

# Exploring the Big Questions

**Nonprofit Sector Research in Southern California**

**Thursday, March 26, 2015**

**8 am – 5 pm**

UCLA Luskin School of Public Affairs  
337 Charles E. Young Drive  
Los Angeles, California 90095

Sponsored by:

Institute for Social & Behavioral Sciences & Valley Nonprofit Resources,  
College of Social & Behavioral Sciences, California State University Northridge

*and*

Center for Civil Society, UCLA Luskin School of Public Affairs

# Program

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- 8:00 – 8:30 am      **Registration, Continental Breakfast & Networking**
- 8:30 – 9:30      **Welcomes**  
Franklin D. Gilliam, Jr., PhD  
Dean, UCLA Luskin School of Public Affairs  
Stella Theodoulou, PhD  
Dean, CSUN College of Social & Behavioral Science
- Conference Objectives and Overview**  
Jocelyn Guihama, UCLA Luskin School of Public Affairs  
Thomas E. Backer, PhD, CSUN
- 9:45 – 11:45      **Morning Breakout Panels**
- Juvenile Justice (Room 3343)
  - Environmental Justice (Room 4357)
  - The Nonprofit Landscape & Nonprofit Capacity-Building (Room 2343)
- 12:00 – 1:30 pm      **Lunch Keynote Address: “Civil Society through a Research Lens”**  
Elizabeth Boris, PhD, Urban Institute
- 1:45 – 3:45      **Afternoon Breakout Panels**
- Place-Based Initiatives (Room 3343)
  - Advocacy and Nonprofits (Room 2343)
  - Communities, Academic Research & Demographic Shifts (Room 4357)
- 4:00 – 5:00      **Networking Reception in Room 3383 (Luskin Commons)**

Morning and Lunch plenary sessions are in Room 2355.

## Morning Breakout Panels (9:45–11:45 am)

### 1. Juvenile Justice [Room 3343]

**Panelists:** *Jorja Leap (UCLA), Susan Lee (Advancement Project), David Mitchell (LA County Probation), and Anne Tremblay (City of Los Angeles)*

**Moderator:** *Denise Herz (CSU Los Angeles)*

This panel illustrates the impact and significance of research-practitioner-advocate partnerships in improving outcomes for youth and families. The session presents the Probation Outcomes Study and its role in LA County Probation's discussion of practice and policy. The City of Los Angeles OJJDP/GRYD Reentry Partnership and Probation staff will provide an overview of the effort and how services are structured, while a client/family member will discuss direct experiences in the program.

### 2. Environmental Justice [Room 4357]

**Panelists:** *Mike Antos (Council for Watershed Health), Veronica Padilla (Pacoima Beautiful), Boris E. Ricks (CSUN), Chris Solek (Southern California Coastal Water Research Project), and Zeynep Toker (CSUN)*

**Moderator:** *Kristy Michaud (CSUN)*

This session focuses on how research is influencing the role of non-profit organizations working on issues related to environmental justice. Environmental nonprofits will share their experiences and include best practices in collaborating with researchers. In addition, the panel will identify opportunities and constraints in applying the latest developments in the scientific community to real world environmental problems.

### 3. Nonprofit Landscape & Capacity Building [Room 2343]

**Panelists:** *Kandee Lewis (Positive Results Corporation), Sara Pilgreen (UCLA), Cynthia Sanchez (Proyecto Pastoral), and Rachel Wells (UCLA)*

**Moderator:** *Zeke Hasenfeld (UCLA)*

Research shows that the struggles of living in a neighborhood of concentrated poverty are exacerbated when the acute social needs of the community are not met by adequate human services. This session will look at the nonprofit 'landscape'—organizations working with the community to address these needs—in two neighborhoods with clustered poverty: Watts and Boyle Heights. Researchers will provide an overview of data while nonprofit leaders will articulate the values and constraints through which their organizations operate. Presentations will offer insight on the challenges of building nonprofit capacity: collaboration, demographic shifts, and human capital at a neighborhood level.

## Afternoon Breakout Panels (1:45–3:45 pm)

### 1. Place-Based Initiatives [Room 3343]

**Panelists:** *Antoinette Andrews (First 5 LA), Moira Inkelas, (UCLA Center for Healthier Children, Families and Communities), and Lori Nascimento (The California Endowment)*

**Moderator:** *Patricia Bowie (UCLA Center for Healthier Children, Families and Communities)*

This session focuses on the use of data to inform placed-based initiatives recognizing the multiple factors that influence community well-being and the challenges of measuring outcomes at the right level. The session will also highlight challenges and opportunities of evaluation and lessons learned about community change in two major cases: TCE's Healthy Communities initiative throughout the state; and the Best Start Communities initiative of First 5 LA in LA County.

### 2. Advocacy and Nonprofits [Room 2343]

**Panelists:** *Lydia Avila (California Calls), Nina Eliasoph (USC), Nicole Esparza (USC), Janet Favela (Legalize Street Vending Campaign), Lina Stepick (UCLA), Paul Lichterman (USC), and Chris Weare (USC)*

**Moderator:** *Ed Walker (UCLA)*

Advocacy nonprofits today are facing a turbulent environment: shifting economic circumstances, rising inequality, socio-demographic changes that encourage new and innovative organizing models and strategies, challenges to organized labor, and an influx of corporate-funded advocacy groups seeking to advance the political interests of business through civil society. This panel brings together practitioners and scholars to investigate how LA advocacy nonprofits are adapting to changing social and political circumstances.

### 3. Communities, Academic Research & Demographic Shifts [Room 4357]

**Panelists:** *Fatima Angeles (The California Wellness Foundation), Aurea Montes Rodriguez (Community Coalition), and Angela Mooney D'Arcy (Sacred Places Institute for Indigenous Peoples)*

**Moderator:** *Manuel Pastor (USC)*

This panel explores challenges for academic research and grassroots community based organizations posed by demographic shifts and the need for relevant data. This diverse panel will look at future challenges and how partnerships between researchers and CBOs assure relevant data sets with rapidly shifting demographics and how do we approach the questions about who is a minority in a "majority minority environment"?

## Conference Speaker Biographies

**Antoinette Andrews** is Assistant Director of Best Start Communities at First 5 LA. She provides management oversight for 14 Best Start communities located throughout Los Angeles County. She leads a staff team to develop and implement place-based strategies to strengthen families and build community capacity to achieve better outcomes for children. For 18 years, Ms. Andrews has engaged diverse stakeholders around issues that have tremendous impact on communities and has contributed to solutions from the perspective of funder, nonprofit organization, and evaluator. She has worked with organizations such as the Rockville Centre Union Free School District in New York, Kids Life & Money in Arkansas, and Los Angeles/Orange County organizations including First 5 LA, New Hope Presbyterian Church, College Bound, Charles R. Drew University of Medicine & Science and the Southern Christian Leadership Conference.

**Fatima Angeles** is Vice President of programs of The California Wellness Foundation. She is responsible for the day-to-day management of the grants program department, which includes oversight of the Foundation's current grantmaking, and working with the Board and staff on the strategic planning and implementation of a new program, launched in late 2014. Previously, she was director of evaluation and organizational learning, responsible for overseeing evaluation efforts aimed at analyzing and learning from the Foundation's grantmaking; developing and facilitating learning opportunities for the grants program staff; and developing and managing tools and resources for grantmaking.

**Mike Antos** is Program Director with the Council for Watershed Health, where he pursues projects related to integrated water management, storm water capture for groundwater augmentation, and assessment of watershed health. He leads the Los Angeles Basin Water Augmentation Study, and plays important roles in the Council's policy engagements. His training in technical tools supports his focus on adaptive management approaches to sustaining social, economic and environmental health in urban Mediterranean-climate watersheds. Mr. Antos is a doctoral candidate at UCLA Department of Geography, a member of the Water Resources Group of UCLA's Institute of the Environment and Sustainability, and a 2013 Switzer Fellow. His research investigates aligning new governance models with sustainable practice in coupled human-natural systems, focusing on integrated water management in California.

**Lydia Avila** is Senior Organizing Coordinator at California Calls, where she supports organizations in the Central Valley and Central Coast with all aspects of their civic engagement programs. She also assists with staff management, training and capacity building. Prior to joining California Calls, Ms. Avila was the Director of Community Organizing at Innercity Struggle, an educational justice organization working with youth and parents to improve the quality of education in Eastside schools. She was also a Community Organizer for East LA Community Corporation, where she worked with Boyle Heights residents to fight gentrification by advocating for equitable land-use and planning policies. She graduated with honors from Occidental College with a major in Urban and Environmental Policy.

**Thomas E. Backer, PhD** is Executive Director of Valley Nonprofit Resources, which provides information and services to build the capacity of the more than 4,500 nonprofits in the San Fernando Valley region of Los Angeles. VNR is based at California State University Northridge in the College of Social and Behavioral Sciences. He has conducted research on and provided technical assistance to the nonprofit and philanthropic sectors for more than 40 years. Also a licensed psychologist, Dr. Backer is Senior Research Fellow at California State University Northridge and Associate Clinical Professor of Medical Psychology at UCLA Medical School. In 2003-4 he was Senior Fellow at the UCLA Luskin School of Public Affairs, and he has written many books and articles about innovation and change in the nonprofit sector. His most recent books are *Evaluating Community Collaborations* and *The Expanding Universe: New Directions in Nonprofit Capacity Building*.

**Elizabeth T. Boris, PhD** is founding Director of the Center on Nonprofits and Philanthropy at the Urban Institute in Washington, D.C. where she conducts and oversees research on and evaluations of nonprofit organizations and the policy issues that affect them. The Center includes NCCS, (the National Center for Charitable Statistics) which creates databases from administrative data from IRS Forms 990 and makes those data available to practitioners and researchers in easy to use online formats. As Vice President for Research at the Council on Foundations, she developed research products to assist foundations in building their governance, planning, management and investment capacities. She often speaks at conferences and local meetings of nonprofits to share findings, especially on performance measurement, the focus of PerformWell.org,

which translates research on performance measurement and management and makes it available online for nonprofits. The author of many research publications on philanthropy and nonprofit organizations, Dr. Boris is actively involved as an advisor and board member for a variety of organizations in the nonprofit sector.

**Patricia Bowie, MPH** is with the UCLA Center for Healthier Children, Families and Communities designing and coordinating a national cross-site learning community supported by The Doris Duke Charitable Foundation. Also as part of her work with the Center, she supports the National Transforming Early Childhood Comprehensive Systems effort as well as provides community specific consultation within California, Texas, and in Hartford, CT. One of her long-term endeavors has been contributing to the design and implementation of the Los Angeles based Magnolia Community Initiative.

**Nina Eliasoph** is Professor of Sociology at the University of Southern California. She is the author of *Avoiding Politics: How Americans Produce Apathy in Everyday Life* (1998), *Making Volunteers: Civic Life after Welfare's End* (2011), and *The Politics of Volunteering* (2013).

**Nicole Esparza** is Assistant Professor at the University of Southern California's Sol Price School of Public Policy. Her research focuses on social networks and collective action in the nonprofit sector. Her current projects include social movement dynamics in the affordable housing field and homeless services.

**Janet Favela** is on the organizing team of the East LA Community Corporation, where she does organizing, base building, leadership development, and campaigning through mariachis, tenants, and street vendors. She incorporates creativity, teatro and other popular education techniques into her organizing as a tactic to build leadership and community organizing skills within ELACC's membership. Ms. Favela has been leading efforts to transform conditions in Los Angeles and Boyle Heights so that street vendors can thrive as the lead organizer for the Los Angeles Street Vendor Campaign.

**Franklin D. Gilliam, Jr.** is Dean, UCLA Luskin School of Public Affairs, and a longtime UCLA professor of public policy and political science. His research focuses on strategic communications, public policy, electoral politics, and racial and ethnic politics. Prior to his appointment as Dean, Dr. Gilliam served as the first-ever associate vice chancellor of community partnerships in the University of California system from 2002 to 2008. He is the author of *Farther to Go: Readings and Cases in African-American Politics* (Harcourt Brace) and his work has been published in many leading academic journals. Dr. Gilliam is a senior fellow with the FrameWorks Institute, and also serves on the boards of the United Way of Greater Los Angeles, Blue Shield of California Foundation, and Southern California Grantmakers. He received his PhD in political science from the University of Iowa.

**Jocelyn Guihama** is Deputy Director of Research at UCLA Luskin School of Public Affairs, where she supports the special initiatives and faculty research. She is also Executive Director of the UCLA Center for Civil Society, managing research projects that examine the role of philanthropy and nonprofits. Previously, Ms. Guihama worked in San Francisco Bay Area nonprofits that focus on youth, education and immigration. She received her BA with distinction from UC Berkeley and studied Mandarin Chinese at the Taipei Language Institute. She earned her Master's in Public Policy at UCLA and was a founding member of the department's Alumni Council. Ms. Guihama currently serves on the Governing Board of MEND (Meet Each Need with Dignity) and CSUN's Center for Southern California Studies Advisory Board.

**Yeheskel Hasenfeld** is Research Professor of Social Welfare at the Department of Social Welfare, UCLA Luskin School of Public Affairs. His research focuses on the dynamic relations between social welfare policies, the organizations that implement these policies, and the impact they have on the people who use their services. He has written extensively on human service organizations, the implementation of welfare reform, and the delivery of services by the nonprofit sector.

**Denise Herz, PhD** is Professor and Director at the California State University Los Angeles School of Criminal Justice and Criminalistics. Her primary area of research is in juvenile justice, with particular emphasis on integrating systems to improve outcomes for youths at-risk for delinquency and for youths who have entered the juvenile justice and/or child welfare systems. Since 2004, Dr. Herz has worked with LA City and County agencies to document the characteristics

and needs of crossover youth and to evaluate a multidisciplinary team serving them. Since 2011, she has also served as Research Director for the Los Angeles Gang Reduction and Youth Development Office (GRYD). In this capacity, Dr. Herz co-authored the GRYD Comprehensive Strategy, served as a liaison to the national evaluator, assisted in the transition of prevention and intervention services, and built data collection systems to collect on-going program data for GRYD prevention and intervention programs. Dr. Herz received her PhD in Criminology from the University of Maryland at College Park.

**Moira Inkelas, PhD, MPH** is Associate Professor in the Department of Health Policy and Management at the UCLA Fielding School of Public Health and Assistant Director of the Center for Healthier Children, Families and Communities. She applies her training in public policy analysis and public health to examine how systems of care influence quality, access, and performance in children's health care. Dr. Inkelas has directed quality improvement initiatives to redesign health care to achieve prevention and development goals for children and their families. She has worked with networks of physicians, early care and education programs, and community organizations to improve care through the Early Developmental Systems Initiative (EDSI). Recent collaborations focus on creating cross-sector learning systems that use process improvement and transforming care design strategies to produce better outcomes for populations of children. Dr. Inkelas earned a doctorate in public policy at The RAND Graduate School and an MPH at UCLA.

**Jorja Leap, PhD** is on the faculty of the UCLA Department of Social Welfare. As an anthropologist and expert in gangs and street violence, crisis intervention, youth justice and the death penalty, Dr. Leap applies a multi-disciplinary, community-based approach to her research and developmental work. Her current efforts focus on gangs and youth development in multi-cultural settings, criminal justice and prison reform, and the dilemmas faced by individuals reentering society after incarceration, including women. Dr. Leap is Executive Director of the UCLA Health and Social Justice Partnership. She has authored numerous reports, articles, and book chapters. Her most recent book is *Jumped In: What Gangs Taught Me about Violence, Love, Drugs and Redemption* published by Beacon Press in 2012, with all proceeds going to Homeboy Industries. Dr. Leap is currently completing two books: *Project Fatherhood: A Story of Courage and Healing in One of America's Most Troubled Communities* to be published by Beacon Press in May 2015 and

*Gangs: Voices from the Streets* to be published by Oxford University Press in late 2015.

**Susan K. Lee** is National Director of Urban Peace at the Advancement Project, overseeing implementation of a national Urban Peace agenda in more than ten communities struggling with violence. She is the co-author of the 2007 "A Call to Action: A Case for a Comprehensive Solution to LA's Gang Violence Epidemic" that became the blue print for the City of Los Angeles adopting a new comprehensive approach to gang violence. Prior to joining Advancement Project, she served as the Director of Children & Family Services at Koreatown Youth & Community Center Ms. Lee holds a JD from Boalt Hall, School of Law, UC Berkeley and is currently on leave from the Ph.D. program in Ethnic Studies at UC Berkeley. In addition to being a member of the California State Bar, she has more than 6 years of experience teaching undergraduate courses in Asian American history and community issues at UC Berkeley, and has published on issues of immigration, citizenship and immigrant rights.

**Kandee Lewis** is Executive Director of The Positive Results Corporation. She also is a Certified Domestic Violence Prevention and Awareness Advocate, a Certified Gang Alternative Program Instructor and Project Fatherhood Counselor. A Founding Board Member for South Los Angeles Homeless TAY and Foster Care Collaborative, she serves on Compton's Policing & Education Task Force, and on LA's Domestic Violence Round Table. She created Stop The Pain Teen Summit on Teen Dating Violence, Sex Trafficking and Bully Prevention, which has served over 3800 youth, young adults and adults since 2011. In March 2014, TeenShop Inc., Los Angeles awarded Ms. Lewis the Woman of Distinction Award, and in August 2014, she received the Johnnie L. Cochran Award for her work in youth violence prevention.

**Paul Lichterman** is Professor of Sociology and Religion at the University of Southern California. He studies civic and political associations, and writes on cultural theory and ethnographic methodology. He is completing research for a NSF-funded team research project that uses ethnography, network analysis, and archival data to investigate housing advocacy in southern California. Professor Lichterman's ethnographic and archival research on a variety of housing-related organizations and coalitions has paid special attention to how different organizational cultures facilitate or inhibit advocates' efforts to build coalitions, and combine housing with other social issues.

**Kristy Michaud, PhD** is Director of the Center for Southern California Studies and an Associate Professor in the Department of Political Science in the College of Social and Behavioral Sciences at California State University Northridge. Dr. Michaud's research agenda largely focuses on the factors that shape environmental attitudes and policy outcomes. She is currently completing work on two book projects—one on environmental policymaking and one on the influence of public opinion and political behavior on energy policy during energy crises. Dr. Michaud joined the CSUN faculty in 2007, after completing her PhD in Political Science at UC Santa Barbara.

**Dave Mitchell** is Bureau Chief for the First Supervisorial District, Los Angeles County Probation Department. He has oversight over four area offices in the First District and has oversight of both Adult Probation and Juvenile operations in other area offices and the Northeast Juvenile Justice Center. In addition, Mr. Mitchell has responsibility for the County-wide Camp to Community Transition Program and the County-wide 241.1 program. He has implemented a new camp to community aftercare model, and also has developed and implemented a new Juvenile Day Reporting Center in District One, the Youth Pathways to Opportunity Diversion program in Pomona and is currently implementing the New Direction; Early Intervention and Diversion Program in the First District. This program will be an Assessment Center and service provider model for first time offenders in District One. Mr. Mitchell is also the Probation point person for the Probation Outcomes Study and has collaborated on the multi-agency Cross Over data collection effort.

**Angela Mooney D'Arcy** is Executive Director and Founder of Sacred Places Institute for Indigenous Peoples, a Los Angeles-based community organization dedicated to building the capacity of Tribes and Indigenous people on cultural, social, and environmental justice issues. She is from the Juaneno Band of Mission Indians, Acjachemen Nation, the Tribe whose traditional territories include the area now known as Orange County. She has worked to protect Indigenous sacred lands, waters, and cultures for over fifteen years. Previously she worked with University of California, Irvine Sustainability Initiative as the Tribal Community Engagement Coordinator to build relationships between tribal communities and university faculty, staff, administration, and students. Ms. D'Arcy also serves as Pacific Regional Action Network coordinator for Native Americans in Philanthropy and teaches courses in Native American and Ethnic Studies at University of California, Riverside. She received her BA from

Brown University and her JD with a concentration in Critical Race Studies and focus on federal Indian law from University of California, Los Angeles School of Law.

**Lori M. Nascimento, MPH** is Evaluation Manager for The California Endowment. She is responsible for working with the foundation's program staff, grantees and external consultants on evaluation design and planning. In addition, she is responsible for overseeing and communicating evaluation activities in support of organizational learning and the achievement of impact, among other duties. Ms. Nascimento was previously with the University of Southern California, Keck School of Medicine where she served as the associate director for the Division of Community Health. She also has worked internationally for UNICEF and CDC. She has been published in the *American Journal of Public Health* and *Journal of General Internal Medicine*, among other publications. Ms. Nascimento earned her BA in Psychology from the University of California, Irvine, and her MPH from the Rollins School of Public Health at Emory University.

**Veronica Padilla** is Executive Director of Pacoima Beautiful. She holds a BA in Geography/Environmental Studies and a Master's in Urban Planning from UCLA. Her experience includes private sector and non-profit work including environmental consulting, GIS mapping, and government sector work for the Los Angeles Housing Department. She is also a Los Angeles Commissioner for the North Valley Area Planning Commission.

**Manuel Pastor, PhD** is Professor of Sociology and American Studies & Ethnicity at the University of Southern California where he also serves as Director of USC's Program for Environmental and Regional Equity and co-Director of USC's Center for the Study of Immigrant Integration. Founding director of the Center for Justice, Tolerance, and Community at the University of California, Santa Cruz, Dr. Pastor holds an economics PhD from the University of Massachusetts, Amherst, and has received fellowships from the Danforth, Guggenheim, and Kellogg foundations and grants from the Irvine Foundation, the Rockefeller Foundation, the Ford Foundation, the National Science Foundation, the Hewlett Foundation, the California Environmental Protection Agency, the California Wellness Foundation, and many others.

**Sara Pilgreen** is a doctoral student at UCLA Luskin, School of Public Affairs in the Department of Social Welfare. She graduated magna cum laude with dual Bachelor degrees in Communication and Psychology from the University of Hawaii-Hilo in 2004. She then served in the Peace Corps in the Republic of Vanuatu as an English teacher while working on adolescent reproductive health issues, gender and development relations, and clean water initiatives. Before entering the combined MSW/PhD program at UCLA Luskin, Ms. Pilgreen completed her MA at Teachers College – Columbia University in 2011, focusing on macro practices and urban poverty. In 2013, she completed her MSW at UCLA. Currently she is a graduate student researcher for the Center for Civil Society at UCLA Luskin.

**Boris E. Ricks** received his PhD from the University of Southern California in 2003. He was the Andrew Mellon Postdoctoral Fellow at Pomona College of the Claremont College Consortium before joining the University of Missouri, Kansas City faculty in 2006. He is currently an Associate Professor of Political Science at California State University, Northridge and affiliate faculty of the Institute for Community Health and Wellbeing. Dr. Ricks' general areas of expertise are Urban Politics; Racial and Ethnic Politics; Black Politics; and State and Local Politics. His research is divided into three broad areas: the intersection of Race, Class, and Representation; political leadership and Black Elected Officials, and Racial Disparities.

**Aurea Montes Rodriguez** is Vice President of Organizational Growth at Community Coalition, a social justice nonprofit based in South Los Angeles. She is a community organizer and advocate focusing on building black and brown unity, and has been working in South LA for over fifteen years. She has also led efforts aiming to support family care in South LA by ensuring that grandparents, aunts and other relatives who care for children no longer living with their parents receive better treatment and resources within the child welfare system. In collaboration with Casey Family Programs, Ms. Rodriguez helped launch the first "state of the art" Kinship support center in South LA that combines programs and services with community organizing for relative caregivers and foster children to improve their wellbeing.

**Cynthia Sanchez** is Executive Director, Proyecto Pastoral at Dolores Mission, a nonprofit organization working in the economically and politically disenfranchised community of Boyle Heights.

**Christopher Solek, PhD** is a biologist in the Biology Department at the Southern California Coastal Water research Project (SCCWRP), specializing in aquatic resource monitoring and assessment. He received a BS in Wildlife Biology from the University of California, Davis in 1992, an MS in Biological Sciences from California State Polytechnic University Pomona in 2002, and a PhD in Environmental Science, Policy, and Management from the University of California, Berkeley in 2008. At SCCWRP, he is currently involved with developing and implementing monitoring and assessment programs in southern California, with a focus on assessment methodologies for arid, ephemeral streams. He also serves as the southern California liaison for the Level 2 subcommittee of the California Wetland Monitoring Workgroup.

**Lina Stepick** is a PhD student in Sociology at UCLA. Her research interests include the politics of urban development, race and ethnicity, and civic participation. She also coordinates the Civic Engagement Working Group of the Scholars Strategy Network (SSN). Prior to starting graduate school she worked as a community organizer with the East LA Community Corporation (ELACC).

**Stella Theodoulou, PhD** is Dean, College of Social and Behavioral Sciences, California State University Northridge. She joined the faculty in the Department of Political Science in 1990, following award of her PhD from Tulane University in 1984. Her area of specialization is comparative public policy. She served as the chair of the Political Science Department and also was a member of various college and university committees. Dr. Theodoulou is the author of eight books and numerous articles. She is recognized as an international expert on social welfare policy, in particular AIDS policy, and has conducted numerous comparative studies of AIDS policies in different parts of the world. She has served as a consultant to various public sector agencies, both here in the United States, and internationally. Dr. Theodoulou has also worked in the entertainment industry as an independent film producer.

**Zeynep Toker, PhD** is Associate Professor in the Department of Urban Studies and Planning at California State University Northridge. Previously she held a post-doctoral position in the Department of Architecture at the University of Cambridge. She has a PhD in Community and Environmental Design from North Carolina State University. She has conducted research on use of public open spaces, walkability and bikeability in communities in and around Los Angeles. She has also published on accommodating communities' needs and preferences in their everyday environments. Her research interests include urban design, sustainable urbanism, and community participation in urban planning.

**Anne C. Tremblay** is Assistant City Attorney for the City of Los Angeles and is currently assigned to the Mayor's Office as Director of the Gang Reduction & Youth Development (GRYD) program. Previously, she supervised the City Attorney's Anti-Gang Section, and spent over five years as the Neighborhood Prosecutor assigned to Los Angeles Police Department's Newton Area. Ms. Tremblay also spent six years as a Deputy District Attorney for the County of Orange. In 2004, Ms. Tremblay was recognized by the Local Initiatives Support Corporation (LISC) with their MetLife Community Partnership Award. She also was honored by the Peace Officers Association of Los Angeles County with the Centurion Award for Outstanding Achievement in the Area of Innovations in 2005 and was awarded the Los Angeles Police Commission's Distinguished Service Medal in 2007 for her work on projects in South Los Angeles. She is the author of *Beyond Community Policing: Engaging Prosecutors in Community Safety Partnerships*. Ms. Tremblay holds a JD from Emory University School of Law.

**Edward Walker** is Associate Professor, Vice Chair, and Director of Undergraduate Studies in the Department of Sociology at UCLA. His scholarly interests include organizations, social movements, political sociology, the non-profit sector, and the politics of business. He is author of *Grassroots for Hire: Public Affairs Consultants in American Democracy* (2014, Cambridge University Press) and co-editor (with Caroline W. Lee and Michael McQuarrie) of *Democratizing Inequalities: Dilemmas of the New Public Participation* (Forthcoming 2015, NYU Press). His work appears in such venues as the *American Sociological Review*, *American Journal of Sociology*, *Social Problems*, and *Public Opinion Quarterly*, and has been funded by the National Science Foundation, the American Sociological Association, the Robert Wood Johnson Foundation, among other sources.

**Marybeth Walker** is Director of the Camp Community Transition Program, a countywide program with over 100 staff. The aftercare program provides supervision to youth on probation in the home/community and in camp. She worked with numerous partners such as the Los Angeles County Department of Mental Health and community based organizations to provide quality services to youth and families. Previously she worked as Director of the Juvenile Justice Crime Prevention Act School-Based Cluster 4. Ms. Walker's responsibility included oversight of all School Based and Housing Operations in Supervisory District 4. She worked hand and hand with the various JJCPA contract Community Based Organizations such as; Helpline Youth Counseling which provided after school girls gender specific and gang intervention services, high risk high need home based services, employment, Multisystemic Therapy, Family Functional Therapy and Long Beach Blast which provided Operation Read Literacy Services.

**Christopher Weare** is Research Associate Professor at the USC Price School of Public Policy. His research analyzes the structure and functioning of civil society and the diffusion of policy knowledge employing social network analysis. He has examined how network based resources promote and hinder collective action and how political and civic structures influence the formation and activities of civil society organizations. He served as a principal investigator with the USC Neighborhood Participation Project, an evaluation of the Los Angeles neighborhood council system. Previously, he was a research fellow at the Public Policy Institute of California. Dr. Weare holds a PhD in public policy from the University of California, Berkeley.

**Rachel Wells** is a second year doctoral student in Social Welfare at the UCLA Luskin School of Public Affairs. She previously received a dual Masters of Social Work/ Masters of Urban Planning degree from the University of Michigan. After completing her master's program, Ms. Wells worked at a Detroit public health non-profit creating and implementing home repair programs for low-income families and was involved with grassroots community organizations in Detroit.

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***Special thanks to Dean Franklin D. Gilliam and Dean Stella Theodoulou***

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