



Lessons Learned From the *Get Mobile Forum on Mobile Technology for Community Engagement*

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THE CALIFORNIA ENDOWMENT

The California Endowment is a private, statewide health foundation with a mission to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians. Health Happens Here is the core of The California Endowment's work. It challenges the Endowment to think about people's health beyond the doctor's office and beyond the good vs. bad choices people make. In reality, our health happens where we live, learn, work and play. In 2010, The California Endowment embarked on a new, 10-year strategic direction: Building Healthy Communities. Its goal is to support the development of communities where kids and youth are healthy, safe, and ready to learn.



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Guided by Ambassador Walter Annenberg's belief that communication impacts all aspects of society and should be used in the public interest, the Center on Communication Leadership & Policy (CCLP) unites visionary ideals with impactful scholarship and practical applications that promote innovative solutions to policy and social concerns. Based at the University of Southern California, CCLP is a policy center that conducts and disseminates research, organizes courses and fosters dialogue through programs, seminars and symposia for scholars, students, policymakers, and working professionals. CCLP focuses its activities on issues covering The Role of Media in a Democracy, Women & Communication Leadership, and Communication Technology and Social Change.

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Personal Message From the Forum Chairs

One year ago, our two organizations came together to look for ways to apply advances in mobile technology to the work of the Building Healthy Communities Initiative. The result was the *Get Mobile Forum*, held on April 2, 2014, at The California Endowment headquarters in downtown Los Angeles. The forum brought together leaders in mobile technology with community organizations in Southern California.

This partnership between The California Endowment and the University of Southern California's Annenberg Center on Communication Leadership & Policy (CCLP) is built on a common desire to ensure mobile technology becomes part of our engagement toolkit for finding solutions to improve the health of all Californians.

This report presents the lessons learned and feedback from participants of the *Get Mobile Forum* and recommends ways in which key insights from the forum can be translated into changing the way our community organizations use mobile technology to foster positive social change.

We hope you will join us in this effort to look for ways that mobile technology can improve the health of communities across California. We also want to thank the participating community partners for taking the time to explore possibilities with us and refine our collective thinking about the role of mobile technologies in increasing community engagement and power.



Beatriz Solis

Program Director
The California Endowment
Healthy Communities (South Region)



Geoffrey Cowan

Director, USC Annenberg CCLP
President, Annenberg Foundation
Trust at Sunnylands



Introduction

More than 90 percent of American adults own or have access to a cellphone.¹ This explosion in the use of mobile technology is fundamentally altering how we interact with our workplaces, schools, governments, and communities. Mobile applications and mobile-enabled websites are transforming previously laborious tasks, such as asking for directions or purchasing tickets to the latest Hollywood movie, into quick and seamless clicks on a mobile device. However, the power of mobile technology also is being unleashed to build better social systems in the United States and around the world. Harvard scientists are using cellphone data to fight malaria in Kenya.² Democratic activists around the globe are harnessing the networking power of social media available through mobile applications to organize protests. The U.S. Federal Emergency Management Agency is able to send text messages to residents about extreme weather events, national emergencies, and other crisis situations.³

Given the widespread availability of mobile devices and increasing access to broadband communications, The California Endowment and CCLP sought to explore how these technologies could be leveraged to advance community health and well-being. The key question is not if, but how mobile technology can be leveraged to foster and amplify community engagement and empowerment.

The Mobile Landscape

- 6.8 billion mobile subscriptions globally⁴
- 90 percent of American adults own a mobile phone
- 58 percent of Americans have access to a smartphone⁵
- 40 percent of Americans use a mobile device to access a social network⁶



The Get Mobile Forum

The *Get Mobile Forum* brought together local community organizations that are—as Beatriz Solis, Director of The California Endowment’s Building Healthy Communities (South Region), noted in her opening remarks at the forum—committed to “building power in community and shifting and recognizing that there needs to be a change.” These organizations already have a strong presence and deep resonance in their communities. The challenge for the *Get Mobile Forum* was not to push a mobile strategy on community organizations, but to explore how mobile technology could advance their work and amplify the relationships and successes that they have already built.



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Many participating organizations had already begun to explore mobile technology strategies to varying degrees. During pre-event interviews and surveys, participants reported significant use of email, Facebook, and mobile-enabled websites. However, few had branched out beyond these well-established platforms. Concerns about the cost of mobile tools, difficulty measuring the effect of mobile strategies, and the low priority of incorporating mobile technology were identified as the greatest obstacles. Many leaders told us that they were interested in leveraging mobile technology, but were unsure how to approach it productively.

Despite these concerns, community leaders expressed a deep interest in the potential these new tools afford. Although some participants could not identify which specific mobile tools would be useful, they were aware of areas in which they believed technology might be helpful. Many spoke of their organizations’ interest in finding tools to deepen their understanding of their communities to better inform their work. For instance, East L.A. Community Corporation works extensively with immigrant communities and is currently engaged in a project with unlicensed street vendors in Los Angeles. Vice President of Operations Isela Gracian said she hoped technology could accurately map the distribution of vendors to better tailor the organization’s outreach efforts and achieve its intended results.



Some participants, such as Tammy Bang Luu of the Labor Community Strategy Center, were interested in tools to boost internal efficiency and productivity by simplifying essential functions such as gathering information and feedback from event attendees. Others were forthright about their unfamiliarity with mobile technology for community engagement and their lack of knowledge about which tools could be utilized in their organizations.

Although mobile technology is spreading, its adoption for the purposes of building better communities is still in its infancy. Not everyone is comfortable with technology or has access to the latest smartphone and mobile applications, especially in low-income and immigrant communities. Mobile strategies must therefore be responsibly designed to meet the needs of the people they intend to serve. The *Get Mobile Forum* encouraged participants to scrutinize the promise of mobile tools against their real-world relevance and impact in the community.

As much as the *Get Mobile Forum* was designed to connect organizations to technological resources and expertise, the event also was intended to encourage technologists to learn from communities and incorporate on-the-ground expertise in the development of new tools. Experts such as USC Annenberg Professor Gabe Kahn and Annenberg Innovation Lab Project Manager Jake de Grazia, who together developed an emergency mapping tool called PulsePin, urged participants to “tell us what you need.” This approach encouraged a more open collaboration among communities, organizations, and technologists in developing innovative solutions.





“ The problem is not a lack of innovation. The problem is a lack of scaling something up when we find something that works. ”

—Dr. Robert Ross

Although centered on the theme of technology, the heart of the *Get Mobile Forum* was not about devices but about people and how individuals can be empowered to effect change in their communities. Technology is only as valuable as its application; its real power lies in amplifying human connections and initiative. Used effectively, mobile technology opens unprecedented new avenues for mobilization, and it is this mobilization of communities, as The California Endowment’s President and CEO Dr. Robert Ross noted in his opening address, that paves the way for vital innovations.

In consultation with The California Endowment, its technological partner, ZeroDivide, and pre-forum interviews with community leaders and mobile technologists, CCLP identified seven key objectives for the *Get Mobile Forum*.

Key Objectives

1. Discover and showcase technologies aimed at empowering community organizations and deepening community engagement
2. Focus on tools to engage youths and low-income communities
3. Identify existing technologies that residents are already using and demonstrate how these technologies can be used effectively for community engagement
4. Explore existing areas of successful engagement in The California Endowment community that can serve as models for community engagement
5. Ensure these technologies are accessible to community partner organizations and their constituents
6. Consult with stakeholders to ensure the forum is inclusive and open
7. Present methods for measuring impact

These objectives served as the foundation for the *Get Mobile Forum* and informed the format and composition of the event. The objectives were ambitious and provided a benchmark with which to evaluate success and areas for improvement.



FORUM OVERVIEW

Morning Session

Mobilizing Communities—Bill Moore (Zello)

Mapping Movements—Professor Gabriel Kahn (USC Annenberg) and Dr. Malcolm Williams (RAND)

Using Your Data—Christine Campigotto Albert (Civis Analytics)

Lunch Session

Mobile app demonstrations

Mobile Games—Benjamin Stokes (Games for Change)

Afternoon Session

Mobilizing Social Media—Dr. Shelly Farnham and Dr. Andrés Monroy-Hernández (Microsoft FUSE Labs)

Know Your Audience—Professor Dana Chinn (USC Norman Lear Center)

Text Message Campaigns—Jed Alpert (Mobile Commons)

A copy of the full agenda and video recordings of the forum's presentations are available online at www.GetMobileForum.org.

Key Discoveries



The *Get Mobile Forum* addressed a wide range of approaches to and applications of mobile technology, with each presenter highlighting lessons from a particular area of expertise. Throughout the presentations and discussions, common themes emerged. These key themes form a framework for exploring mobile technology for community engagement and can help to guide the development of an effective mobile strategy.

1. TECHNOLOGY IS A TOOL, NOT A SOLUTION

Although the *Get Mobile Forum* sought to leverage the opportunities of mobile technology, the presentations and discussions cautioned against thinking of technology as a silver bullet. As USC Professor Dana Chinn said, “The question I challenge you to have is not what you should do with mobile, but to ask the question, how can you use mobile to have the impact that you want on the people that you serve.” Or, as Jed Alpert, CEO of Mobile Commons, suggested: “Technology for the sake of technology is absolutely pointless ... but technology in furtherance of some core objective that your organization has can be incredibly useful and should supplement and advance that core objective.” This critical consideration of technology as a tool rather than a solution became a central theme and grounded the forum’s discussions in real-world practicalities.

Sometimes the simplest tools are the most effective. “Text messaging is the No. 1 way by far that human beings on Earth communicate,” said Jed Alpert, CEO of **MOBILE COMMONS**, which specializes in text message campaigns. Text messaging offers a quick but highly personal connection, which translates to an unparalleled response rate. Community organizations may find text messaging especially useful in reaching key audiences among minority, youth, and immigrant communities, which can vary in their use of the newest mobile tools but tend to have broad access to text messaging.



2. INTEGRATE THE ESTABLISHED WITH THE INNOVATIVE

Mobile tools should build on areas of strength for organizations, buoying rather than replacing invaluable human connections cultivated in communities. Organizations should weigh the reach and convenience of established tools, such as text messaging and email, and the power of innovative tools to tap into new opportunities, to find the balance that works best for them. Organizations also should consider what unique needs their audience might have or whether conventional tools are sufficient.



When protesters and social activists took to the streets of Turkey, Egypt, Venezuela, and Ukraine, they turned to Bill Moore's mobile app **ZELLO**. The walkie-talkie app empowered social movements with the ability to communicate and organize instantaneously and anonymously.

GAMES FOR CHANGE's Benjamin Stokes encouraged organizations to think creatively about how to sustain engagement. Games, Stokes says, are "as old as culture," and their inherent interactivity can make them a great option for engaging people with a campaign or with one another.



3. FOCUS ON IMPACT, NOT REACH

Using mobile technology and social networks to reach a massive number of people has never been easier. But there is a risk of being blinded by the numbers associated with a far-reaching mobile strategy: the number of contacts added to an email list, Facebook and Twitter followers won, and likes and shares earned on social media platforms. As Civis Analytics' Engagement Manager Christine Albert explained, "Organizations and funders often focus on numbers because it's the easiest metric," but in doing so they can gloss over the real impact and value of those relationships. Many organizations, as Professor Chinn noted, continue to use a "spray and pray" model of trying to reach the maximum number of people possible. The more effective approach, as many presenters stressed, is to move beyond a focus on size and toward an understanding of the target audience.



Christine Albert of **CIVIS ANALYTICS** stressed that utilizing personal-level analytics does not necessarily require the scale or large investment involved in many of her company's projects. She noted, for instance, that many email clients are building in functionalities that allow organizations to measure open and click rates in messages, which can be an effective entrance point to audience analytics for small organizations. "The important thing to remember," Albert said, "is that the fewer things you're testing, the better. Testing one message versus no message is the easiest test you can do with the smallest sample size, and then scale up from there." Albert did note that there was no perfect answer for small organizations just yet but that companies such as Civis Analytics are working to build technological infrastructures for smaller organizations that lack the staff and resources currently required for more comprehensive data analytics.

4. MATCH MOBILE STRATEGY TO AUDIENCE

Once an organization has identified its target audience, it can begin to tailor a mobile strategy to engage that audience. The next question then becomes, where is that audience located? Mobile technology is spreading at an astonishing pace, but its reach and application are far from uniform: Teenagers use mobile technology differently from their parents, and low-income and some immigrant communities have different access to smartphones. Organizations also should consider what unique needs their audience might have, and whether conventional tools are sufficient. Bill Moore, CEO of Zello, noted that his application became the top mobile app in protest movements in Ukraine and Venezuela because it offered its users what they really needed and could not obtain through conventional tools such as Facebook and Twitter. Then, there is no grand "mobile strategy" that can be applied across different organizations. As Professor Chinn explained, "A mobile strategy is a device-specific strategy," and it is of little use to pour time and resources into the latest app if it is not relevant to your audience.

5. IMPROVE TECHNOLOGY'S ROLE IN COMMUNITY ENGAGEMENT THROUGH COLLABORATION AND OPEN DIALOGUE

There are countless mobile tools available to reach constituents, but the greatest power and promise may be in how mobile technology can help to empower individuals to effect change on their own terms and better inform organizations and policy makers working on their behalf.

As Professor Cowan noted during the forum, “When people work together, that in itself is an empowering phenomenon. It’s one thing to give them something, it’s another thing to give them the chance to participate in the creation of it.” Technology cannot and should not replace human connection, but it can help to strengthen that connection by amplifying the voices of individuals and communities.

Introducing a new digital mindset in an organization can be a daunting task. Technology can seem intimidating and confusing. It can be difficult to convince people who have spent their entire careers developing traditional expertise in community engagement to embrace new tools and methods. Civis Analytics’ Albert noted that this kind of tension in institutional culture can be one of the greatest challenges in building a data-driven strategy. The most effective way to address this challenge, she suggested, is to create an environment of cooperation and dialogue in which technology is seen as an opportunity for improvement rather than a direct challenge to traditional strategies. For instance, rather than using data to show that 99 percent of an email list is not responding, focus instead on demonstrating what that remaining 1 percent is worth and how the same resources used to reach 90 unresponsive contacts can be better leveraged to engage ten valuable ones. Forum speakers also emphasized the need for open communication between community organizations and technologists, encouraging each to learn from the other in order to advance innovation and the development and application of effective mobile tools.

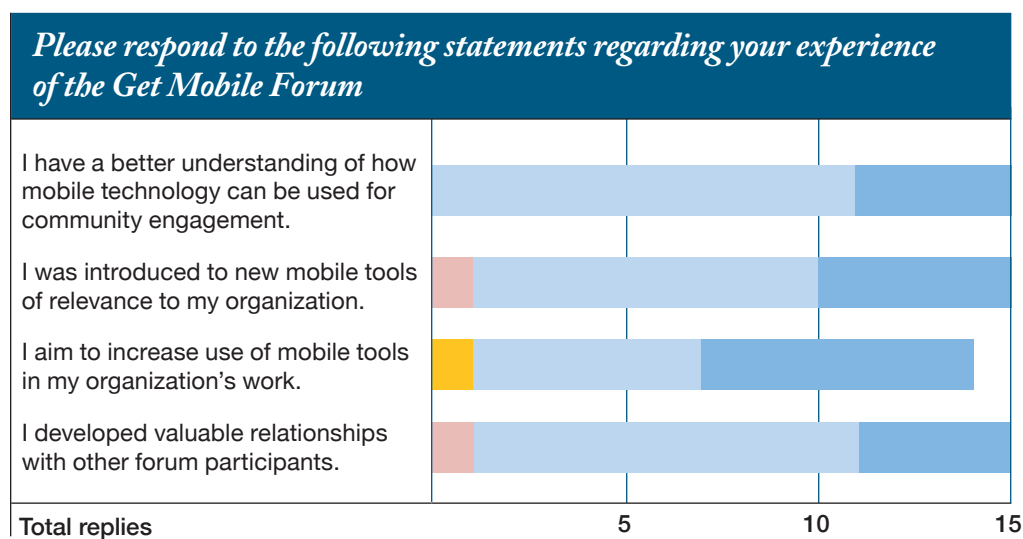
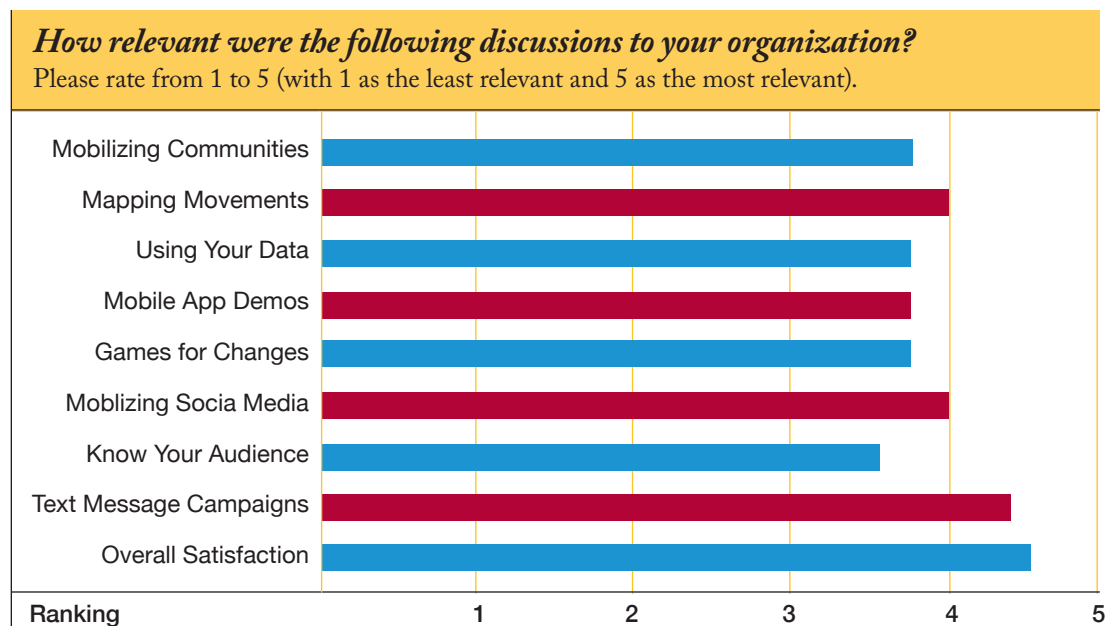
The USC Annenberg Innovation Lab developed **PulsePin** to empower citizens to proactively respond to emergencies and strengthen the resilience of their own communities. Using the mobile app, citizens can share photos and critical information that gives residents, authorities, and relief workers access to faster and more accurate information about a developing crisis situation.

Technologists are providing communities with tools to build and share narratives in their own voice. Dr. Andrés Monroy-Hernández and his colleagues at **Microsoft FUSE Labs**, for instance, have created **NEWSPAD**, an online platform that empowers communities to collectively write articles about local news and events. Dr. Shelly Farnham and her team, also at Microsoft, developed **WHOOPLY**, which encourages hyperlocal community engagement.



Participant Feedback

Before the conclusion of the event, participants were encouraged to provide their feedback about the forum and the relevance of the mobile technologies and community engagement strategies presented. Fifteen participants completed either an online survey or a paper questionnaire. The results suggest that the majority of survey participants found the *Get Mobile Forum* useful, with 100 percent of respondents indicating that they would be interested in attending more forums about the use of mobile technology for community engagement. At the same time, 88 percent of respondents stated that the themes and topics of any future forums regarding mobile technology for community engagement could be improved.



We received a wide array of responses to the open-ended question, “How has the Get Mobile Forum affected your vision for a mobile strategy?” Many of the respondents described being energized by the possibility of using mobile technologies in their campaigns.

“*It allowed me to see possibilities for many possible campaign strategies and also to analyze and try to really be critical while analyzing data. I feel empowered to explore new routes for implementation for these tools.* (Santa Ana Building Healthy Communities)

It has opened my mindset on apps that we can utilize in different components of our work. It was a great opportunity to network with other organizations and companies that have similar agendas. (California Calls)

We will certainly explore the tools we learned about today and discuss with our team to decide what we want to implement moving forward. It was a very exciting event! (Community Coalition)

It was really helpful to step away from the daily grind and hear about some innovations that are being tested or even being widely used by others. We have financial and cultural barriers to thinking about how to use such tools to further our work but now I have inspiration to take back to my team to discuss. (Asian Americans Advancing Justice)

During post-forum interviews, we obtained feedback from both speakers and grantees about the challenges involved in introducing new technologies to organizations. Professor Chinn said, “What I have found is that the grantees need some explicit connect-the-dots and more individual one-on-one sessions that outline how they are going to do it.” Karin Wang, Vice President of Programs and Communications for Asian Americans Advancing Justice, added, “Because no one else benefited from attending in person and thus hearing directly about or seeing demonstrations of using mobile technology for social-change work, the response was mostly neutral or skeptical. It was difficult for me to meaningfully convey the potential impact and opportunities I had witnessed in person.” Many participants suggested that maintaining momentum from the forum was a significant hurdle in adopting new technologies.

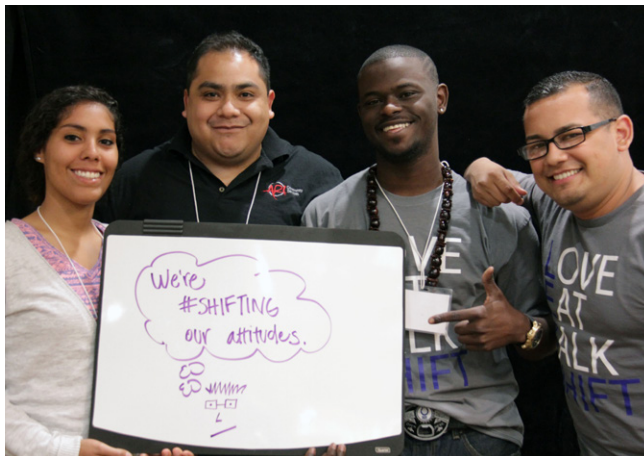
Main Feedback Themes

- Discovered tools that were previously unknown
- Increased understanding of mobile technology
- Expected greater engagement in one-on-one workshops
- Appreciated the diversity of the audience and speaker interests
- Wanted better links between presentations and work of the grantees
- Developed useful connections with speakers, grantees, or both



Building Momentum

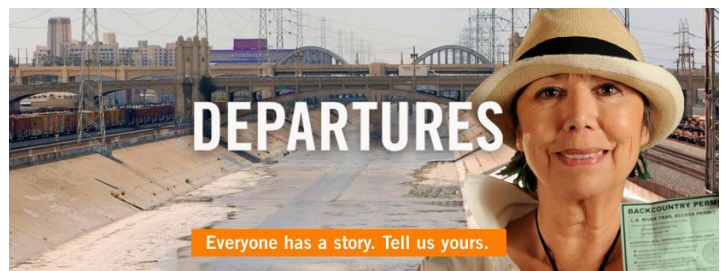
As a result of connections made at the *Get Mobile Forum*, ZeroDivide's Mike Rubio invited Professors Chinn and Kahn and Annenberg Innovation Lab's Jake de Grazia to speak at the #SHIFTNorCal Technology & Digital Media Convening held in Sacramento, California, on May 28–30, 2014. #SHIFTNorCal was held for The California Endowment grantees to support the Building Healthy Communities initiative. Professor Chinn, Professor Kahn, and de Grazia held one-on-one workshops with participants interested in learning more about their mobile strategies and technologies.



De Grazia described how participants signed up for and used the Annenberg Innovation Lab's mobile collaborative mapping tool, PulsePin. "Many people working with the Building Healthy Communities Initiative were able to very quickly think of ways that they could use PulsePin to create maps of different resources or problems in their communities," de Grazia said. He concluded that the ability to offer one-on-one workshops, during which individuals could witness firsthand how the technology worked, was a determining factor in PulsePin's enthusiastic reception at #SHIFTNorCal. The personalized workshops also allowed the technologists to receive feedback directly from users regarding ways

to improve their tools. Professor Kahn added that the workshop allowed participants to see the utility of his mobile application and provided him with the opportunity to witness how users interacted with it. It was this hands-on training with the technology that proved to resonate most with community organizers in the process of experimenting with new technologies for use in engagement strategies.

Public broadcaster and *Get Mobile Forum* participant KCETLink also is building on the momentum created at the *Get Mobile Forum*. Through its online community project, Departures, it will explore how communities throughout Southern California are using mobile technologies for community engagement.



Lessons for Future Events

Not only did the *Get Mobile Forum* provide a unique opportunity for technologists and grantees to interact and learn from one another, it also provided forum organizers with invaluable feedback and insights into tactics that could be used to improve future events.



Building a Better Forum

1. Offer 5-minute teaser presentations with the bulk of the time dedicated to one-on-one workshops with interested participants
2. Gather more detailed data on grantee objectives and current technology use to better tailor the themes of the event directly to practical applications
3. Incorporate a post-forum activity to allow each grantee to experiment with a technology for a specific period of time and report back on the results
4. During the lead-up to the forum, pair a specific technology with a grantee and perform a case study to present at the forum

Ultimately, the goal of the *Get Mobile Forum* was to inspire the adoption of practical mobile technologies for community engagement. There are steps that can be taken to strengthen and normalize the use of these tools in community organizations.

Adoption of Mobile Technologies

1. Encourage organizational leaders to drive the exploration and implementation of mobile strategies
2. Work with technical partners to develop a plan to incorporate technologies into daily work and organizational structures
3. Identify specific ways in which technology can advance the organization's overall strategy
4. Assess whether the organization has the financial capacity and skill set for adoption



Final Thoughts

The *Get Mobile Forum* aimed to jumpstart a conversation among attendees about how mobile technology could help advance their organizations' work and goals. While many left the event energized to explore new tools and strategies, it is important to recognize that there are significant barriers to the adoption of mobile technologies, which may require additional support or experimentation to overcome. For example, some organizations were eager to better understand how mobile technologies might affect database management; however, the financial cost of investing in data technologies may be beyond the capacity of many community organizations. The challenge for many will be to build a mobile strategy that fits their particular needs, resources, and goals. Nevertheless, the mobile revolution is here to stay, and the adoption of mobile technologies to increase and measure engagement is fast becoming the norm in all aspects of our social structures. The task remains for technologists and community organizers to leverage these technological advances and work together to build simple and affordable tools, which will result in identifiable and specific progress.



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Acknowledgements

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Appendix A: Forum Attendees

The following California Endowment partner organizations attended the *Get Mobile Forum*:



ASIAN AMERICANS ADVANCING JUSTICE LOS ANGELES is the nation's largest legal and civil rights organization for Asian Americans, Native Hawaiians, and Pacific Islanders.



CALIFORNIA CALLS is an alliance of 31 grassroots, community-based organizations spanning urban, rural, and suburban counties across the state. It engages, educates, and motivates new and infrequent voters among young people, from communities of color, and from poor and working-class neighborhoods, to make California's electorate reflect the state's diverse population.



CALIFORNIA COMMUNITY FOUNDATION is dedicated to strengthening communities of Los Angeles County through effective philanthropy and civic engagement. It fulfills its mission through fundraising, charitable fund management, grantmaking, and convenings with donors, financial advisers, local nonprofits and foundation partners.



COMMUNITY COALITION works to help transform the social and economic conditions in South L.A. that foster addiction, crime, violence, and poverty by building a community institution that involves thousands in creating, influencing, and changing public policy.



CITY OF LOS ANGELES: Representatives from the L.A. Metropolitan Transportation Authority, the L.A. County Supervisors, and L.A. Mayor Eric Garcetti's office attended the forum.



COMMUNITY PARTNERS offers expert guidance, essential services, and a strong dose of passion to help foster, launch, and grow creative solutions to community challenges through fiscal sponsorships, grantmaker partnerships, and knowledge sharing.



EAST L.A. COMMUNITY CORPORATION advocates for economic and social justice in Boyle Heights and East Los Angeles by building grassroots leadership, developing affordable housing and neighborhood assets, and providing access to economic development opportunities for low- and moderate-income families.



FIRST5 LA works to increase the number of Los Angeles County children ages 0 to 5 who are physically and emotionally healthy, ready to learn, and safe from harm.



INNER CITY STRUGGLE works with youth, families, and community residents to promote safe, healthy, and nonviolent communities in the Eastside and provides positive after-school programs for students.



KCETLINK is the new national, independent, public transmedia organization formed by the merger between KCET and Link Media.



KHMER GIRLS IN ACTION is a community-based organization whose mission is to build a progressive and sustainable Long Beach community that works for gender, racial, and economic justice led by Southeast Asian young women.



LABOR COMMUNITY STRATEGY CENTER is a Think Tank Act Tank with projects rooted in working-class communities of color, which address the totality of urban life with a particular focus on civil rights, environmental justice, public health, global warming, and the criminal legal system.



LIBERTY HILL FOUNDATION advances social change through a strategic combination of grants, leadership training, and campaigns.



LOS ANGELES ALLIANCE FOR A NEW ECONOMY is recognized as a national leader in the effort to address the challenges of working poverty, inadequate health care, and polluted communities.



SOCIAL AND ENVIRONMENTAL ENTREPRENEURS INC. was present as the fiscal agent for **East Yard Communities for Environmental Justice**, an environmental health and justice organization promoting a safe and healthy atmosphere for communities.



STRATEGIC ACTIONS FOR A JUST ECONOMY works on behalf of economic democracy, neighborhood integrity, and tenants' rights to help make L.A. a happier, more just place.



VISION Y COMPROMISO INC. works for the improvement of access and provision of quality bilingual and bicultural health care to Latinos.



YMCA OF METROPOLITAN L.A. is a cause-driven organization for youth development, healthy living, and social responsibility. The YMCA of Metropolitan Los Angeles works together with many community partners for the greater good.

Representatives from the following four *Building Healthy Communities* hub offices also attended the event: Boyle Heights, Long Beach, Santa Ana, and South Los Angeles. Hub offices serve to coordinate and facilitate multiple organizations and stakeholders within their communities, including residents, faith leaders, community-based organizations, local foundations, government officials, school representatives, public health practitioners, and others. It was therefore especially valuable to have hub representatives observing and participating in the forum who could then share the lessons and discussions of the event with their local partners.

Appendix B: Forum Speakers



Christine Campigotto Albert
Engagement Manager, Cavis Analytics



Christine Campigotto Albert is the Engagement Manager for nonprofit clients at Cavis Analytics, designing, managing production, and consulting on the implementation of data and analytics tools for a variety of nonprofit organizations.

Cavis Analytics is a technology and analytics firm that helps companies, nonprofits, and campaigns leverage their data to develop smarter strategy, make better decisions, and build stronger, data-driven organizations.



Jed Alpert
CEO, Mobile Commons



Jed Alpert is considered one of the foremost authorities on mobile communications strategy, and he and his work have been featured in the *New York Times*, the *Wall Street Journal*, the *Washington Post*, the *New Yorker*, *Fast Company*, *MSNBC* and many more. He is the author of the book *The Mobile Marketing Revolution: How Your Brand Can Have a One-to-One Conversation With Everyone*.

Mobile Commons runs text-messaging-based campaigns for companies, health organizations, nonprofits, and government agencies.



Professor Dana Chinn
Media Analytics Strategist, Norman Lear Center Media Impact Project



Dana Chinn is a lecturer at the University of Southern California Annenberg School for Communication & Journalism. She focuses on web analytics for news and nonprofit organizations, and is the media analytics strategist for the USC Annenberg Norman Lear Center Media Impact Project, funded by the Bill and Melinda Gates Foundation, the Knight Foundation and the Open Society Foundation.

The Norman Lear Center is a nonpartisan research and public policy center that studies the social, political, economic, and cultural impact of entertainment on the world.



Professor Geoffrey Cowan
Director, USC Annenberg Center on Communication Leadership & Policy
President, Annenberg Foundation Trust at Sunnyslands



Geoffrey Cowan is a USC University Professor, the inaugural holder of the Annenberg Family Chair in Communication Leadership, and director of the USC Annenberg School's Center on Communication Leadership & Policy. A former dean of the USC Annenberg School, Cowan also is president of the Annenberg Foundation Trust at Sunnyslands, a nonprofit organization that convenes high-level conferences for world leaders to address global challenges.



Shelly Farnham

Director, Research Scientist, Microsoft Research FUSE Labs



Shelly Farnham is a research scientist specializing in social technology research and development at Microsoft Research FUSE Labs. Her areas of expertise include online community, social networks, identity, mobile social, and civic media.

Microsoft Research FUSE Labs is a world-class research and rapid prototyping lab focused on innovation in social technologies, thinking three to five years out. The lab works in partnership with product and research teams to ideate, develop, and deliver new social, real-time, and media-rich experiences for home and work.



Professor Gabriel Kahn

Director, Future of Journalism, USC Annenberg Innovation Lab



Gabriel Kahn is a Professor of Professional Practice; Co-Director of Media, Economics and Entrepreneurship; and Director, Future of Journalism at the USC Annenberg Innovation Lab. He has worked as a newspaper correspondent and editor for two decades, including 10 years at the Wall Street Journal, where he served as Los Angeles bureau chief, deputy Hong Kong bureau chief and deputy Southern Europe bureau chief, based in Rome.

The Annenberg Innovation Lab's mission embraces media, culture, and society as the basis for innovation. Through its mission, the lab fosters transformational changes in participatory cultures.



Andrés Monroy-Hernández

Researcher, Microsoft Research FUSE Labs
Affiliate Professor, University of Washington



Andrés Monroy-Hernández is a researcher in FUSE Labs and an affiliate faculty member at the University of Washington. His work focuses on the study and design of social computing systems for creative collaboration and civic empowerment.

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Professor Mark Latonero

Research Director
USC Annenberg Center on Communication Leadership & Policy



Mark Latonero is the research director and deputy managing director at the Annenberg Center on Communication Leadership & Policy and a research assistant professor at USC. His work examines the intersection of technology and social change with a focus on human rights.



Bill Moore
CEO, Zello



Bill Moore is the CEO of Zello. Before Zello, Bill was the founder and CEO of Tuneln, the most popular global app for enjoying traditional broadcast radio.

Zello is social radio—a free, anonymous, walkie-talkie app used by more than 50 million people.



Dr. Robert K. Ross, M.D.
President & CEO, The California Endowment



Dr. Robert K. Ross, M.D., is President and Chief Executive Officer for The California Endowment, a health foundation established in 1996 to address the health needs of Californians. Dr. Ross has an extensive background as a clinician and public health administrator, and has been actively involved in community and professional activities at both the local and national levels.



Beatriz Solís, MPH, PhD.
Program Director, The California Endowment
Healthy Communities (South Region)



Beatriz Maria Solís is Program Director, Healthy Communities, South Region at The California Endowment. Solís is responsible for advancing the vision and strategic direction of the foundation's Building Healthy Communities: California Living 2.0. initiative, as well as helping achieve established goals and outcomes through the endowment's philanthropic efforts in Southern California.



Benjamin Stokes
Co-founder, Games for Change



Benjamin Stokes investigates real-world games and neighborhood empowerment. He is a co-founder of Games for Change. Benjamin was previously a MacArthur Foundation program officer in its portfolio on Digital Media and Learning, and is a postdoc scholar at UC Berkeley.

Founded in 2004, Games for Change facilitates the creation and distribution of social impact games that serve as critical tools in humanitarian and educational efforts.



Malcolm Williams, PhD.
Researcher, RAND Corporation



Malcolm V. Williams is a policy researcher at RAND whose background is in health services research. His research interests include racial and ethnic disparities in quality and access to care, trust in health care providers, and vulnerability to public health disasters.

The RAND Corporation is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier, and more prosperous.

Appendix C: Resources and Materials

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