteer phone banks and door-to-door canvassing. Ms. Sharpley also served as the political director for the Terri Sewell congressional campaign, where she cultivated relationships with elected officials and community activists across Alabama’s 7th Congressional District. Previously, Ms. Sharpley worked with the Alabama League of Municipalities and the Southern Poverty Law Center, where she handled public affairs for law groups working on issue advocacy campaigns in Alabama, Louisiana, Mississippi, and Florida.

Vision for Compton (Compton, CA)

Mayor Aja Brown, City of Compton

Mayor Aja Brown is an experienced community development professional, dedicated to initiating change in disadvantaged communities. Throughout her career, she has fought for transparency, collaboration, and community involvement. Mayor Brown has cultivated community empowerment boards, business-to-business collaboratives, and employment development programs. In 2007, Mayor Brown worked with the City of Compton’s Community Redevelopment Agency as a redevelopment project manager. She was responsible for creating community benefits legislation, and overseeing the agency’s urban planning and economic development initiatives. Mayor Brown also created and implemented Compton’s Apprentice Program, designed to create jobs for local residents on city-funded or assisted capital improvement projects.

Melissa Freeny, Liaison to Mayor Brown, City of Compton

As a liaison to Mayor Brown, Melissa Freeny is a pivotal player in the ongoing community marketing and rebranding of the City of Compton. She organized the ground breaking ceremony of the multi-million dollar Compton Senior Activity Center, as well as the grand opening of the multi-million dollar Martin Luther King Jr. Transit Center. Ms. Freeny has established effective working relationships with various community representatives, and garnered support from local and state political officials for numerous Compton redevelopment projects. Additionally, she developed and cultivated “Watts Is Worth It,” a community brand adopted by the entire South Los Angeles community that promotes unity, accountability, and growth.

Randy Hughes, President, Friends & Neighbors Community Club

Randy Hughes was inspired to create the Friends & Neighbors Community Club after recognizing a rise in gang violence within his Compton community. Knowing that a comprehensive community organization could prevent future disturbances, he began an outreach campaign to connect like-minded organizations focused on improving neighborhood safety and enacting social change. Mr. Hughes created a proposal of intent to present to the community, and hosted the first meeting in September 2003 at the Greater Mt. Hermon Baptist Church. Despite initial challenges, the Friends & Neighborhood Community Club has become a safe space for open discussion and community empowerment. Mr. Hughes has since implemented a governing board and several committees to foster resident involvement and empower his fellow community members.

Rafer Owens, Los Angeles County Deputy Sheriff and Pastor at Faith Inspirational Missionary Baptist

A native of Compton, Rafer Owens graduated with honors from Verbum Dei High School and attended the University of California, Los Angeles. As a deputy sheriff, he is responsible for the safety and well-being of the citizens of Compton. He regularly acts as a liaison between law enforcement representatives and community members, and works regularly with The Explorers, a cohort of teen residents preparing to become law enforcement officers. While serving as Pastor of Faith Inspirational Missionary Baptist Church, Mr. Owens has become attuned to the community's needs and concerns. He has participated in numerous events to improve community education, health, and safety. Under his guidance, the church has become actively involved in Compton Clean-Up, a beautification initiative led by community residents.

Juan Ruiz, Vice President, Social Justice in Community Action

As vice president of Social Justice in Community Action, Juan Ruiz is responsible for creating and developing new ideas to improve the community environment.

Father Francisco Valdovinos, Our Lady of Victory Catholic Church

After graduating from Intercontinental University with a degree in philosophy and theology, Francisco Valdovinos was ordained as a Catholic priest in June 1994. In this role, he strives to assist the families of Compton with their spiritual, social, and economic needs. In addition to providing spiritual motivation to community residents, Father Valdovinos has organized food donation programs, free clinics, and immigrant support services. He is also active in town hall meetings and education programs for adults and low-income youth.

Ocotillo Institute, Empowerment Congress of Doña Ana County (Doña Ana County, NM)

Dr. David Garcia, Doña Ana County Commissioner, District 2

Dr. David Garcia served as a school administrator for 36 years before becoming the County Commissioner for District 2. He worked in several different school districts as a teacher, principal, and superintendent. After attending the 2013 Empowerment Congress Leadership Institute, Dr. Garcia and his fellow County Commissioners established the Ocotillo Institute for Social Justice to increase civic participation in the revitalization of Doña Ana County. The institute serves to educate, engage, and empower individuals through community actualization

Marisol Bolivar-Diaz, Community Connections Coordinator, Ocotillo Institute for Social Justice

As the community connections coordinator for the Ocotillo Institute for Social Justice, Marisol Bolivar-Diaz is constantly encouraging community members to participate in civic discourse. While researching local food insecurity concerns, she realized that community engagement was key to collecting ethnographic and qualitative data, which reflected the need for supplement house-hold pantries. While working in Belize, she engaged local residents in a cohabitation plan that addressed the impact human presence would have on the existing ecosystem. A first generation American, Ms. Bolivar-Diaz received her bachelor's degree from New Mexico State University.

Randy Harris, Executive Director, The Great Conversation

Randy Harris is the executive director of The Great Conversation, an organization that has supported civic engagement by facilitating more than 600 collaborative community dialogues. Community members and leaders with diverse perspectives are engaged in deliberative dialogue on issues that affect us all. Mr. Harris currently serves on the board of directors for a local food cooperative, promoting sustainable community farming, school gardening programs, and resource conservation. Previously, he counseled youth transitioning out of incarceration.

Ralph Lopez, Berino Community Representative, Ocotillo Institute for Social Justice

Ralph Lopez serves as a representative of the the small community of Berino, in Southern Doña Ana County. He has actively participated in community meetings about the local Empowerment Congress, and identified ways to expand the initiative in order to achieve community goals. Mr. Berino serves on the local water management council, and has had a long career in the restaurant industry. His involvement with local civic engagement opportunities is a testament to the passion he has for fellow residents of Doña Ana County.

Kristina St. Cyr, Doña Ana Place Matters Team Coordinator

As coordinator of the local Place Matters team, Kristina St. Cyr works closely with members of the Ocotillo Institute staff to determine social causes of health inequity. It is hoped that both initiatives will work collaboratively on building the Health Issues branch of the Empowerment Congress, an effort that will help Place Matters narrow in on health policy focuses for the region. Prior to becoming Place Matters coordinator, she served in an AmeriCorps organization called Border Servant Corps. She was placed with regional organizations to form community gardens, and gained valuable knowledge around food justice and immigration issues.

Ryan Steinmetz, Director, Ocotillo Institute for Social Justice

As the director of Ocotillo Institute for Social Justice, Ryan Steinmetz has focused issues directly affecting community residents, such as immigration reform and access to transportation. Previously, he served as the director of the Border Servant Corps, an AmeriCorps program serving social justice organizations in New Mexico and Texas. Mr. Steinmetz has provided counseling to adolescent witnesses of domestic violence and is an active participant in the Peace Village Peace Camp program. He has a master's degree in counseling psychology from New Mexico State University.

East LA Empowerment Congress (East Los Angeles, CA)

Deborah Villar, Senior Vice President of External Relations, Bienvenidos

As Senior Vice President of External Relations, Deborah shoulders complete responsibility for all Bienvenidos Children's Center external relationships. She is also accountable for the overall development and fundraising activities. Prior to joining the staff at Bienvenidos, Deborah held the same role at the Weingart Center in Skid Row, Los Angeles. During her two year tenure at the Weingart Center, Villar was instrumental in developing a comprehensive funding portfolio that extended the Weingart Center's service area into the South Central area of Los Angeles. Prior, Villar spent seven years at Clinica Msr. Oscar Romero, holding positions as Director of Development and External Relations and as Director of Operations. In a voluntary capacity, Villar is a nine-year advisory board member of L.A.'s Best (Better Educated Students for Tomorrow), which addresses the city's prevalent lack of adequate adult supervision of children during the critical weekday hours from 3 p.m. to 6 p.m. Villar earned a bachelor of arts degree in Liberal Arts in 1988 from California State University, Los Angeles.

Juan Gonzalez, Program Manager, Volunteers of East Los Angeles

As the program manager for Volunteers of East Los Angeles, Juan Gonzalez has established relationships across the East Los Angeles community by connecting small businesses to resources such as access to capital and business training. Through his service with the eastLAWorks program, Mr. Gonzalez hopes to ensure that local businesses succeed and remain successful for years to come. He established UAN Consulting in 2008 in order to help fellow entrepreneurs develop marketing plans to turn their concepts into start-up companies. Mr. Gonzalez is an active member of Asociación De Empresarios Latinos De Santa Ana, a grass roots business association, which strives to promote businesses in Orange County.

Kristie Hernández, Vice President, East Los Angeles Homeowners Association

Kristie Hernández has led a life in public service and has a genuine interest and commitment to serving the public and lower-socioeconomic communities. She advocated with Mexican American Legal Defense and Educational Fund, the nation's leading Latino civil rights organization on education related issues. Currently, Ms. Hernández works at AltaMed Health Services as the manger of legislative and advocacy affairs in the government relations department. Previously, she worked as an instructional aide for the Los Angeles Unified School District, and served as district representative for Senator Gloria Romero. In addition to her service as vice president of the East Los Angeles Homeowners Association, she is also a board member for the TELACU Community Capital board, the Eastmont Community Center, and the East Los Angeles Residents Association. Ms. Hernández earned a bachelor's degree from the University of California, Los Angeles and her master's degree in public administration from the University of Southern California.

Henry Perez, Associate Director, InnerCity Struggle

Henry Perez, associate director for InnerCity Struggle, earned his master's degree from the University of California, Los Angeles' Graduate School of Education and Information Studies where as a student activist he worked to recruit undergraduate students of color. Mr. Perez also worked as a community organizer in West Los Angeles where he organized residents to be involved in shaping policy around community safety, affordable housing, and education issues. He has expertise in community, parent and civic engagement, coalition building, campaign, and strategy development. Mr. Perez works in partnership with key education and parent organizing leaders and has relationships with local pastors in the community. He also leads the civic engagement work for ICS

Sarah Rascon, Field Representative, Assemblymember Jimmy Gomez

Raised in El Sereno and Alhambra, Sarah Rascon developed an interest for politics at a young age. While attending college at the University of California, Merced, she volunteered with various youth programs and interned at Los Angeles City Hall with former president of public works, Cynthia Ruiz. Prior to her work as field representative for State Assemblymember Jimmy Gomez, Ms. Rascon was a legislative intern for former Congressman Dennis Cardoza and worked on various campaigns with the Southwest Voter Registration Education Project. As a co-founder of the Wise Latina Network, she gives back to her community by mentoring and motivating young women.

District B- Houston (Houston, TX)

City Councilmember Jerry Davis, District B, City of Houston, TX

Councilmember Jerry Davis is the founder and chief executive officer of Making it Better, a local nonprofit addressing the severe disadvantages of low-income children by providing them with academic intervention, positive activities, and adult role models. He also serves on the Houston Housing Resource Board, assisting clients of the Houston Housing Authority by developing innovative approaches to affordable housing and self-sufficiency. Councilmember Davis received his bachelor's degree from Washington College in 1995, and received his state teaching certification from Houston's University of St. Thomas. He later obtained a master's degree in education administration from Prairie View A&M University. An entrepreneur by nature, Councilmember Davis founded the investment company EIH Investments, LLC, and manages the firm successfully to this day.

Rachel Andress-Davis, Pharmacist, Target

As a member of the healthcare field, Rachel Andress-Davis has organized and participated in health fairs to disseminate pertinent information to patients in order to improve their quality of life. As an undergraduate student, she was instrumental in bringing students together to work towards building better relationships throughout campus and tearing down cultural barriers as a board member and officer in numerous organizations. As a member of an international service organization, Alpha Kappa Alpha Sorority, Ms. Andress-Davis organized community health fairs to address relevant health issues such as breast cancer and diabetes.

Kelly Bukolt, Director of Marketing and Special Events, Making it Better

Kelly Bukolt is the director of marketing and special events for Making It Better, a local nonprofit whose mission is to address the needs of low-income children in the Houston area by providing them with academic intervention, positive activities, and adult role models. She is responsible for all aspects of fundraising, including the donor cultivation and the development of new long-range initiatives. Prior to this position, Ms. Bukolt spent five years as a in the for-profit sector as business development executive, and spent six years in public relations. She has volunteered for the Houston Independent School District for more than 15 years, and is a member of the Greater Houston Partnership, the Houston West Chamber of Commerce Business and Education Committee, the West Houston P-16 Committee, and the Association of Fundraising Professionals.

Kathy Flanagan Payton, President and CEO, Fifth Ward Community Redevelopment Corporation

Kathy Flanagan Payton is the president and chief executive officer of Fifth Ward Community Redevelopment Corporation, a nonprofit organization conceived, organized and governed by a broad cross-section of community leadership. Driven by a strong commitment to represent the interests of community residents and stakeholders, Ms. Payton oversees the district's comprehensive revitalization plan. As an established leader in the community, she is dedicated to growing the next generation of leaders through diverse community engagement. Ms. Payton received her bachelor's degree from the University of Texas at Austin, and a graduate certificate from the Leadership Institute for Non-Profit Executives at Rice University.

Bryan Smart, Director of Community Affairs, Councilmember Jerry Davis

As the director of community affairs for Councilmember Jerry Davis, Bryan Smart addresses the needs of more than 200,000 constituents of Houston Council District B. Previously, he served as a fellow in the Apollo 20 program, a strategic initiative designed to prepare high school students for a successful college career. Mr. Smart has also worked with Great Jobs=Great Houston, a project of the SEIU International Labor Union that organizes community members to advocate for job equality. He received a bachelor's degree in political science from Howard University. While completing his studies, he was actively involved in student leadership, serving as president of Howard University Student Association and a member of the Budget Advisory Committee.

Lee Zieben, President and Founder, Affordable Housing Group Partners

Lee Zieben is the president and founder of Affordable Housing Group Partners, an environmentally conscious and high-quality affordable housing multifamily investment company. In 2004, he became one of the youngest political appointees in Texas history, when appointed by Governor Rick Perry to co-chair the board of the Texas Online Authority, currently the world's largest government e-portal. He serves as an executive board member of the C Club of Houston and previously served on the boards of Texas Interfaith Housing Corporation, the Young Friends of De Pelchin's Children's Center, and Texas Southern Universities School of Business. As co-founder of Zieben Kirksey Development Partners, L.P., Mr. Zieben and his partner built and developed high-quality, award-winning, and environmentally conscious residential homes and communities in Texas. He is a graduate of the University of Texas at Austin and a native and lifelong Houstonian.

Safe and Healthy Louisville (Louisville, KY)

Councilmember David Tandy, District 4, Louisville, KY

Councilmember David Tandy currently serves as chair of the Labor and Economic Development Committee and president of the Metro Council. In 2000, he became the youngest state official when he was served as treasurer for the Kentucky Democratic Party. Councilmember Tandy was the first president of the Louisville Urban League Young Professionals Organization, and served as a board member for the Louisville Metro Police Merit Review Board and the Louisville Metro Parks Advisory Commission. Professionally, he serves as an attorney for the firm of David W. Tandy and Associates, a comprehensive firm focused in the areas of public finance, corporate law, and government relations.

Kenton Buckner, Assistant Chief of Police, Louisville Metro Police

Assistant Chief Kenton Buckner started his law enforcement career with the Louisville Division of Police in 1993. As the Support Bureau commander, he coordinates the activities of the major crimes, narcotics, and special operations divisions. His previous assignments include major of Special Operations, unit commander of the Violent Crimes Task Force, and sergeant of the Second Division. He was also the former unit commander of the Honor Guard. A graduate of the Southern Police Institute, Assistant Chief Buckner also earned his bachelor's and master's degrees from Eastern Kentucky University.

Maggie Elder, Vice President for Community Impact, Metro United Way

Maggie Elder began her career at Metro United Way (MUW) as the director for agency relations and was the main point of contact for their many community partners. In her current role, she oversees strategy and implementation towards achieving MUW's mission, vision, and community aspirations. She has also participated in several professional development trainings based on changes acceleration processes, collective impact, strength based leadership, and relationship management. Ms. Elder graduated from Earlham College with a bachelor's degree in political science. Prior to working for Metro United Way, she was the associate executive director for the American Cancer Society and was responsible for health initiatives and fundraising.

Tony Peyton, Director for Policy and Special Projects, Louisville Metro Government

Tony Peyton joined Mayor Fischer's office as policy director in 2011. Previously, he served as the senior director of policy and government relations at the National Center for Family Literacy. Earlier in his career, Mr. Peyton conducted issue research for the Kentucky Center for Public Issues and worked for Congressman Norman Sisisky (VA-4). In addition, he has worked on various political campaigns in Kentucky, Virginia, and Alabama. He serves on the National Board of Advisors for the Goodling Institute for Research in Family Literacy at Penn State University, and served as chair of the national GED Testing Service Advisory Board. Mr. Payton received a bachelor's degree and a master's degree from the University of Louisville.

Ambassador Shabazz, Founder, The Pilgrimage Foundation and the Humanity Passport Project

Raised in Westchester County, New York, Ambassador Shabazz graduated from the United Nations International School at 17 and majored in international law at Briarcliff College. In honor of her father's legacy, she established The Pilgrimage Foundation in 1996, an organization dedicated to reaching the under-served as well as the privileged. An internationally-recognized speaker, Ms. Shabazz was appointed by the former Prime Minister of Belize as a key advisor. A producer, writer, and diplomat she has spent more than 35 years offering keynote addresses, while developing curriculums for educational institutions, executive forums, diplomatic networks, penal systems, conferences, and human service organizations globally. She works to motivate and encourage individuals to recognize the value in diverse cultural engagement, traditional rites of passage and perspectives. Fondly termed by her colleagues as an "ideas architect", she is a strategist and technician quick to discern the integrity, theme, and ultimate goal of each endeavor while realizing a vision of execution and successful outcome.

Anthony Smith, Director for Safe Neighborhoods, Louisville Metro Government

Anthony Smith serves as director for Safe Neighborhoods, an initiative dedicated to ensuring that Louisville will be a safe city where all citizens are fully prepared for lifelong success. Previously, he served as a director for the Network Center for Community Change, a nonprofit organization focused on nurturing Louisville's urban neighborhoods. In that role, he facilitated the cooperative efforts of more than 5,000 community members to address issues such as education improvement and vacant properties. Mr. Smith also served as a caseworker in the Jefferson County attorney's office, and a career planner for Jefferson County public schools. Mr. Smith earned a bachelor's degree from Northern Kentucky University.

Reinvent Stockton (Stockton, CA)

Councilmember Michael Tubbs, District 6, Stockton, CA

A true son of Stockton, Councilmember Michael Tubbs eagerly welcomes the challenge and is humbled at the opportunity to serve the Stockton community as councilmember for District 6. He has been an active participant in many of the city's boards and directives, spending two years as chairman of the Youth Advisory Commission. Dedicated to the improving access to education, he has organized a "Back to School" tour of local high schools and co-founded the Summer Success and Leadership Academy at the University of Pacific. Councilmember Tubbs has served as a voting member of Stanford University's Board of Trustees Development Committee, worked with the Children's Defense Fund on their campaign to stop the cradle to prison pipeline, and co-created Save Our Stockton, an initiative that established a mayoral task force to respond to the spike in crime during the summer months. He earned his bachelor's degree from Stanford University, and was awarded with the Dinkelspiel Award, the university's highest distinction.

Hector Lara, Site Director, Community Partnership for Families of San Joaquin, Dorothy L. Jones Family

Resource Center

As site director of the Dorothy L. Jones Family Resource Center, Hector Lara is tasked with engaging residents in initiatives designed to improve the safety, health, and economic well-being of the community. Previously, he served as a wraparound supervisor and care coordinator for Redwood Children's Services, and an intensive care coordinator for Employment Options in Boston, Massachusetts. As the former Central Valley field coordinator for the California School Health Centers Association, Mr. Lara collaborated with community members, health providers, and school officials to bring health services to local schools. As a graduate student in social work and public administration at the University of Southern California, he was involved in a number of community engagement and research projects that increased my understanding of community and community building.

Carol Ornelas, CEO, Visionary HomeBuilders of California

For the past 30 years, Carol Ornelas has been the chief executive officer for Visionary Home Builders of California, a nonprofit residential development company headquartered in Stockton, California. Under her direct leadership, Visionary Home Builders has built and rehabilitated more than 1,200 units of rental housing and more than 700 residential homes for first time homebuyers in the Central Valley of California. The first female developer in the Central Valley, Ms. Ornelas is highly recognized as a national leader in the nonprofit housing development community. In 2010, she was one of 49 leaders nationwide selected to participate in the NeighborWorks Achieving Excellence in Community Development program in collaboration with Harvard University's Kennedy School of Government. Ms. Ornelas' commitment to community engagement has led to her involvement in numerous initiatives, including the Bank of America National Community Advisory Council and the City of Stockton Climate Action Team.

Christopher Prado, Community Organizer, Pico Network: People and Congregations Together

Christopher Prado is a community organizer with People and Congregations Together, a member of the national PICO Network that unites faith-based organizations against the problems facing urban, suburban, and rural communities. While pursuing a bachelor's degree at the California State University, East Bay, he served as student body president. Mr. Prado has worked on a local city council campaign and served as an after-school educator at Aspire Langston Hughes Academy. Additionally, he is also a member of The National Council of Young Leaders, an initiative birthed out of the White House Council on Community Solutions.

Shani Richards, Community & Legislative Affairs Liaison, Health Plan of San Joaquin

As the community and legislative affairs liaison at Health Plan of San Joaquin, Shani Richards manages the organization's legislative associations and external grants department. Her responsibilities include developing and maintaining relationships within the community, implementing strategic programs, and overseeing key community development and support efforts. Prior to joining Health Plan of San Joaquin, Ms. Richards was the senior field representative for Congressman Dennis Cardoza, serving as the liaison to various community leaders and local and state politicians. She is a graduate of the Sierra Health Foundation Leadership Program, a course designed to transform good managers into great leaders. Ms. Richards earned her master's degree and doctorate degree from Regent University.

Empowerment Congress Leadership Institute 2014

About the Presenters

Melina Abdullah is Acting Chair of the Department of Pan-African Studies and the Chapter President of the California Faculty Association (the faculty union) at California State University, Los Angeles. Dr. Abdullah earned her Ph.D. from the University of Southern California in Political Science and her B.A. from Howard University in African-American Studies. She has authored articles and book chapters, with subjects ranging from political coalition building to Hip Hop womanism. What binds her research together is a focus on power allocation and societal transformation. She is currently writing a book manuscript that examines Hip Hop and political mobilization. Professor Abdullah is a womanist, scholar-activist – recognizing that the role that she plays in the academy is intrinsically linked to broader struggles for the liberation of oppressed people.

Hasira 'Soul' Ashemu is an empowerment expert that focuses on spiritual development in the areas of meditation, visualization and relaxation. He has taught meditation for personal and collective power, justice and success to thousands of people in the US and Africa over the last 20 years. Hasira is also an award-winning columnist and radio/television journalist with both public and commercially-owned media outlets. He is currently Senior Communications Specialist for the Los Angeles Alliance for a New Economy where he works on social, economic and justice campaigns. His articles appear regularly in the LA Progressive, Truthout and LA Huffington Post.

Dr. Elaine Batchlor is CEO of the Martin Luther King, Jr. Community Hospital. Batchlor comes to the hospital with more than 20 years of experience in the medical field, most recently as chief medical officer for L.A. Care, the largest public health plan in the United States. Before working at L.A. Care, Batchlor was vice president of health care finance, organization and operations at the California HealthCare Foundation. She also sits on the board of the Integrated Healthcare Association and California HealthCare Foundation Leadership program. Batchlor is a physician of internal medicine and rheumatology. She earned an M.D. from Case Western Reserve University and a bachelor of science in biology from Harvard University. She also holds a master's degree in public health from UCLA.

Mary Darks is a member of the Empowerment Congress and President of Baldwin Village Community in Action.

Sinetta Farley is a member of the Empowerment Congress and the East Rancho Dominguez Neighborhood Association.

Marco Flores is a member of the Empowerment Congress and President of the Adams-Normandie Neighborhood Association. He is also the Magnet Coordinator for 32nd Street Magnet School of Los Angeles Unified School District.

Arna Fulcher is the Executive Director of the First Community Development Corporation in Inglewood, CA. Arna currently holds the following community positions: Co-Chair of the Empowerment Congress, Co-Chair of the Empowerment Congress Economic Development Committee, and Co-Chair of the Metro Crenshaw/LAX Community Leadership Council. Arna is a graduate of the University of Southern California with a degree in Corporate Finance from the Marshall School of Business. Arna has over 30 years experience working with small businesses and nonprofit organizations in the areas of finance and business development. Arna was nominated as CFO of the year for 2007 by the Los Angeles Business Journal for her excellence in financial management with nonprofit organizations. Arna has held Chief Financial Officer positions with the California Family Health Council, University Student Union at Cal State Northridge, University Auxiliary Services at Cal State Los Angeles, and the California Community Foundation. Arna is the President and CEO of Alford Consulting Group which specializes in financial management services for small businesses and nonprofit organizations.

Pastor Delores Glass is President of Concerned Citizens of Willowbrook.

Victor Griego is the founder and executive director of Diverse Strategies for Organizing and has led DSO on a pathway to high visibility in the Latino community through involvement in political and community campaigns that focus on the mobilization of residents, volunteers, organizers and community leaders. A nationally recognized political strategist, facilitator and organizer with 25 years of successful experience in political, grassroots and community organizing, Mr. Griego has been an instrumental catalyst in planning and conducting various community involvement projects, including union wage and benefit issues, voter registration drives, public education campaigns and in the elections of local, state and federal candidates. He has been an advisor on more than 50 local, state and federal elections and ballot measures. Previous positions include working with the Hotel and Restaurant Employees Union, United Farmworkers Union, Center for Participation in Democracy, California State Assemblyman Richard Alatorre, Industrial Areas Foundation, the Quality Education Project and the Southwest Voter Registration and Education Project. Mr. Griego's most recent project is the production of a cable television show that highlights the positive relationships between African Americans and Latinos in Los Angeles County. He holds a Bachelor of Arts degree in political science from Whittier College and is currently pursuing a doctorate in political science at Claremont Graduate University.

Brian Hui is the Housing and Community Development Liaison at Special Service for Groups (SSG). At SSG, he previously spent five years as the Program Manager of the Tongan Community Service Center, a community center for immigrant families in the underserved South Bay communities of Los Angeles. He has experience with the provision of direct services, youth leadership development and educational support, the design and implementation of community-based research, and community issue identification and public advocacy. His current work in community development involves the development of affordable and supportive housing, as well as sustainable design. Additionally, he is currently pursuing a PhD in Policy, Planning and Design at the University of California, Irvine with a focus on collaborative governance and deliberative democracy. He is also a member of the Executive Committee of the Empowerment Congress.

Michelle Denise Jackson is a writer, performer, storyteller, and community organizer. She was born and raised in Southern California—spending her time between the dusty suburbs of the Inland Empire and everywhere else within a 75-mile radius. She currently lives in Los Angeles. Michelle studied theatre at California State University Long Beach before transferring to NYU's Gallatin School of Individualized Study to get a degree in "(Re)Constructing/Imagining Reality through Narrative & Performance". In 2009, she wrote a short play, *Cooking without a Recipe*, that was performed at festivals in Long Beach and New York. As a spoken word poet, she has performed in California, New Jersey, Michigan, New York, and Washington, D.C. In 2011, she co-founded ¡DUENDE! Long Beach, a grassroots organization that provided mentoring and programming to youth through social justice and spoken word. In 2012, she released her first self-published collection of poems as a chapbook titled, *there will be no more love poems about war*. As a storyteller, writer, and performer, Michelle most often explores themes of identity, culture/race, womanhood, sexuality, body, love, and coming-of-age.

Mary M. Lee is a Deputy Director at PolicyLink, a national advocacy organization working to advance equity and social justice. Mary helps guide the PolicyLink Center for Health Equity and Place, providing research, technical assistance and training to public and private agencies collaborating to build healthy communities. She has co-authored reports and articles on access to healthy food, the built environment, and the impact of place and race on health. Mary is a practicing attorney with more than 25 years of experience working on civil rights, land use and economic development strategies to revitalize neighborhoods and enhance public participation in the policy arena. She has been an adjunct professor of law and teaches public policy, community development and civil rights. She has served as a Transportation Commissioner for the City of Los Angeles and as a campaign manager for a successful candidate for the Los Angeles City Council. Mary is a member of the Los Angeles Food Policy Council. She is a graduate of Boalt Hall School of Law, UC Berkeley.

Dr. Sharoni Denise Little is an Associate Professor of Clinical Management Communication in the Marshall School of Business at the University of Southern California where she teaches undergraduate and graduate courses. A passionate educator, she has been honored with two golden apple teaching awards, research awards from the USC Fund for Innovative Undergraduate Teaching, and USC's Remarkable Woman award. Professor Little earned her Ph.D. from Indiana University in Rhetoric and Cultural Studies, and an Ed.D. in Educational Leadership from the University of Southern California, Rossier School of Education. She received her Bachelor and Master of Arts degrees in Organizational Communication from California State University, Los Angeles. An organizational consultant, executive coach, and educational/social advocate, Professor Little has presented both domestically and internationally to executives, educators, and organizations. She is a Los Angeles County Commissioner, sits on several boards of trustees, and partners with the Children's Defense Fund.

Harry McElroy has been a member of the Empowerment Congress for over 20 years. He currently serves on the Executive Committee for the EC and is a member of the Economic Development committee. This past year, he served on the EC Leadership Institute Planning and Advisory Committee. He is also the president of his neighborhood block club. Harry McElroy is a co-founder and director of technology development at Performigence Corporation. The Los Angeles based company provides process knowledge-management software that enables its customers to capture, communicate and manage knowledge of their business and physical processes and procedures. He has also held engineering and consulting positions at Douglas Aircraft, Hughes Aircraft, and Arthur Andersen, specializing in the field of Artificial Intelligence. Harry is active serving youth causes. He has served on the board of his local Little League organization and is the booster club president for his neighborhood elementary school. Harry McElroy holds a bachelor's degree in engineering from Rensselaer Polytechnic Institute in Troy, New York and an MBA degree from the University of Michigan.

Reverend Altgracia Pérez, STM is the rector of Holy Faith Episcopal Church in Inglewood, California. Through community organizing, fitness classes, boxing and alternatives to violence for youth, and healthy cooking classes, Holy Faith seeks to bring healing to its community. Altgracia and Holy Faith are actively engaged in supporting workers in their right to dignity and justice in the workplace through CLUE (Clergy and Laity United for Economic Justice), most recently in supporting the domestic workers bill of rights. Altgracia was the Convener of the Coalition for a Better Inglewood, and Holy Faith members were actively engaged in the campaign that defeated Wal-Mart's initiative to enter Inglewood without government or community participation or oversight, documented in the documentary: "*Wal-Mart: the High Cost of Low Prices*". Altgracia also worked with UNITE-HERE workers to win a fair contract from the University of Southern California to establish a living wage. Mother Pérez has worked with Coalition LA to win the establishment of a Land Trust, making it possible to create parks and gardens in the communities that need it most. She is currently a PhD Candidate at Claremont School of Theology in Practical Theology with an emphasis in Religious Education. She holds a Bachelors of Science in Educational Psychology from New York University, and a Masters of Divinity and Masters of Sacred Theology from Union Theological Seminary in New York.

Dan Rosenfeld is a Principal with the George Crenshaw Development Company. In this capacity, he brings together land, development talent, investment capital and community support for transit-oriented developments on the emerging Los Angeles County public transportation system. Mr. Rosenfeld has alternated in his career between public and private-sector service. He has worked previously as Director of Real Estate for the State of California and City of Los Angeles, and as a Senior Deputy for Economic Development with Los Angeles County. In the private-sector, Mr. Rosenfeld served as a senior officer with The Cadillac Fairview Corporation, Tishman-Speyer Properties, and Jones Lang LaSalle. He was a founding member of Urban Partners, LLC, a nationally recognized developer of urban infill, mixed-use and transit-oriented real estate. Mr. Rosenfeld is a graduate of Stanford University and the Harvard Business School.

Robert K. Ross, MD is president and chief executive officer for The California Endowment, a health foundation established in 1996 to address the health needs of Californians. Prior to his appointment in September 2000, Dr. Ross served as director of the Health and Human Services Agency for the County of San Diego from 1993 to 2000, and Commissioner of Public Health for the City of Philadelphia from 1990 to 1993. Dr. Ross has an extensive background as a clinician and public health administrator. His service includes: medical director for LINK School-Based Clinic Program, Camden, New Jersey; instructor of clinical medicine, Children's Hospital of Philadelphia; and faculty member at San Diego State University's School of Public Health. Dr. Ross has been actively involved in community and professional activities at both the local and national level. He served as a member of the National Vaccine Advisory Committee, and on the boards of the National Marrow Donor Program, San Diego United Way and Jackie Robinson YMCA. He is a Diplomate of the American Academy of Pediatrics, served on the President's Summit for America's Future and as chairman of the national Boost for Kids Initiative. Dr. Ross received his undergraduate, Masters in Public Administration and medical degrees from the University of Pennsylvania in Philadelphia. During his tenure at The California Endowment, the foundation has focused on the health needs of underserved Californians by championing the cause of health coverage for all children, strengthening the capacity of community health centers, improving health services for farm worker and ex-offender populations, and strengthening the pipeline for bringing racial and ethnic diversity to the health professions.

Dr. D'Artagnan Scorza is the Founder and Executive Director of the Social Justice Learning Institute in Inglewood, CA. Scorza obtained a Ph.D. in Education from University of California, Los Angeles, along with a B.S. in Religion. He was a 2010 Education Pioneer Fellow and is currently a 2013-2014 BALLE Fellow. He also has a B.S. in Liberal Studies, with an emphasis on Business Management, from National University. Scorza is a former McNair Undergraduate Research Scholar, and UC Regent from 2007 to 2009.

Raphael J. Sonenshein is the Executive Director of the Pat Brown Institute for Public Affairs at CSU Los Angeles. Previously, he was Chair of the Division of Politics, Administration, and Justice at CSU Fullerton. He received his B.A. from Princeton, and his M.A. and Ph.D. from Yale. He is the author of three books on Los Angeles politics and government. Dr. Sonenshein served as Executive Director of the Los Angeles (Appointed) Charter Reform Commission. He served as Executive Director of the Los Angeles Neighborhood Council Review Commission. He was Best Educator and Distinguished College Faculty Member at CSUF. He received a Wang Family Excellence Award. He was the first winner of the campus wide Carol Barnes Award for Teaching Excellence and one of two co-winners of the Haynes Foundation Research Impact award. He was the fall 2008 Fulbright Tocqueville Distinguished Chair in American Studies at the University of Paris 8.

Dr. Eric Strauss is President's Professor at Loyola Marymount University with a specialty in Urban Ecology. He is the Founding Director of the LMU Center for Urban Resilience (CUREs), Director of the Urban Ecology Graduate Initiative and serves as the Director of the new Ballona Discovery Park, with a mission to bring the community and university closer together to develop and implement research, educational and restoration programs. Professor Strauss comes to us from Boston College where he has served for 15 years as the Founding Director of Environmental Studies and a faculty member in the Biology Department. With research specialties in animal behavior, urban ecosystem dynamics and science education, Eric has extended the model for faculty activities by helping to co-found the Urban Ecology Institute in Boston, which provides educational, research and restoration programs to underserved neighborhoods and their residents. Dr. Strauss received his Ph.D. in Biology from Tufts University in 1990.

Tunua Thrash is the Executive Director of West Angeles Community Development Corporation and a community advocate in the area of economic development for over 15 years. Ms. Thrash serves as co-chair of the Crenshaw Community Leadership Council which contains representatives from more than 25 local organizations and provides feedback and advocacy on the development of the Crenshaw/LAX Metro Rail line. As a graduate of the Greenlining Institute's Academy Program, Ms. Thrash spent over a decade working in a number of positions with the Institute including Director of Innovation, Program Manager, Co-Founder of the Alumni Board Association, and member of the Executive Committee for the Board of Directors. Ms. Thrash received her Master's in City Planning from the Massachusetts Institute of Technology with an emphasis on urban economic development and a Bachelor of Arts in Interdisciplinary Studies from the University of California at Berkeley. Ms. Thrash is an active member of the Urban Land Institute, Board Member of the Los Angeles Development Fund, and former Commissioner for the Los Angeles Housing Authority.

Paul Vandeventer is president and CEO of Community Partners, a nonprofit he co-founded in 1992 to help foster, launch and grow creative solutions to community challenges. Paul has led the organization through 20 years of dynamic growth and development. From a staff of one and a single sponsored project, Community Partners has expanded to include more than 135 projects, a core staff of 30, close to a dozen partnerships with grantmakers, and annual revenues of over \$26 million. Paul's three decades working in the areas of management, planning, communications, training, and organizational development, and as a social entrepreneur himself, have provided him with a unique perspective on how nonprofits can achieve the greatest impact. He is the co-author of "Networks that Work: A Practitioner's Guide to Managing Networked Action," now in its second edition. He developed the Civic Power Grid, a tool he uses to encourage the interplay of social sector agencies, philanthropic foundations, businesses and governmental institutions. He writes and speaks extensively on civil society and its dependence on a holistic model of engagement. Previously, Paul served as executive vice president of the California Community Foundation, and also worked as a senior consultant with Newport Beach-based Wilson Consulting Group. Paul taught aspects of nonprofit planning in the master's program at the University of Southern California from 1996 to 2004 and currently serves as a Senior Fellow of the Business and Society Lab at USC's Marshall School of Business.

Yolanda Vera is Senior Deputy for Healthcare Services and Advocacy for the Office of Supervisor Mark Ridley-Thomas. Yolanda Vera has an extensive background in civil rights with a dedicated focus on health related matters. Her legal work included positions with the Legal Aid Foundation of Los Angeles, the National Health Law Program, and the Western Center on Law and Poverty. Most recently as the Director of LA Health Action, a California Endowment-funded non-profit dedicated to improving the health of low-income Los Angeles County communities, Ms. Vera took the lead to preserve and improve healthcare throughout Los Angeles. Ms. Vera has served as a board member of the Latino Coalition for a Healthy California and the Child Health Initiative of Greater Los Angeles. She was previously appointed by Los Angeles City Mayor Antonio Villaraigosa to the Board of Civil Service Commissioners. A resident of Los Angeles, Ms. Vera earned a Bachelor of Arts (B.A.) in English from Loyola Marymount University, and a Juris Doctorate (J.D.) from the UCLA School of Law.

ECLI 2014 Recommended Readings

Journal Articles

- Bass, B.M., and Steidlmeier, P. 1999. Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10, pp. 181–217.
- Baston, D.C. 1994. Why Act for the Public Good? Four Answers. *Personality and Social Psychology Bulletin*, 20:603-610.
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