**ABC Region 3 (R3) Community Board**

Below are two organizational charts that will help you as you familiarize yourself with the vignette that we will be role playing in this workshop. Following the organizational charts is a brief description of the community board and its current difficulties. After that, you will find descriptions of six players and the teams that they each lead.

We will assign you a role as you enter the workshop. We will do a brief introductory group CDP1 matrix with you, assign you to breakout rooms in which to work on CDP2-8 matrices, and then return to the main room, where we will use project management tools to teach you how to implement your Prosocial interventions.

**ABC City**

Mayor Juan Catalino

Community Boards

* R1: Iron District
* R2: Blue Hills
* **R3: Parks Landing**
* R4: Bells & Ladders

Department of City Planning

* Education
* Sanitation
* Water
* Electric

Farrell Williams

Alonzo Landing Project

**R3**

Commissioner Axel Jackson

Mario Gonzalez

Luxury Living

Deputy Lisa Chambers

Chief of Schools

Deputy Wanda Santiago

Chief of Public Works

Pilar Muñoz

Peal Street Community Leader

**Profile of ABC City’s Community Board System**

The Community Boards are chartered by the mayor of ABC as the fundamental connection between City hall and ABC residents across four regions. The primary mission of the community boards is to establish deep partnerships with communities in order to actively engage and mobilize ABC residents in City governance. Community Boards work with representatives of Mayoral agencies to ensure effective and efficient deployment of government services and the Mayor’s top policy priorities and initiatives.

Region 1 (R1) is composed of working-class residents (garment, light rail, and information service workers) living in the Iron District. R2 is made up primarily of upper middle income and higher income residents living in the lucrative Blue Hills neighborhood. *R3, the focus group of this Prosocial workshop, is composed of lower income and marginally employed groups that live in the Parks Landing subsidized housing apartment buildings*. R4 is known as Bells and Ladders; the city’s fire fighters, police, and municipal workers make up the largest portion of this community.

It is important to note that ABC community boards have no real governing authority. In fact, a few years ago, all four boards voted to reject Mayor Juan Catalino’s Mandatory Inclusionary Housing Act, but nothing happened. The unpopular housing policy was enacted and has led to widespread urban unrest because it has forced people to move from their desired neighborhoods into unwelcoming communities.

Despite this, the community boards function as a government watchdog structure; they serve as a means for groups to voice concerns about undesirable transformations within their neighborhoods. Some boards, like R3, are progressive and fight for more democratic and inclusive agendas. Others are conservative and battle to keep those with more limited means and those from underrepresented groups out of their communities because allowing them in has in the past led to lowering their tax base and decreasing the quality of education, sanitation, and emergency services. Regions 2 and 4 exemplify of this type of conservativism that is played out within the community board.

Because R3 is surrounded on the east and west by Regions 2 and 4, this board frequently reacts to threats from its neighbors. Currently, the board is being sued by Region 2 for its large development of a new housing project, called Alonzo’s Landing, that will border R2 if it is completed. To R3 and perhaps a growing portion of the city’s poor, the housing project represents much needed affordable housing. Surrounding regions are pressuring the Department of City Planning and Mayor Catalino to allow developers to build luxury condos that they argue will incentivize the developers to erect a 20% minimum of middle-income dwelling units.

An additional complication is that representatives of Mayoral agencies are politically savvy and highly educated, compared to residents that accept seats at the board. In R3, this is particularly problematic, because agency representatives are seen as cozying up to developers and possibly accepting bribes from them in exchange for votes to approve projects that other board members oppose.

The current battle over affordable housing versus luxury dwellings is playing out within this context.

**Profiles of Members and Groups**

***Commissioner Jackson***

Commissioner Axel Jackson was born and raised in ABC’s R4 district. He is one of three children to firefighter parents. His politics are centrist and he works hard to balance the needs of the diverse populations represented by the four community boards that he oversees. Commissioner Jackson has been accused by Farrell Williams and his Alonzo’s Landing housing development staff of accepting bribes from developers wanting to edge out Alonzo’s Landing in favor of luxury housing with 20% middle income units.

***Farrell Williams and the Alonzo’s Landing Project Team***

Farrell Williams heads the Alonzo’s Landing affordable housing project staff. Williams is a strong proponent of housing that will benefit ABC’s people of color. The lawsuit filed by R2 names Williams and is intended to scare him and his team into abandoning their effort and accepting the luxury housing bids from Mario Gonzalez and the Luxury Living Development Team. Although Williams has the support of his team and the community, he is very slow at getting things done, does not delegate tasks effectively, and as a result, many required tasks are languishing. There is concern among the community leaders that Williams’ leadership skills and his team’s follow through are not afforded proper oversight from the city government.

***Mario Gonzalez and the Luxury Living Development Team.***

Mario Gonzalez lives in R2 but sits on the R2 community board because of the bid that he and his team are trying to push through to push out Alonzo’s Landing and replace it with Luxury Living. Mario dropped out of high school early but has exceptional street smarts. He easily cavorts with Mayoral agency representatives and other landlords to form political blocks that are tough to beat. He is close personal friends with Commissioner Jackson, who he affectionately calls Action Jackson, since he has in the past been able to call upon Jackson to take action consistent with his group’s vested interests.

***Deputy Wanda Santiago, Chief of Public Works (Sanitation, Water, and Electric)***

Deputy Wanda Santiago has close ties to Gonzalez and Jackson, but she grew up in R3 and is on the fence about aborting the Alonzo’s Landing project. She supports public housing but is very concerned that the tax base of R3 will not be enough to sustain needed public services if Alonzo’s Landing goes through. She lives on the border of R2 and R3, and her two kids go to public elementary school in R2. She is concerned that if Alonzo’s Landing goes through, the schools her kids go to will be underfunded and under-resourced by the time her kids are in high school. This will impact their capabilities to compete for college scholarships; thus, Santiago’s interests are somewhat personal. The group working under Santiago ranges in affiliations and viewpoints.

***Deputy Lisa Chambers, Chief of Schools***

Deputy Lisa Chambers is a staunch supporter of Alonzo’s Landing and promises to assure quality schools and teachers, regardless of which housing development is approved. Chambers is a product of public schools in ABC herself and wants the best for all children. She is personally appalled by Deputy Santiago sitting on the fence about the project and suspects Santiago has personal motives that interfere with her professional civic duty. Chambers will take pot shots at Santiago during meetings and makes no effort to hide her disapproval of the Public Works chief’s indecisiveness. Others from the school team side with Chambers against Santiago.

***Pilar Muñoz, Pearl Street Community Leader***

Pilar Muñoz represents the Pearl Street neighborhood, where she lives. Rising housing costs and unemployment have plagued her community, where there is now a homeless tent community comprised not of addicts, but of poor families with young children and elderly relatives. Muñoz supports Alonzo’s Landing housing project, but she is deeply concerned that Farrell Williams does not seem organized enough to get things done. She is alarmed that no one is following up to see what tasks Williams and his team do and do not accomplish. Further, she sees no push from the Alonso’s Landing group to get things done, and worries that due to mismanagement, the Luxury Living team will outflank the much-needed housing project.