



# PARTNERSHIPS FOR CREATING EQUITABLE + INCLUSIVE NEIGHBORHOODS

TUESDAY, NOVEMBER 6, 2018 | 9:30 AM TO 3:00 PM

CALIFORNIA COMMUNITY FOUNDATION | 221 S FIGUEROA ST, LOS ANGELES, CA 90012



# AGENDA

9:30 AM – 9:45 AM

## WELCOME AND OPENING REMARKS | THE VISION FOR PARTNERSHIPS FOR CREATING EQUITABLE & INCLUSIVE NEIGHBORHOODS

Natalie Zappella, Enterprise Community Partners  
Marc Tousignant, Enterprise Community Partners

9:45 AM – 11:15 AM

## MORNING PANEL | FOSTERING MEANINGFUL COMMUNITY ENGAGEMENT THROUGHOUT THE DEVELOPMENT PROCESS

Tommy Newman, United Way (moderator)  
Isela Gracian, East LA Community Corporation  
Erika Villablanca, Mercy Housing  
Jessica Medina, Strategic Concepts in Organizing and Policy Education LA  
Mark Edwards, Abundant Housing LA  
*Panelists will give attendees an on-the-ground view of what meaningful community engagement really is and how to facilitate these strategies in the development process.*

11:15 AM – 11:45 AM

## LUNCH BREAK + GROUP PHOTO

11:45 AM – 12:45 PM

## LUNCH KEYNOTE | ELISABETH BABCOCK, PRESIDENT AND CEO, ECONOMIC MOBILITY PATHWAYS (EMPATH) INC.

*Elisabeth (Beth) Babcock will present a fresh view using science to humanize the experience of how poverty and life on the streets impact the brain and decision making. She will help bring to life a new roadmap for upward economic mobility that owners and service providers can incorporate to reach greater success in addressing homelessness and poverty.*

12:45 PM – 1:00 PM

## BREAK

1:00 PM – 2:30 PM

## AFTERNOON PANEL | JOINT VENTURES FOR MULTI-BENEFIT DEVELOPMENTS

Ramon Mendez Jr., Enterprise Community Partners (moderator)  
Suny Lay Chang, LINC Housing  
Karen S. Thompson, Healthy Ontario Initiative  
Rose Olson, Related California  
Daniel Huynh, LA Family Housing  
LaCheryl Porter, St. Joseph Center  
*In a moderated Q and A, experts representing multiple sectors will explore the formation and inner working dynamics of creative and innovative real estate partnerships and joint ventures.*

2:30 PM – 2:45 PM

## REFLECTIONS ON THE DAY

# SPEAKER BIOGRAPHIES

## **Elisabeth D. Babcock, MCRP, PhD**

*President and CEO, Economic Mobility Pathways*

Elisabeth Babcock (Beth) is the President and CEO of Economic Mobility Pathways (EMPath), a national charitable organization dedicated to creating new pathways to economic independence for low-income women and their families. EMPath uses its unique “action-tank” business model to design, build, and test new approaches for creating economic mobility and then share them with other organizations and governments. Beth’s role as CEO is to lead EMPath in its strategy to be a research and innovations powerhouse consistently delivering new approaches that expedite pathways out of poverty.

EMPath’s applied research led to the development of its groundbreaking Mobility Mentoring platform. Since its release in 2009, Mobility Mentoring has been nationally recognized for creating significantly improved outcomes in earnings, educational attainment, and family stability in extremely low-income families. Program impact has been so robust that government has advanced application of the model in TANF, Housing, Post-secondary Education, and Early Intervention settings, and a community of practice of more than 50 organizations has implemented the Mobility Mentoring practices nationally and internationally. Beth received her Master’s Degree from Harvard’s Kennedy School of Government and her Ph.D. in non-profit strategy from Harvard’s Graduate School of Arts and Sciences. She has taught non-profit strategy and implementation at the graduate level for more than two decades at Harvard University, Brandeis University, and the New England Conservatory of Music.

She has received numerous awards including the 2013 World of Difference Award by the International Alliance for Women for her work on women’s empowerment. She currently serves as a member of the US Partnership for Mobility from Poverty, a national commission supported by the Gates Foundation and examining promising new approaches to close the opportunity divide. She also serves as an advisor to the World Bank where she recently helped create and taught in their new online course, Using Psycho-social Approaches to Improve Livelihoods Programs. Her article, “Re-thinking Poverty” was named one of the top articles of 2014 by the Stanford Social Innovation Review.

## **Mark Edwards, Abundant Housing LA**

*Political Director, Abundant Housing LA*

Mark’s role with AHLA is to organize meetings with elected officials and key staff members to introduce AHLA mission and vision, then sustain those relationships. Additionally, to lobby on behalf of our issues and to support elected officials when they’re fighting the good fight.

Mark’s full-time role, which he loves, is the Vice President of Government Relations for JVS SoCal (an 87 year old workforce development non-profit that is “Providing Hope and Economic Opportunity For All”).

Prior to working for JVS SoCal, Mark had his own consulting firm providing advocacy, strategic communications, and campaign management for a variety of clients. He co-created a leadership academy for a nonprofit and was a co-instructor. He was director of outreach and engagement for the largest coalition organized to defeat a citywide ballot measure (Measure S); the coalition was able to overcome significant odds to secure a convincing victory. Finally, he provided strategic communications and community engagement to ensure the development of a 100% affordable housing project in the City of West Hollywood targeted to seniors and Transition Age Youth.

Mark graduated with a B.A. in Urban Studies from California State University, Northridge with a concentration in Public Administration and Community Service. He chose Urban Studies because it was an interdisciplinary major that developed his systematic understanding of the social, historical, political, economic, and cultural forces that shape our cities and how our cities influence its residents.

## **Isela Gracian**

*President, East LA Community Corporation*

Since 2015, Isela Gracian has been President of East LA Community Corporation (ELACC), a social and economic justice community development organization on LA’s Eastside. Growing up, she experienced first-hand the leadership skills for which she would later have renown by modeling her mother’s commitment to collective decision making and determined resolve to work together to manage family struggles. As immigrants, her parents instilled strong roots and links to their cultural traditions, which are now a hallmark of her leadership, infusing ELACC’s organizational principles with her cultural practices to forge staff unity and celebrate what binds them to their community. The skills she honed as a young mujer served as a foundation that was further developed through her time at UC Davis where she received her BA and embarked on her path to working alongside residents for equity in immigrant communities. Isela now has over a decade working to advance development accountable to marginalized residents

that do not displace the lowest-income families. Recognized through her work at ELACC as a foremost authority among Southern California community development leadership, Isela serves on various boards, including Strategic Concepts in Organizing and Political Education (SCOPE) and the California Reinvestment Coalition. She is also a National Advisory Board member to the Strong, Prosperous, and Resilient Communities Challenge (SPARCC).

### **Daniel Huynh**

*Vice President of Real Estate, LA Family Housing*

Daniel Huynh has been working within Los Angeles' nonprofit affordable housing field for more than a decade, and brings breadth and depth of experience to the team at LAFH. As Vice President of Real Estate, Daniel is responsible for the oversight of real estate development activities which encompasses site acquisition, securing necessary land use approvals, design development, financing, construction management and lease up of all LAFH real estate transactions. Prior to joining LA Family Housing, Daniel contributed to the development of more than 590 multifamily residential units yielding \$186 million of real estate investment in Los Angeles. He worked at Abode Communities, A Community of Friends and East LA Community Corporation. Daniel has a B.A. in Economics and an M.A. in Urban Planning, both from the University of California-Los Angeles.

### **Suny Lay Chang**

*Chief Operating Officer, LINC Housing*

Suny Lay Chang, Chief Operating Officer of LINC Housing, has nearly 20 years of professional experience in affordable housing, community development, and strategic management. Her career has been driven by her passion for economic development and poverty alleviation, leading Suny to her work in affordable housing. Suny sees affordable housing as a powerful catalyst to build communities and neighborhoods, as well as a vehicle for economic growth for families and local economies.

As COO, Suny works with the President and CEO to lead key initiatives for the organization, including strategic goals, stakeholder partnerships, and internal planning. Suny also leads LINC's housing development operations including development, project financing, and construction administration for all LINC projects.

Suny obtained her MBA from the Stanford Graduate School of Business and her bachelor's degree in economics from Harvard University, where she wrote her

thesis on measuring the effects of economic growth on poverty alleviation. Suny's current leadership roles include serving on the Community Board for St. Mary Medical Center in Long Beach, the Western Region Advisory Committee for the Low Income Investment Fund, and the Rotary Club of Long Beach.

### **Jessica Medina**

*Campaign Director, Strategic Concepts in Organizing and Policy Education LA*

As the Campaign Director at SCOPE, Jessica is the anchor of SCOPE's Campaign Team and leads the development of collaborative landscape analyses and campaign strategy plans to build power for South LA's low income communities and communities of color to have an active role in decision-making about policies, programs, and projects that impact their communities.

Jessica also supports SCOPE's South LA and Southeast LA regional policy agenda development through coordination of the LA Equity Alliance—which recently submitted a joint Transformative Climate Communities Planning Grant application with Los Angeles Department of City Planning, Metro, SLATE-Z, and other partners to develop a climate justice and adaptation plan for South LA neighborhoods along the Slauson Corridor—and through participation in regional equitable investment efforts, such as Investing in Place's Transportation Equity Technical Work Group and the newly-formed Community Engagement and Anti-Displacement (CEAD) Work Group. In these local efforts, Jessica is tasked with uplifting SCOPE's organizing model and power-building strategies to influence the shift in paradigm from traditional public sector community engagement practices towards ensuring meaningful participatory planning and decision-making processes for historically underrepresented populations. Previously, she has been a Capital Projects Intern for South LA's Council District 8, an organizer for the Participatory Budgeting Project's largest voter turnout efforts in Long Beach, and a graduate research assistant on the evaluation teams for South LA's Racial and Ethnic Approaches to community Health (REACH) and Community Transformation (CTG) Grants from the Centers for Disease and Control Prevention. Jessica received Masters of Planning and Public Policy degrees from USC's Sol Price School of Public Policy and a Bachelor's in Urban Studies and Architecture from Columbia University.

### **Ramon Mendez Jr.**

*Director of Solutions, Southern California, Enterprise Community Partners*

Ramon Mendez Jr. is Director of Solutions for Enterprise Community Partners. With over 20 years of experience in financing and developing affordable housing in California, he is responsible for providing strategic vision and leadership and

locally implementing Enterprise's national initiatives, including Building Sustainable Organizations, Green Communities, and Housing, Health, Homelessness, and Services. He successfully creates and secures private and public funding sources for the implementation of capacity building programs addressing opportunities and challenges, ultimately improving the affordable housing industry in Southern California.

Mendez joined Enterprise in 2007 after serving as director of training and senior project manager for the California Housing Partnership Corporation. In that capacity, he managed comprehensive housing development training programs to nonprofit developers, supportive service agencies and their Board of Directors, financial institutions and governmental agencies. Mendez also provided financial consulting to nonprofit organizations to structure the debt and equity for 14 affordable multi-family and mixed-use projects, each spanning 3 – 5 years and totaling more than 1,000 homes. He was responsible for the assembly of private and public financing, including \$73 million in tax credit equity and \$50 million in private activity bond financing.

Mendez earned a dual master's degree in urban planning and Latin American studies and a bachelor's degree in psychology from the University of California, Los Angeles. He is also a 24 year-term member of the Board of Directors for the West Hollywood Community Housing Corporation, and was Board Chair from 2010 - 2015.

### **Tommy Newman,**

*Director of Public Affairs, Everyone In / United Way of Greater Los Angeles*

Tommy is primarily responsible for the organization's external communications, engagement, and advocacy as it relates to homelessness and housing through the "Everyone In" campaign. He most recently worked at LA Family Housing where he directed the organization's communications and public affairs strategies. He worked on both the Proposition HHH and Measure H campaigns. He has worked at the federal, state, and local levels of government. @tpnewman / @everyonein\_la

### **Rose Olson**

*Senior Vice President, Development, Related California Affordable*

As Senior Vice President of Development for Related California Affordable, Ms. Olson leads and manages all aspects of development and financing for Related's affordable residential developments.

Prior to joining Related, Ms. Olson was Vice President of Development & Construction for Gablecraft Homes where she oversaw all development and construction activity in Western Canada for a pipeline of more than 1,000 condominium and single-family units. As Director of Housing & Real Estate Development for West Hollywood Community Housing Corporation, Ms. Olson managed all aspects of affordable housing development, including the acquisition, entitlement and financing of senior, family and special needs housing. In the first phase of her career, Ms. Olson worked as an architect in Boston, Massachusetts on historic, adaptive-reuse and institutional projects.

Ms. Olson holds a Master of Real Estate Development from the University of Southern California and a Bachelor of Architecture from McGill University in Montreal. She is a licensed architect in California and Massachusetts, National Council of Architectural Registration Boards (NCARB) certified, a LEED Accredited Professional (Building Design and Construction), and an active member of the Urban Land Institute.

### **LaCheryl Porter**

*Chief Operating Officer, St. Joseph Center*

Chief Operating Officer LaCheryl Porter is a native of Los Angeles and has extensive experience in housing for special needs, low income and homeless populations. She began her housing career as a Housing Advocate for people with AIDS/HIV in San Francisco. LaCheryl went on to work in more administrative positions with the Oakland Housing Authority and as a private practice attorney where she took on cases that involved housing, real estate, landlord/tenant disputes and contracts. LaCheryl has deep knowledge in many aspects of permanent supportive housing and affordable housing from her experience as a Project Manager at the Community Development Commission for Los Angeles County and Skid Row Housing Trust, where she was the Director of Resident Programs, overseeing services to residents in 1600 units of permanent supportive housing. LaCheryl holds a BA from Cal State Long Beach, a JD from New College of California and is a member of the California State Bar. La Cheryl is heading St. Joseph Center's strategic initiatives related to housing developer partnerships, and resource management. She is also a Board Member for Innovative Housing Opportunities.

### **Karen Thompson**

*Associate Planner, Ontario Planning Department, Healthy Ontario Initiative*

Karen Thompson is currently an Associate Planner in the Advance Planning Division at the City of Ontario, one of the largest communities in the Inland

Empire. She has over fourteen years of experience working for the City of Ontario in various capacities. Karen's experience includes working on the City's web-based General Plan update, administering the Historic Preservation Program, administering the Homelessness Prevention Program for Ontario, various community revitalization projects; social justice issues; and working for the Housing Agency on affordable housing grants and related projects. Karen currently oversees the Healthy Ontario Initiative where she facilitates a coalition of multi-sector partners that work closely with the community on local food policy and related projects such as the community garden and urban farm, health and wellness initiatives and safe routes to schools. Karen has worked on several large scale grant projects and brought in over 8 million dollars of funding to the City of Ontario. Karen holds a Bachelor's degree in Public Administration from California State University San Bernardino where she graduated with Departmental Honors. Karen has also taken several Master's level courses in Social Impact and has gone through leadership development training. Karen is a member of the Golden Key National Honor Society and the California Preservation Foundation.

### **Marc Tousignant**

*Senior Program Director, Southern California, Enterprise Community Partners*

Marc directs Enterprise's local work on homelessness and supportive housing. He is currently managing a permanent supportive housing preservation initiative and systems change efforts to strengthen the permanent housing component of the Coordinated Entry System. He joined Enterprise in 2007, when he was responsible for managing technical assistance assignments contracted through the HUD Los Angeles Field office, which included the federal HOME and Continuum of Care programs. Prior to Enterprise, he served as Senior Program Manager at Shelter Partnership, Inc., serving as the lead technical assistance provider for the Los Angeles HOPWA program, in addition to managing other strategic and systems planning efforts during that time relative to special needs housing initiatives in Los Angeles County. Marc started in the housing and community development field as an AmeriCorps intern at Resources for Community Development, an affordable housing development organization in Berkeley, CA. He holds a B.A. in History from the University of Michigan.

### **Erika Villablanca**

*Associate Director, Real Estate Development, Mercy Housing*

Erika Villablanca, Associate Director of Real Estate Development for Mercy Housing, has over 13 years of affordable housing and community development experience. She is responsible for all aspects of developing high-quality affordable housing throughout Los Angeles, Orange, and San Diego Counties, including new

construction and rehabilitation. She oversees a team of dedicated professionals that work on all stages of project development from feasibility and site selection to submission of funding applications, construction, and transfer to property management. Current projects in predevelopment, construction, and lease up include permanent housing for families, seniors, Veterans, developmentally disabled adults, and homeless individuals. Erika holds a Master of Arts in Urban Planning from UCLA and a Bachelor of Arts in Latin American Studies from UC Berkeley.

### **Natalie Zappella**

*Program Director, Southern California, Enterprise Community Partners*

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