GETTING IT DONE II
BUILDING STRONG COMMUNITIES IN A CHANGING WORLD
MARCH 5 AND 6, 2012 • CHICAGO

CONFERENCE PROGRAM

Conference convened by
The Institute for Comprehensive Community Development
A venture of the Local Initiatives Support Corporation
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March 5, 2012

Dear Friends:

As Mayor and on behalf of the City of Chicago, it is my pleasure to extend my warmest greetings to all those attending Getting It Done II: Building Strong Communities in a Changing World, sponsored by the Institute for Comprehensive Community Development.

It takes concerted action on many fronts to build neighborhoods that nourish spirits and nurture families. To that end, we have worked in close partnership with Chicago’s business community, foundations and intermediaries such as Local Initiatives Support Corporation (LISC), and most importantly, with community-based organizations. Together we are eliminating “food deserts,” reinvigorating our schools, making more credit and workforce training available to small businesses, returning more police to our streets and turning around hundreds of foreclosed homes.

We welcome your experience-tested ideas from around the country. By sharing and comparing innovative approaches to community development, together we can devise partnerships and discover resources and new strategies.

I look forward to learning from you—and working with you—as the Institute examines the crucial work of neighborhood renewal. May you have a rewarding conference and enjoy your stay in Chicago.

Sincerely,

Mayor
Welcome to Getting It Done II: Building Strong Communities in a Changing World

This two-day exchange of best-practice ideas from around the nation—indeed, from around the world—is a big part of what LISC had in mind two years ago when we launched The Institute for Comprehensive Community Development.

There is no fixed textbook for building strong and sustainable neighborhoods. Of course there isn’t. The political environment changes. Technology changes. And after five grim years of battling layoffs and foreclosures, I don’t need to remind that the economy changes.

What does not change is our conviction that it takes more than new housing to create a healthy and sustainable community. Affordable houses are important, but our experience teaches that a housing-centric, project-by-project approach isn’t enough. Today’s successful practitioners have a comprehensive playbook and work on many things at once. How? We build effective partnerships with private investors and government actors, with philanthropies and with both community-based and technically-specialized non-profits.

We gather this week to share and expand on your expertise. We want to know what works, what doesn’t, and what might work better if done a little differently. Are there better ways to turn the dead weight of foreclosed homes into a source of affordable housing? Or involve parents in local schools so as to benefit both students and adults? What’s working in commercial redevelopment? In job preparation? How can a youth sports program be run as an alternative to gang participation and violence?

From Boston to Duluth, from the Bay Area to Houston, you’ve come to Chicago with field-tested tactics in support of LISC’s national strategy for building sustainable communities. Let’s make the most of it by being both teacher and student, mentor and mentee. And let our first take-away be this: You are not alone. There are hundreds, even thousands, of dedicated community development professionals working hard every day to build better communities. Local conditions can be difficult and the frustrations many, but by supporting one another in this important work we improve immeasurably our chances of success.

Michael Rubinger
President and CEO, Local Initiatives Support Corporation
Co-chair, ICCD Board of Advisors
Registration
10:30 AM – 11:20 AM

Opening Session and Lunch
11:30 AM – 1:20 PM
Chicago Ballroom – Ballroom Level

- Roll Call: Isela Gracian, East Los Angeles Community Corporation and Jim Stark, Fayette County Community Action Corporation
- Welcome: Joel Bookman, Institute for Comprehensive Community Development and Bruce Martin, JP Morgan Chase.
- Opening Remarks: Joe Horiye, San Diego LISC and Frank Shea, Olneyville Housing Corporation
- Keynote Introduction: Michael Rubinger, LISC
- Keynote Address: Erika Poethig, U.S. Department of Housing and Urban Development
- Testimonies: Jaime Alvarado, Somos Mayfair and Monique Howard, Ryon Civic Club
- Reflections: Barbara Fields, U.S. Department of Housing and Urban Development
- Tools and Conference Logistics: Eileen Figel, Institute for Comprehensive Community Development

Break
1:20 PM – 1:30 PM

Workshops
1:30 PM – 3:00 PM
Meeting Room Level

Attend two workshops of your choice. Each workshop runs twice. Workshop details are on pages 6–11.
- Organizing to build strength and generate influence – Erie Room
- Evaluating to know what works – Michigan B Room
- Revitalizing commercial corridors – Ontario Room
- Implementing your plan by leveraging and deal making – Michigan A Room
- Educating our children, schools, parents and community – Huron Room
- Getting Healthy by building healthier communities – Missouri Room
- Going Global with comprehensive development – Colorado Room
- Staying Safe with plans and programs that protect – Arkansas Room
- Communicating with each other and the world – Mississippi Room

Break
3:00 PM – 3:15 PM

Connecting to Regional Economies
3:15 PM – 4:30 PM
Chicago Ballroom – Ballroom Level

Metropolitan regions are the drivers of national prosperity and global competitiveness. If the economic vitality of any region depends upon its ability to develop, connect and deploy its assets, what role do neighborhoods play in promoting regional prosperity? How do neighborhoods connect residents, real estate, and local businesses to the regional economy?

Panelists: Alan Berube, Brookings Institution; India Pierce Lee, Cleveland Foundation; Raul Raymundo, The Resurrection Project

Moderator: Julia Stasch, The John D. and Catherine T. MacArthur Foundation

Break
4:30 PM – 4:45 PM

Workshops (Round 2)
4:45 PM – 6:15 PM
Meeting Room Level

Cocktail Reception
6:30 PM – 8:00 PM
Chicago Ballroom – Ballroom Level

Celebrate the 10th anniversary of Chicago’s New Communities Program. Network with conference attendees. Enjoy drinks and hors d’oeuvres.
GETTING IT DONE II: BUILDING STRONG COMMUNITIES IN A CHANGING WORLD

DAY TWO AGENDA

BREAKFAST
7:30 AM – 8:15 AM
CHICAGO BALLROOM – BALLROOM LEVEL

MORNING SESSION
8:15 AM – 9:45 AM
CHICAGO BALLROOM – BALLROOM LEVEL
Introduction: Tina Brooks, LISC
Legislative Update: Comprehensive community development is not only complicated to implement, it also requires an assortment of resources from the public and private sector to succeed. Today’s resource environment for community development is challenging on all fronts. This session will provide you with an overview of the challenges we face.
Panelists: Thomas Abt, Department of Justice; Barbara Burnham, LISC; Douglas Rice, The Center for Budget and Policy Priorities; Peter A. Tatian, The Urban Institute
Moderator: Stephanie Forbes, Bay Area LISC
Looking Forward: Clarence Page, Chicago Tribune

BREAK
9:45 AM – 10:00 AM

THE FUTURE OF COMPREHENSIVE COMMUNITY DEVELOPMENT
NOON – 1:30 PM
CHICAGO BALLROOM – BALLROOM LEVEL
What have we accomplished? What have we failed to accomplish? What structures and strategies are most effective, and what needs to change for our future work to be more successful?
Introduction: Mary Crego, State Farm
Panelists: Roque J. Barros, Jacobs Center; Tom Dewar, Aspen Institute; Mariano Diaz, LISC; Joe Kriesberg, Massachusetts Association of CDCs
Moderator: Greta Harris, LISC

CLOSING AND CALL TO ACTION
1:30 PM – 2:00 PM
CHICAGO BALLROOM – BALLROOM LEVEL
Introduction: George Wright, Citibank
Closing: Jim Capraro, Institute for Comprehensive Community Development and Rev. Norman Fong, Chinatown Community Development Center

THE BANK OF AMERICA ROUNDTABLE DISCUSSIONS
10:00 AM – 11:45 AM
RIVER EXHIBITION HALL B – EXHIBIT LEVEL
Attend a deeper discussion about a topic impacting your neighborhood. Participants can join in two roundtable discussions. Roundtable details are on pages 12–14.

BREAK
11:45 AM – NOON
Attend two workshops of your choice. Each workshop runs twice.

**ORGANIZING to build strength and generate influence**

What are the best practices for engaging the community, creating strong and capable partnerships, sharing information and stewarding resources? How does collaborative leadership work? How do you harness local assets and resources?

Across the neighborhoods of southeast Indianapolis residents and stakeholders convene quarterly as the Southeast Neighborhood Congress. Main order of business: update and track implementation of the Southeast Qualify-of-Life Plan.

In Houston two North Side communities navigate a journey of neighborhood engagement, beginning with the planning and implementation of early-action projects and the writing of a Quality-of-Life Agreement. It begins with residents discovering “what’s right” about their neighborhood as they set out to plan a healthier, more sustainable future.

The folks at San Francisco’s Chinatown Community Development Center are neighborhood advocates, community organizers, planners, developers and managers of affordable housing. They get it done by empowering low-income residents, building coalitions, embracing diversity and advocating for social and economic justice.

**Panelists:**
- **Rev. Norman Fong**, executive director, Chinatown Community Development Center, San Francisco
- **Jim Mulholland**, community building coordinator, Bates-Hendricks Neighborhood Association, Indianapolis
- **Jenifer Wagley**, program manager, Great Opportunity (GO) Neighborhoods, Avenue CDC, Houston

**EVALUATING to know what works**

What is success and how do you measure it? What have we learned so far about neighborhood change? How do we know if comprehensive community development is actually improving quality of life? What are realistic expectations for change in heavily disinvested communities? Can we move beyond measuring outputs to actual outcomes? How do you support busy neighborhood partners so they can integrate evaluation into their work?

LISC Chicago’s New Communities Program (NCP) has wrestled with the measurement-and-evaluation issue for over 10 years. NCP’s principal funder—the John D. and Catherine T. MacArthur Foundation—seeks development of MandE tools that will be a lasting contribution to the field. But the Great Recession and other intervening variables have made this a challenging assignment.

LISC’s research office in Washington, DC, has examined the problem of verifying cause-and-effect in an environment as complex as an urban neighborhood. Recent advances in impact analysis and newly available data open new ways to understand
how communities influence the prospects of poor families…and the value of public/private efforts to strengthen those communities.

Panelists:
• (Facilitator) Tom Dewar, co-director, Aspen Institute Roundtable on Community Change
• Susana Vasquez, executive director, LISC Chicago
• Chris Walker, director of research, LISC

REVITALIZING commercial corridors

What makes a retail corridor strong and vibrant? And what kinds of interventions can get you there?

Last year San Diego LISC engaged LISC MetroEdge to evaluate ways to increase the vitality of El Cajon Boulevard. Special attention was given to the Colina Park stretch; and to ways of supporting already-engaged partners including City Heights CDC, Little Saigon Foundation, El Cajon Business Improvement Association and the Horn of Africa group. One challenge: Make “automotive” stretches of the boulevard more walk-able.

Boston LISC has helped convene the Fairmount Collaborative, bringing together CDCs, civic action groups and greenway/environmental organizations. A main purpose is to restore and reconnect train service and economic activity along the Fairmont Corridor through neighborhoods such as Roxbury, Dorchester, Matapan and Hyde Park. Federal, state and local funds have been tapped along with private investment from, among others, Bank of America.

Panelists:
• (Facilitator) Jake Cowan, business manager, LISC MetroEdge
• Joe Horiye, executive director, San Diego LISC
• Matt Reilein, senior vice president, head of NMTC Group, JP Morgan Chase
• Matthew Thall, senior development consultant, Fairmount Indigo Line CDC Collaborative, Boston
• Brian Tracey, community development lending and investment executive, Bank of America

IMPLEMENTING your plan by leveraging and deal-making

How does the role of the lead agency change when moving from planning to implementation? How do you leverage resources to get the broad, active support you need to implement projects? How can you adapt to changes in the community, in the economy, at city hall…and still move forward?

It was one thing to envision a new youth sports center as part of a quality-of-life plan for the Lincoln Park neighborhood. But it was quite another to make happen the Duluth Heritage Sports Center and Boys and Girls Club in the new Clyde Park … named after the old ironworks there. Duluth LISC provided technical assistance and early financial commitments to help leverage the $19 million, 10-acre campus. A $200,000 NFL/LISC Grassroots grant was key.
Did someone say NFL? LISC Indianapolis linked community development on the city’s Near Eastside with the recent 2012 Super Bowl. Through the host city’s “Legacy Project” the NFL and other civic and corporate investors are supporting a local coalition with $10 million in additional housing and commercial redevelopment, plus special events, plus construction of a world-class practice facility at a local high school.

Panelists:
- **(Facilitator) Christy Prahl**, NCP director, Bickerdike Redevelopment Corporation, Chicago
- **Pam Kramer**, executive director, Duluth LISC
- **Bill Taft**, executive director, LISC Indianapolis

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**EDUCATING** our children, schools, parents and community

What are we learning from the emerging research related to public education and comprehensive community development? Should this change the way we do our work? If so, how?

A community’s health and the quality of its schools are interdependent. So how can community developers and school planners work together to promote positive educational outcomes in tandem with housing, community safety, parks and transportation? A new report from the Center for Cities and Schools at the University of California-Berkeley recommends specific strategies.

Elev8 Baltimore is an initiative of East Baltimore Development Inc. (EBDI), a nonprofit formed in 2003 focused on transforming the distressed neighborhoods north of Johns Hopkins Medical Campus into a thriving mixed-income community. Elev8 Baltimore partners with four schools in East Baltimore to coordinate learning, health and family engagement services, and to engage families and students so that they can be effective advocates for themselves and their communities.

DC Promise Neighborhood Initiative, Inc. is a nonprofit partnership working to ensure that all children in the Kenilworth-Parkside community in Ward 7 of Washington, DC, have the opportunities and supports they need to succeed academically and in the global economy. It collaborates with a variety of agencies and partners across the continuum of services for children and families, including two traditional public elementary schools, a charter middle, and a charter high school.

Panelists:
- **(Facilitator) Carol Naughton**, senior vice president, Purpose Built Communities, Atlanta
- **Deborah McKoy**, executive director, Center for Cities and Schools, University of California-Berkeley
- **Nicole Johnson**, senior director of Elev8 Baltimore, East Baltimore Educational Initiative
- **Irasema Salcido**, CEO, Chávez Schools; president, DC Promise Neighborhood Initiative
GETTING HEALTHY by building healthier communities

How should community development professionals respond to research showing our children will lead sicker, shorter lives because of the worsening epidemic of obesity? How can we evolve place-based strategies for improving health, such as changes to the built environment, access to healthy foods and using sports to promote more active lifestyles and self-worth?

In Brooklyn, Cypress Hills Local Development Corporation leads a holistic community-based initiative called Cypress Hills Verde! Its goal is to make the community a greener, healthier, more sustainable place to live for all residents. Residents and stakeholders are planning a more livable community with permanently affordable housing; energy efficient homes, businesses, and churches; safe and efficient transportation; access to nutritious and affordable food; and pathways to sustainable, living-wage jobs.

In Chicago, “Beyond the Ball” has partnered with several community and citywide organizations to run year-round youth sports leagues. They range from “Bitty Ball” for K-2nd graders to a citywide street basketball playoff for teens at-risk for gang involvement. Many veteran players become coaches and mentors to the next gen.

Bay Area LISC was selected by The California Endowment as host agency for its Building Healthy Communities initiative—a long-term investment in 14 locales across the state. A prototype is Healthy Richmond, where a community planning process engaged 1,700 people to plan ways for six neighborhoods to become places “where all children are safe, healthy, and ready to learn.”

Panelists:
• (Facilitator) Colleen Flynn, community development associate, NYC LISC
• Rob Castañeda, executive director, Beyond the Ball, Chicago
• Margaret Gee, director of neighborhood development and communications, Bay Area LISC
• Betsy MacLean, director of community development, Cypress Hills Local Development Corporation, New York

GOING GLOBAL with comprehensive development

Communities across the world are searching for more holistic strategies to improve the quality of life. The comprehensive approach is being tried in Canada, Germany, Italy, Australia and elsewhere. Does the same model work across different cultures and different forms of governance? Which features are proving universal and which must be adapted?

Vibrant Communities is a grassroots effort to reduce poverty in Canada by creating partnerships that make use of our most valuable assets—people, organizations, businesses and governments. From British Columbia to Labrador, the Tamarack Institute is leading this collective effort to test the most effective ways to reduce poverty at the grassroots level.
In Italy, the KCity organization is re-imagining social (public) housing as a complex service, with community design as a key element of quality living. Urban voids, brownfields and abandoned buildings are seen as opportunities for innovation and for mobilization of new resources, especially local ones.

Netzwerk Gemeinsinn is a Munich, Germany-based network of institutions and people dedicated to the methodical development of community spirit. Its interdisciplinary faculty and Werkstatt methodology helps communities develop strategies for participation, cooperation and, ultimately, true community engagement in a modern democracy.

Panelists:
- (Facilitator) Jim Capraro, senior fellow, Institute for Comprehensive Community Development
- Francesca Santaniello, lead architect, KCity, Milan, Italy
- Maren Schüpphaus and Wolfgang Goede, Netzwerk Gemeinsinn, Munich, Germany
- Liz Weaver, lead coach and interim CEO, Vibrant Communities, Waterloo, Ontario (via Skype)

STAYING SAFE with plans and programs that protect

How are leading CDCs integrating safety into neighborhood development plans and leveraging resources to prevent crime? What are the best practices and lessons learned by organizations—groups that have faced down the fear factor and made their communities safer in both reality and reputation?

The Association of Puerto Ricans on the March for Everyone (APM) engaged North Philly CDCs in police-sponsored trainings on safer surroundings and behaviors. The trainings provided hands-on tools to redevelop crime hot spots into safer places to live and play. A problem park was reborn and some police now patrol on bikes to be more approachable.

The P.D. also has assigned eight special-duty officers to troubled North Philly neighborhoods. Working mainly out of the 26th police district, their primary duty is to attend community meetings, monitor parks and generally bond with kids.

Nuestra Comunidad Development Corporation is one of Boston's oldest and most successful CDCs, working to build a better future for the Dudley Square neighborhood in Roxbury. As lead agency for the LISC-supported Resilient Communities/Resilient Families initiative, Nuestra promotes safety with tactics ranging from tracking vacant buildings to discouraging prostitution along struggling business strips.

Panelists:
- (Facilitator) Julia Ryan, program director, LISC Community Safety Initiative
- Capt. Michael Cram, commander, 26th District, Philadelphia Police Department
- Kenneth Grubbs, community services officer, Boston Police Department; coach, Boston Showstoppers Girls Basketball
- David Price, executive director, Nuestra Comunidad Development Corporation, Boston
- Jennifer Rodriguez, deputy vice president of programs, Association of Puerto Ricans on the March for Everyone, Philadelphia
COMMUNICATING with each other and the world

How can a neighborhood tell its positive story to a wider audience when mainstream media are so under-staffed...and too often drawn to the negative? How might a CDC and its partners tell their own story cost-effectively using online community portals, social media and organizational Websites? And if they do, who’s the gatekeeper and what are the rules?

LISC Twin Cities includes a “Media Center” on its lively Web site featuring an image library, videos and a full range of social media. One not-so-secret weapon for reaching new audiences has been the arts. The Creative Community Leadership Institute (CCLI) was formed in 2002 by Intermedia Arts in partnership with Twin Cities LISC. It provides comprehensive, professional-level training and support for local community-engaged artists and community developers working at the intersection of the arts and community development.

Philadelphia LISC’s Website sports a media library, a photo gallery and side-channels on Facebook, Twitter and Flickr. Other “boxed” features like “Did you know?” and “LISC Green Fact” make for a bright, high-traffic site that is central to the organization’s Sustainable Communities Initiative.

LISC Chicago’s Smart Communities program is helping five neighborhoods unlock the power of digital tech by spreading e-gear and know-how. Strong early planning helped win federal BTOP stimulus funding. In Humboldt Park, where digital access and literacy were especially low, there’s now a community portal—www.humboldtparkportal.org—loaded with news and info for and about the neighborhood. Suddenly local coffee shops are advertising Wi-Fi.

Panelists:
• (Facilitator) Carl Vogel, consultant, Smart Communities Program; publications editor, Institute for Comprehensive Community Development
• Rishi Desai, program manager, Humboldt Park Smart Communities, Chicago
• Sarah Sturtevant, program officer, Philadelphia LISC
• Erik Takeshita, senior program officer, Twin Cities LISC

WORKSHOPS (CONTINUED)
Choose the roundtable topics that interest you from the list below. In some cases, you will see two roundtables about the same topic to accommodate everyone who is interested in attending.

1. ORGANIZING

1A. Organizing to Build Strength and Generate Influence  
David McDowell, Southwest Organizing Project (facilitator)

1B. Organizing to Build Strength and Generate Influence  
Jeff Bartow, Southwest Organizing Project (facilitator)

2. EVALUATING

2A. Evaluating Comprehensive Community Development  
Chris Walker, LISC (facilitator)

2B. Evaluating Comprehensive Community Development  
Carlos Manjarrez, Institute of Museum and Library Services (facilitator)

2C. Evaluating Comprehensive Community Development  
Stephen Baker, Chapin Hall (facilitator)

3. REVITALIZING

3A. Small Business Finance  
Faruk Daudbasic, First Eagle Bank (facilitator), and Derek Walvoord, SomerCor (resource rep)

3B. Small Business Finance  
Kevin Boes, NEF (facilitator), and Steve Kramer, US Bancorp Community Development Corporation (resource rep)

3C. Attracting New Businesses and Filling Vacancies  
Marsha Murrington, Bay Area LISC (facilitator), and Melissa Lee, Coalition to Improve Bedford Stuyvesant (resource rep)

4. FUNDRAISING AND IMPLEMENTING

4A. Leveraging Resources  
Caroline Goldstein, LISC Chicago (facilitator), and Pam Kramer, Duluth LISC (resource rep)

4B. Leveraging Resources  
Sara VanSlambrook, LISC Indianapolis (facilitator)

4C. Keeping Partners Accountable  
Christy Prahl, Bickerdike Redevelopment Corporation (facilitator)
### 5. EDUCATING

**5A. Building Partnerships with Colleges and Universities**  
Mark Wilson (facilitator) and Noemi Soto (resource rep), Coalition for Responsible Community Development, and Michael Rich, Emory University (resource rep)

**5B. K-12 Education: Why Strong Communities Need Strong Schools**  
Bonnie Rosenberg, LISC (facilitator), and Reena Bhatia, LISC (resource rep)

**5C. Early Childhood Education: Closing the Achievement Gap for At-Risk Children**  
Amy Gillman, LISC (facilitator), and Irasema Salcido, Cesar Chavez School (resource rep)

### 6. GETTING HEALTHY

**6A. Promoting Healthy Lifestyles**  
Lucy Gomez-Feliciano, Logan Square Neighborhood Association (facilitator)

**6B. Healthy Food, Healthy Living**  
Colleen Flynn, NYC LISC (facilitator)

### 7. STAYING SAFE

**7A. Engaging Residents in Community Safety**  
David Price, Nuestra Comunidad (facilitator), and Officer Kenneth Grubbs, Boston Police Department (resource rep)

**7B. Engaging Law Enforcement in Community Development**  
Jennifer Rodriguez, APM (facilitator), and Captain Michael Cram, Philadelphia Police Department (resource rep)

**7C. Tackling Crime through Housing, Economic Development and Health Initiatives**  
Jason Cooper, LISC (facilitator), Julia Ryan, LISC (resource rep), and Nancy Howard, LISC Rhode Island (resource rep)

**7D. Interventions to De-Escalate Violence**  
Rabbi Joshua Salter, Southwest Organizing Project (facilitator), and Rafi Peterson, CeaseFire (resource rep)

### 8. COMMUNICATING

**8A. Using Social Networking Tools**  
Demetrio Maguigad, Community Media Workshop (facilitator)

**8B. Using Scribes to Tell Your Story**  
Gordon Walek, LISC Chicago (facilitator)

**8C. Using Technology to Connect Your Community**  
Dionne Baux, LISC Chicago (facilitator), and Bill Callahan, Connect Your Communities Project (resource rep)
9. FAMILY OPPORTUNITY CENTERS

9A. Workforce Centers
Katrin Kark, LISC (facilitator)

9B. Centers Offering Financial Products and Services
Laura D’Allessandro, LISC (facilitator), and Seung Kim, LISC consultant (resource rep)

9C. Starting Up a Center
Ricki Lowitz, LISC Chicago (facilitator), and Jen McClain, LISC (resource rep)

10. FORECLOSURES

10A. Strategies for Vacant Properties and Foreclosures
Ascala Sisk, NeighborWorks (facilitator), and Geoff Smith, Institute for Housing Studies, DePaul University (resource rep)

11. GOING GREEN

11A. Green Neighborhood Development
Elizabeth Richards, Chicago Community Loan Fund (facilitator), and Julia Prange, LISC (resource rep)

11B. Making Housing Affordable and Green
Madeline Fraser-Cook, LISC (facilitator), and Vince O’Donnell, LISC (resource rep)

12. SPORTS AND ARTS

12A. Building Community through Sports
Rob Castañeda, Beyond the Ball (facilitator), and Beverly Smith, LISC (resource rep)

12B. Building Community through Arts and Culture
Jackie Samuel, Claretian Associates (facilitator)

13. JOBS

13A. Keeping and Growing Jobs
Mike Holzer, Local Economic and Employment Development Council (facilitator)

13B. Keeping and Growing Jobs
Howard Snyder, Northwest Side Community Development Corporation (facilitator)

13C. Linking Residents to Jobs
Margie Gonwa (facilitator) and Lily Kaminski Bradford (resource rep), Local Economic and Employment Development Council
The Institute encourages you to engage online during and after the conference. Here are a few simple ways to do that.

**TWITTER**
Follow the Institute for Comprehensive Community Development @InstituteCCD to get the latest updates. The conference hash tag is #GIDII. Tweet about your experiences at the conference and use the hash tag throughout the two-day event to meet other attendees online.

**FACEBOOK**
Become a fan of the Institute for Comprehensive Community Development on Facebook.

**NEED TO GET ONLINE DURING THE CONFERENCE?**
There’s free Wi-Fi access in the hotel lobby.

**ACCESS GETTING IT DONE II MATERIALS AFTER THE CONFERENCE.**
The Institute will post all of the Getting It Done II PowerPoints and handouts online after the conference. Visit http://www.instituteccd.org/-How-To-Do-It-/Getting-It-Done-II.html to find conference materials and information.

Check the [INSTITUTE WEBSITE](http://www.instituteccd.org) regularly to find the latest news articles, blog posts and research on the comprehensive community development world. Visit our online resource center to find case studies, templates and other tools for comprehensive community development practitioners.
Here is some helpful information about Getting It Done II.

**VENUE INFORMATION**
You are at the Sheraton Hotel, 301 E. North Water Street, Chicago, Illinois. Hotel phone number: 312-329-7272.

**COAT CHECK**
The complimentary coat check is located on the Lobby Level near the main entrance of the Sheraton.

**NAMETAG**
Please remember to bring your nametag with you on Day 2.

**LOST AND FOUND**
Stop by the registration area on the Ballroom Level to turn in or claim lost items.

**GETTING ONLINE**
If you need to access the Internet during the conference, there is free Wi-Fi in the hotel lobby and a limited number of hard wire connections in the Ohio Room on the Meeting Room Level. If you are staying at the Sheraton during the conference, guest rooms are equipped with free Wi-Fi. There is also an Internet café, The Link, for hotel guests on the Meeting Room Level of the hotel.

**TAXI SERVICE**
Catch a cab in front of the hotel. You can also call Yellow Cab, 312-TAXI-CAB or Flash Cab, 773-561-4444.

**CTA**
Catch the Orange Line to Midway Airport at State and Lake. Catch the Blue Line to O’Hare Airport at Clark and Lake.

**PARKING**
Besides valet parking, please see below for the most convenient self parking options near the hotel (listed in order of proximity to the hotel).
- Ogden Indoor Self Park located between the hotel and the AMC Theater
- Ogden Outdoor Lot located under the hotel
- Ohio Parking Lot located at Columbus Drive and Ohio Street
- Standard Parking located on St. Clair between Ohio Street and Ontario Street

**QUESTIONS?**
Look for an Institute staff member or volunteer floating around the conference or stop by the registration area on the Ballroom Level.
THOMAS P. ABT
Thomas P. Abt is chief of staff to the assistant attorney general for the Office of Justice Programs (OJP) at the U.S. Department of Justice, where he works on a broad spectrum of criminal and juvenile justice issues. Abt plays a lead role in coordinating the Administration’s National Forum on Youth Violence Prevention. In addition, he represents the Department on several interagency committees, including the White House Neighborhood Revitalization Initiative. Prior to OJP, Abt served as voter protection director for then-Senator Obama’s presidential campaign in Iowa, where he established the state’s voter protection program. Before the campaign, he spent 4 years at the law firm of Paul Weiss Rifkind Wharton and Garrison, working on criminal and regulatory defense. From 2000 to 2004, he was an assistant district attorney in the New York County District Attorney’s Office. Abt received a B.A. in Economics from the University of Michigan and received a law degree from Georgetown University Law Center.

JAIME ALVARADO
Jaime Alvarado is the executive director of Somos Mayfair, a community development organization in the Mayfair neighborhood of east San José, Calif. Alvarado, a life-long Mayfair resident, began working with the Mayfair Improvement Initiative as program director in 1999, then as associate director. He became executive director in 2004, leading the organization through its successful transition to Somos Mayfair. Prior to joining Somos Mayfair, Alvarado was the executive director of MACLA (Movimiento de Arte y Cultura Latino Americana) and prior to that worked for 20 years as a journeyman electrician with the IBEW Local 332. He has a bachelor’s in economics from the University of California-Santa Cruz.

ROQUE J. BARROS
Roque J. Barros is the chief programs officer and interim president for the Jacobs Center for Neighborhood Innovation, where he has mobilized and provided roles for residents in the visioning and development of The Village at Market Creek. He also created the Neighborhood Coordinators Program, the Writerz Blok youth-oriented graffiti arts program; and the Teen Center, a youth center governed and staffed by young adults and teenagers. Barros’ career spans 25 years in community organizing and community building. Prior to joining JCNI in 1997, he was executive director of Los Niños, an international grassroots organization in the United States, Mexico, and Canada. His work with both organizations has focused on developing and directing sustainable programs that assist communities in addressing their needs and developing solutions. He has a bachelor’s degree in business administration from the University of Redlands.

ALAN BERUBE
Alan Berube is senior fellow and research director at the Brookings Institution Metropolitan Policy Program, where his focus is on metropolitan demographic and economic trends, and social policies affecting urban low-income families and communities. He’s authored dozens of Brookings publications, including State of Metropolitan America: On the Front Lines of Demographic Transformation, and recent editions of the Global MetroMonitor, which tracks the economic performance of the world’s 200 largest metro economies. Berube holds a master’s degree in public policy from the Georgetown Public Policy Institute, and a bachelor’s degree in chemical engineering from Stanford University. Prior to joining Brookings in February 2001, he was a policy advisor in the Office of Community Development Policy at the U.S. Treasury Department, and a researcher at the Center on Budget and Policy Priorities.

JOEL BOOKMAN
Joel Bookman is the director of programs for LISC Chicago and is the managing director of the Institute for Comprehensive Community Development. Bookman led comprehensive community development
efforts on Chicago’s Northwest Side for 25 years as chief executive of the North River Commission and Lawrence Avenue Development Corporation. He has been a consultant in strategic planning, economic and real estate development, and nonprofit management, and a lecturer in nonprofit management at the North Park University Graduate School of Business. Bookman holds a master of urban planning and policy degree from the University of Illinois at Chicago.

**TINA BROOKS**

Tina Brooks is executive vice president for programs for the Local Initiatives Support Corporation, where she has oversight for the growth and integration of program strategies within LISC’s national programs and the 30 local LISC offices across the country. Before coming to LISC, Brooks was undersecretary for housing and community Development and director of the Department of Housing and Community Development (DHCD) for Massachusetts Under her leadership, Massachusetts reinvigorated its community development agenda. Brooks came to state government after more than 15 years in affordable housing and community development. She was a vice president for emerging markets with GMAC Mortgage, creating affordable and first-time homebuyer programs. At GMAC Commercial Holdings she was vice president for Development facilitation, where she supported the efforts of tax credit developers in structuring transactions for investment. A native of Philadelphia, she began her career in landscape architecture and planning.

**BARBARA BURNHAM**

Barbara Burnham is vice president for Federal Policy with the Local Initiatives Support Corporation (LISC) in Washington, D.C., focusing on urban and rural federal housing and community development policy. She was formerly the senior program director for the Greater Miami LISC program and senior program director of Rural LISC. Burnham began her career in community development as a Peace Corps volunteer in Venezuela, working with consumer and credit cooperatives. Since that time she has worked in many areas of community development including banking, grant-making, education, workforce development and city and state government and as the executive director of the Fenway Community Development Corporation in Boston. Burnham has bachelors and masters degrees from Boston University and is an alumna of the JFK School of Government’s Executive Program for Local and State Government.

**JIM CAPRARO**

Jim Capraro, the “Senior Fellow” of the Institute for Comprehensive Community Development, has more than 35 years of community organizing and development experience, beginning in the early 1970s as a community organizer pursuing the passage of the Home Mortgage Disclosure Act and the Community Reinvestment Act. In 1976 he was the founding executive director of the Greater Southwest Development Corp. a community development corporation on Chicago’s Southwest Side, where he remained until 2010, when he retired to form Capraro Consulting, where he specializes in comprehensive community development, strategic planning, community organizing, collaboration/partnership, and non-profit management. His clients include neighborhoods, governments, and philanthropies. LISC and several LISC sites have employed the firm to assist in the roll out of its signature “Sustainable Communities” comprehensive community development approach.

**TOM DEWAR**

Tom Dewar, a Baltimore resident, is co-director of the Aspen Institute’s Roundtable on Community Change. He recently co-authored the Roundtable’s “Voices from the Field III: Lessons and Challenges from Two Decades of Community Change Efforts.” Earlier, he lived and worked in Bologna, Italy and taught at Johns Hopkins’ School for Advanced International Studies for five years; was director of evaluation for the MacArthur Foundation in Chicago for three years; was a senior associate with
Rainbow Research in Minneapolis for six years; and professor at the University of Minnesota’s Humphrey Institute of Public Affairs, where he taught and conducted action research for more than 15 years. Dewar has helped to start and run a range of activist and community organizations and projects, such as the Organizing Apprenticeship Project (to mentor young organizers from disadvantaged communities), Cooperating Fund Drive (to raise funds for local social action through a community endowment), and the Youth Organizing Institute (to build the organizing and leadership skills of young people from across the Balkans).

MARIANO DIAZ
Mariano Diaz is LISC’s western regional vice president, responsible for LISC operations in Los Angeles, the San Francisco Bay Area, San Diego, Washington State, Phoenix, and Houston. He joined LISC in 2007 from The San Diego Foundation, a $500 million community foundation, where as senior vice president, community partnerships, he was responsible for the strategic planning, implementation of community improvement programs and supporting grants in the areas of human services; science and technology; environment; arts and culture; and civil society. Prior to that, Diaz was global director for the Nike Foundation and community affairs operations. Earlier, as owner and principal consultant of Esme and Associates, he provided capacity building strategies to California-based nonprofit organizations and public service agencies. He has a bachelor’s degree from the University of California, Santa Barbara, and a master’s of education degree in administration, planning and social policy from Harvard University’s graduate school of education.

BARBARA FIELDS
As regional administrator for the U.S. Department of Housing and Urban Development, Barbara Fields is HUD’s liaison to mayors, city managers, elected representatives, state and local officials, members of Congress, private and non-profit developers, stakeholders and customers. She’s one of 10 regional administrators in the United States. Prior to joining HUD, Fields for 20 years was the executive director of the Rhode Island office of Local Initiatives Support Corporation (LISC). While at LISC, she developed a record of building a strong community development sector that produced affordable housing and she successfully linked housing development in low-income communities with strategic community economic development, education and public safety initiatives. Fields has a bachelor of arts degree in political science and German from Tufts University and a master’s degree in city planning from Massachusetts Institute of Technology.

EILEEN FIGEL
Prior to becoming the director of the Institute for Comprehensive Community Development in 2010, Eileen Figel was Mayor Richard M. Daley’s First Deputy Commissioner for the City of Chicago Department of Planning and Development. For more than 20 years, she has provided community planning, development and public policy services to community organizations, municipalities and developers across the United States. Her professional experience includes community revitalization, environmental planning, business and economic development, capital improvement planning, and land use and zoning. Figel holds a master’s degree in urban and regional planning from the University of California at San Diego. 

REV. NORMAN FONG
Rev. Norman Fong is the executive director of San Francisco’s Chinatown Community Development Center (Chinatown CDC). Founded in 1977, Chinatown CDC is an award winning community development corporation with a comprehensive program of community organizing, neighborhood planning, affordable housing development, property management and
resident services. Throughout his tenure at Chinatown CDC, Fong has paved the way for community engagement and leadership development as vehicles in fighting for improved quality of life, quality housing, and safe communities. In the 1990s he developed Adopt-An-Alleyway (AAA), a youth leadership program where youth improved the conditions of San Francisco Chinatown’s alleyways through youth-led neighborhood service. Through advocacy, AAA empowers youth to become effective future community leaders. His leadership extends from the youth to seniors in the community, with 4,000 low-income and monolingual residents committed to grassroots organizing and coalition building.

**STEPHANIE FORBES**
Stephanie Forbes, the executive director of LISC’s Bay Area office in San Francisco, has more than 18 years of direct experience in the field of affordable housing and community development. Prior to joining LISC in 1998, she was with the City of Oakland where she developed and implemented the city’s affordable housing policies and coordinated its community reinvestment programs. Prior to that, Forbes was a consultant on housing, community development, and welfare policy issues in Southern California. A San Francisco native, she received a bachelor of arts degree from the University of California at Berkeley and a master of arts degree in urban and regional planning from the University of California at Los Angeles.

**ISELA GRACIAN**
Isela Gracian is associate director of the East LA Community Corporation in Los Angeles. She joined the organization in 2004, managing ELACC’s implementation of the Los Angeles Works for Better Health Initiative working to improve the health of the community by creating access to better job opportunities. Currently, she supervises half of the ELACC management team staff. The California Women’s Foundation recognized Gracian for her cutting edge work formulating solutions to community issues by appointing her a California Women’s Policy Institute Fellow in 2006/2007. She is a graduate of UC Davis.

**GRETA HARRIS**
Greta Harris is LISC’s program vice president responsible for LISC operations in Washington, DC, Virginia, Winston-Salem, Jacksonville, Tampa Bay, and South Florida. Prior to moving into that position in 2006, she was executive director of LISC’s Virginia office. Before joining LISC, Harris worked as an architect in New York and Philadelphia and for community development corporations in Philadelphia and Richmond. She has a master’s degree in architecture and urban design from Columbia University and an undergraduate degree from Virginia Tech.

**JOE HORIYE**
Joe Horiye is the executive director of LISC’s San Diego office, where since 2002 he’s provided leadership, strategic direction and operations oversight. Prior to LISC, Horiye headed fund development for student affairs of San Diego State University and also was president of a nonprofit public benefit company that provided more than 1,000 units of housing and community services to low- and moderate-income families. Other previous work experience includes serving as a legislative assistant for Congressman Norman Y. Mineta (former Secretary of Transportation to President George W. Bush), aide for the Greater San Diego Chamber of Commerce, and president of a university auxiliary corporation. Horiye received a bachelor of science degree in finance from San Diego State University, where he served as that university’s first Asian and Pacific American student body president.

**MONIQUE “THE BUS” HOWARD**
Monique “The Bus” Howard overcame numerous obstacles to become president of the Ryon Civic Club, earn a criminal justice degree with an athletic scholarship, build a restaurant management career, and win three consecutive Women’s Professional Football League (WFL)
Super Bowl Championships. She earned the nickname “The Bus” and MVP accolades with the Houston Energy. A native Houstonian, she is an Upward Bound counselor in the Houston Community College District and the founder and president of Ryon Sports, a non-profit youth sports and education organization. Every year, Howard prepares holiday meals for the homeless in her community. In 2011, she cooked, packaged, and delivered 65 Thanksgiving Day dinners and 100 Christmas holiday dinners to homeless men in her community. She worked with LISC and Avenue CDC in Houston to produce a mural with images that reflect the neighborhood’s cultural diversity.

JOE KRIESBERG
Joe Kriesberg is the president and CEO of the Massachusetts Association of Community Development Corporations, which represents CDCs throughout the state. He joined MACDC in 1993 as vice president and served in that capacity until becoming president in July 2002. He oversees the agency’s advocacy work with public and private sector entities, its capacity building work with members, its long term strategic planning, its collaborations and partnerships and internal operations. Kriesberg has launched several innovative new programs at MACDC, including the Mel King Institute for Community Building, the GOALs Initiative, the biennial MACDC conventions and the Community Development Innovation Forum, a collaborative process to identify and implement strategies. Prior to working for MACDC, Kriesberg worked for eight years on energy and environmental issues for nonprofit organizations in Washington DC and Boston. He has a bachelor’s degree from Binghamton University and a law degree from Northeastern University.

CLARENCE PAGE
Clarence Page, the 1989 Pulitzer Prize winner for Commentary, is a columnist syndicated nationally by Tribune Media Services and a member of the Chicago Tribune’s editorial board. Page is also a regular contributor of essays to The News Hour with Jim Lehrer and has been a regular on The McLaughlin Group, NBC’s The Chris Matthews Show, ABC’s Nightline and BET’s Lead Story news panel programs.

INDIA PIERCE LEE
India Pierce Lee, the program director for neighborhoods, housing and community development at the Cleveland Foundation, has 20 years of experience in housing and community development. She helps lead the foundation’s revitalization efforts in the Greater University Circle area, an initiative that involves everything from transportation and housing assistance to education, safety, community wealth, and economic inclusion. Prior to joining the Cleveland Foundation, Lee was senior vice president of programs at Neighborhood Progress Inc., where she led several joint initiatives, including the Cleveland Neighborhood Partnership Program. She also spent time with the Northeast Ohio Local Initiatives Support Corporation, the City of Cleveland’s department of economic development, and the Mt. Pleasant NOW Development Corporation. Lee earned a bachelor’s degree in management from Cleveland’s Dyke College and a master of science degree in social administration from the Mandel School.

ERIKA POETHIG
Since 2009, Erika Poethig has been the deputy assistant secretary for HUD’s Office of Policy Development and Research. Prior to that she was the associate director for housing in the program on Human and Community Development at the John D. and Catherine T. Mac Arthur Foundation. As associate director, Poethig focused on regional policy and practice, housing policy and research, and on the $150 million special initiative for the preservation of affordable housing. Earlier, she was the assistant commissioner for policy resource and program development at the City of Chicago’s Department of Housing. Poethig was a
member of Phi Beta Kappa while attending the College of Wooster, participated in the Fulbright Scholar program at the University of Vienna and holds a master's degree in public policy with concentrated coursework in urban poverty and inequality from the University of Chicago.

RAUL RAYMUNDO
Raul Raymundo, CEO of The Resurrection Project, is a co-founder of the comprehensive and holistic community development institution in Chicago's Pilsen neighborhood. Since its inception in 1990, TRP has leveraged more than $200 million in community reinvestment through the development of affordable housing, community facilities and economic development initiatives. Raymundo graduated from Carleton College and is a 1996 Leadership Greater Chicago Fellow. In addition to his work at TRP, Raymundo is active in the city's civic community. In 2009, Cardinal Francis George appointed him to the Archdiocese of Chicago Catholic School Board, and in 2007 Mayor Richard M. Daley appointed him to the Chicago Metropolitan Agency for Planning. He also serves as a director on several civic boards including the Executive Council of Chicago Metropolis 2020.

DOUGLAS RICE
As a senior policy analyst with the Center for Budget and Policy Priorities, Douglas Rice focuses on the impact of federal housing policy on low-income families. He came to the Center in 2005 with a wide range of experience in policy analysis, advocacy, and education. Most recently, Rice was director of housing and community development policy at Catholic Charities USA, which represents one of the nation's largest networks of housing and social service providers. Prior to that, he worked as a consultant and taught at the University of San Francisco. Rice has a bachelor's degree from Harvard University and doctorate from the University of Massachusetts at Amherst.

MICHAEL RUBINGER
Michael Rubinger has been the president and CEO of Local Initiatives Support Corporation (LISC) since 1999. Prior to joining LISC, he was the executive vice president of the Pew Charitable Trusts, one of the largest private foundations in the country. Rubinger has more than 40 years experience in the housing and economic development fields. He worked for the City of New York as assistant commissioner of employment and training and was also responsible for planning and implementing various housing and employment-related national demonstration projects for the Manpower Demonstration Research Corporation, a non-profit policy research corporation. Earlier in his career, he helped to administer the Ford Foundation's community and economic development initiatives. He is a graduate of Brown University and the Fletcher School of Law and Diplomacy at Tufts.

FRANK SHEA
Since January of 2000, Frank Shea has been executive director of the Olneyville Housing Corporation (OHC) in the Olneyville neighborhood of Providence, R.I. OHC takes a holistic approach to community strengthening which includes economic development, individual wealth building, and collaboration with residents to build wealth and strengthen their community bonds. Earlier, Shea was director of program development for the National Association of Housing Partnerships (now known as the Housing Partnership Network), a national network of large, public private housing development organizations. He is a Boston native and 1984 graduate of Harvard College.

JIM STARK
Jim Stark has served as executive director of Fayette County Community Action Corporation since 1986. He is a graduate of the University of Pittsburgh Graduate School of Public and International Affairs and is on the National Rural LISC Advisory Committee and the Rural LISC Pennsylvania Steering Committee.
JULIA STASCH

Julia Stasch is vice president of US Programs of the John D. and Catherine T. MacArthur Foundation, where she is responsible for the foundation’s major grantmaking areas in the United States, including strategies related to justice, housing, education, community and economic development, and social and economic policy. Prior to joining the MacArthur, she worked for the City of Chicago, first as commissioner of the city’s Department of Housing and most recently as chief of staff to Mayor Richard M. Daley. As commissioner she led a process resulting in the city’s commitment to a $1.3 billion five-year plan for affordable housing. As chief of staff, one of her significant accomplishments was the design and negotiation of the $1.5 billion plan for transformation of public housing in Chicago. Previously, Stasch was president and CEO of Shorebank Chicago Companies, one of the first four employees of the Chicago-based real estate development firm Stein and Company, and, during the first Clinton Administration, was deputy administrator of the General Services Administration, a 20,000-person agency responsible for management of government-wide building construction, leasing, and management. She is a summa cum laude graduate of Loyola University, and has a master’s degree from the University of Illinois at Chicago.

GEORGE S. WRIGHT

George Wright serves as director of community relations for Citibank’s Global Consumer Group. Before joining Citi in 2007, Wright was director of emerging markets at Washington Mutual. He began his career at Citicorp / Citibank in Illinois in 1984 as a loan originator and later moved into the position of CRA / Fair Lending national marketing manager where he worked with all Citibank entities from a CRA / Fair Lending marketing perspective. George’s last role at Citibank was as Community Investment Officer for the central region. Wright received his BS degree in Psychology from St. Joseph’s College and did his graduate studies at Illinois Institute of Technology. He has served and continues his participation in a host of activities that promote fairness in the area of financial services.

PETER A. TATIAN

Peter A. Tatian is a senior research associate in the Urban Institute’s Metropolitan Housing and Communities Policy Center. His areas of interest include housing policy, neighborhood indicators, and community development. He is one of the key staff on the Institute’s National Neighborhood Indicators Partnership, which makes use of local data to promote community building activities in over 30 US cities, and is currently leading the Institute’s NeighborhoodInfo DC partnership, a neighborhood data system and civic engagement tool for the District of Columbia. He is also directing the Urban Institute’s evaluation of NeighborWorks America’s National Foreclosure Mitigation Counseling program, which provides counseling services to homeowners facing foreclosure. Tatian co-directed the Neighborhood Change Data Base project, which brought together comparable neighborhood-level indicators from the 1970 to 2000 Decennial Censuses. He has a bachelor’s degree in mathematics from the Massachusetts Institute of Technology.
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