



NATIONAL ASSOCIATION  
OF THEATRE OWNERS  
OF CALIFORNIA/NEVADA

Date: 3/28/15

Submitted in Econ. Dev. Committee

Council File No: 14-1371-1 14-1371-51

Item No.: 1 14-1371-52

~~Prop.~~ Communication from the Public

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UltraStar Cinemas

December 2, 2014

Council President Herb J. Wesson  
Los Angeles City Council Room 430  
200 N. Spring Street  
Los Angeles, California 90012

RE: Minimum wage increase and its effect on motion pictures theatres.

Dear Council President Wesson,

On behalf of the Members of the National Association of Theatre Owners of California / Nevada we are presenting our comments and concerns with the proposed increases in minimum wage in the City of Los Angeles as suggested by several of your colleagues and staff. Attached is our position paper for consideration by the outside consultant as they begin their task of reviewing the impact the proposed increase will have on the economy.

Motion picture theatres are facing an ever-increasing competition for entertainment dollars. For many years, the average movie ticket price has corresponded fairly closely with the national minimum wage. An increase of minimum wage to \$13.25 could lead to a substantial increase in theatre admission price for Angelinos. Subsequently casualties of these costs may include: automated ticket kiosks, elimination of matinee shows, and replacement of ticket takers with turnstiles at theatre entrances, the reduction or eliminating concession counter staff in favor of self-serve machines. In other words staff reductions will be the ultimate cause of effect.

Staffing in a theatre has an average annual turnover rate of 100% - 200%, which consists of 90% - 95% part-time employees that are high school, community college and university students. It costs the theatres on average of \$450 - \$600 to train an employee and also pay a film rental fee that runs from 55% to as high as 90% of a films box-office receipt. Theatre owners operate on a modest profit margin of 10% to 16%.

We respectfully request that the impact of the minimum wage proposal on our industry be considered by the consulting team and the City of Los Angeles.

Thank you for your consideration in this matter.

Sincerely,

Milton Moritz

cc: Andrew Westall  
Justin Wesson

## IN CONSIDERATION OF MOTION PICTURE EXHIBITION

A presentation of economic factors which impact the theatrical motion picture exhibition industry

Prepared by

The National Association of Theatre Owners of California/Nevada

This presentation has been prepared in view of ongoing discussions within the City of Los Angeles regarding proposals to raise the minimum wage from its present rate of \$9.00 per hour to as high as \$13.25 per hour during calendar year 2017. The National Association of Theatre Owners of California/Nevada requests consideration of the facts contained herein which the Association believes supports its contention that imposing a minimum wage of \$13.25 per hour to the exhibition industry is unfair and would prove detrimental to that industry as well as to the public it serves.

1. **Staffing:** It is estimated that between 90% and 95% of the staff at motion picture theatres are part time employees. Staffs are primarily comprised of high school, community college and college students, and to a far lesser degree, senior citizens, working between 12 and 20 hours per week. Positions at motion picture theatres are particularly attractive to this population because of the flexibility allowed in scheduling hours around coursework. Shifts are available from morning to late night, seven days a week, with theatre management trying to accommodate individual employee preferences. Because of the limited hours most theatre employees are able to commit to, the majority of positions are not considered to be career path positions, or ones to be occupied by a family's principal wage earner. However, for those interested in a career in motion picture exhibition, opportunities do exist for advancement into management.

An added incentive for students interested in employment at NATO of California/Nevada member theatres is the Association's annual Scholarship Awards Program. Each year the Association awards \$250,000 in scholarships, ranging from \$5,000 to \$10,000 each, to deserving employees for community college, four year college or post-secondary vocational education.

For the vast majority of theatre staff, their initial position is their first paid employment, with most having had no real-world work experience. The cost in man-hours to train a new hire before they can be independently productive is estimated to be between \$450 and \$600. Proper training is extensive and addresses such areas as crowd control, ticket sales, money management, customer service, concession counter sales and food handling, accommodating patrons with special needs, emergency procedures and protocols and much more. And despite the considerable investment in each new hire, the annual employee turnover rate can, on average, run from 100% to 200%.

2. **Operational Expenses:** The average cost to build a new motion picture theatre runs in excess of \$1,000,000 per theatre screen. Thus, an eight-screen theatre complex, commonplace today, represents an initial investment in excess of \$8,000,000. Existing theatres have recently borne the expense of converting to digital format projection systems, requiring an expenditure of \$75,000.00 to \$125,000.00 per screen, plus additional costs for new directional sound systems required to maintain a competitive edge with home entertainment.
3. **Explanation of Revenue:** Motion picture theatres are totally dependent on film studios for content. Unlike most retail businesses where a consumer buys a product, theatres are not able to mark up their pricing based upon the cost of the goods they sell. The average retailer will usually mark-up product anywhere from 50% to 100% of cost. Theatres, on the other hand, only rent the films they show. Depending upon the popularity of the films being shown, the rental fees (film rental) may run anywhere from 55% to as high as 90% of a film's box-office receipts. In addition, when contracting to play a particular film, theatres often must guarantee a minimum number of weeks which they will play that film, regardless of how well or poorly it may perform.

Accordingly, when a theatre contracts to play a multiple week engagement of a film which fails to attract an audience, it is nonetheless committed to exhibit that film for the duration of the contracted time period, even if it means running it in an empty theatre. According to Bernstein Research analyst Todd Juenger, movie theatres have the largest amount of excess capacity of any industry to be found in the free world.<sup>1</sup>

Motion picture theatres operate on a very modest profit margin. After fixed overhead and other operating expenses, the average margin is between 10% and 16%, provided the film product from the studios performs successfully at the box-office. Having to rely on studios for the product they sell, motion picture theatres, unlike the majority of retail businesses, are not masters of their own destiny.

4. **Ticket Pricing:** For many years, movie ticket prices have corresponded fairly closely to the national minimum wage.<sup>2</sup>

Examples<sup>3</sup>: 2005 average ticket price was \$7.42; minimum wage was \$6.75  
2008 average ticket price was \$8.18; minimum wage was \$8.00  
2014 average ticket price is \$9.15; minimum wage is \$9.00

Should the minimum wage be increased to \$13.25, the average ticket price would in all likelihood increase accordingly.

Impact of \$13.25 Minimum Wage on Motion Picture Theatres: Movie-goers are very price sensitive. Motion picture theatres today are facing ever-increasing competition for entertainment dollars, and at lower prices, from numerous online content providers; providers who have no roots in the community and whose profits accrue no financial benefit to the city. Motion picture theatres have always been considered one of the most affordable choices for entertainment and the meeting center for many communities.

Statistics show that 12% of movie-goers are 60 years old and older.<sup>4</sup> A large segment of that demographic attends matinee performances when ticket prices are frequently reduced or when seniors are admitted at a reduced price. Were a \$13.25 minimum wage to be mandated, theatre owners could be forced to make operation adjustments, one casualty might be the elimination of matinee performances, as box-office receipts may not justify the cost of staffing. For senior citizens, especially those on fixed-income, afternoon movie-going offers affordable entertainment and a valuable means of social engagement. And for many, the loss of that experience would be hard felt. As suggested by noted British author and Guardian newspaper columnist George Monbiot, "Social isolation is as potent a cause of early death as smoking 15 cigarettes a day. Loneliness is twice as deadly as obesity."<sup>5</sup>

Among additional drastic cost-cutting measures which might be required to counter the effect of a \$13.25 minimum wage is the elimination of box-office staffing in favor of automated ticket kiosks, the replacement of ticket takers with turnstiles at theatre entrances, and reducing or eliminating concession counter staff in favor of self-serve vending machines. Such adjustments would not only take away from the overall movie-going experience which the public has come to expect, but at the same time would unfortunately eliminate a number of staff. Given that a 13-14 hour workday might be split between as many as three part-time shift works, the elimination of just four positions could affect as many as 12 employees at one single theatre.

It is the hope of the Association that all of the aforementioned will be given serious consideration. As demonstrated, imposing a \$13.25 per hour minimum wage on the motion picture exhibition industry would place a significant financial burden on theatre operations. The result would be felt in diminished services and reductions in staff, losses that would negatively impact the entire community.

Notes

<sup>1</sup>*Deadline Hollywood, Oct. 6, 2014, David Lieberman interview with David Passman, CEO, Carmike Cinemas*

<sup>2</sup>*Average ticket prices are based upon the combination of different ticketing categories: Children, Military, Senior, Bargain Days, Group Sales, General Admission, Matinees, etc.*

<sup>3</sup>*Ticket price averages are based on 2013 Theatrical Market Statistics data published by the Motion Picture Association of America, Inc., with adjustments made to reflect Los Angeles market increased cost of living relative to the national average.*

<sup>4</sup>*2013 Theatrical Market Statistics, Motion Picture Association of America, Inc.*

<sup>5</sup>*George Monbiot, The Guardian, November 18, 2014*

Respectfully submitted by,

/s/ Milton I. Moritz

Milton I. Moritz  
President and Chief Executive Officer

*The National Association of Theatre Owners of California/Nevada is a non-profit association established for the betterment of the motion picture theatre experience.*

entered SQ 3/14/2015

Date: 3/26/15  
Submitted in Econ Dev Committee  
Council File No: 14-1371, 14-1371-S,  
Item No: 1 14-1371-S  
~~Other~~ Communication  
from the file



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Graciela Last Name Hernandez  
Email Address gnemara20@calstateca.edu Mobile Phone 502)074-8122 Zip Code 90032

First Name Ivonne Last Name Enriquez  
Email Address ivonne1096@yahoo.com Mobile Phone 323)346-2270 Zip Code 90201

First Name Erik Last Name Avila  
Email Address erikavila28@gmail.com Mobile Phone 227 253 2172 Zip Code 70022

First Name Leroy C. Grayson Last Name   
Email Address  Mobile Phone 323-527-2077 Zip Code 90043

First Name RICHARD Last Name FOXES  
Email Address  Mobile Phone 213)216-4192 Zip Code 90008

First Name Dianne M. Bryant Last Name   
Email Address  Mobile Phone (213) 219-4736 Zip Code 90016

ENTERED By T.H (3/3/15)



**LOS ANGELES  
BLACK WORKER  
CENTER**

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Last Name  
Cora JACKSON-Fossett 90016  
Email Address Mobile Phone Zip Code  
cora.fossette@yahoo.com 213 761 3117

First Name Last Name  
James MARSHALL 90032  
Email Address Mobile Phone Zip Code  
TCS 90018@yahoo.com 323 381-6030

First Name Last Name  
Renee MARSHALL 90032  
Email Address Mobile Phone Zip Code  
NABOL7@yahoo.com 323. 717.6417

First Name Last Name  
MauDe L. JOHNSON 90043  
Email Address Mobile Phone Zip Code  
213 7854373

First Name Last Name  
JEFFALYN Giles  
Email Address Mobile Phone Zip Code  
Jeffology@yahoo.com (323)590-3204 90043

First Name Last Name  
Marian R. Williams Williams  
Email Address Mobile Phone Zip Code

DATA ENTERED By: TH (3/3/15)



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Vanessa

Last Name

Orzoco

Email Address

vaneoro9694@gmail.com

Mobile Phone

Zip Code

90033

First Name

Marquisma

Last Name

NINERA

Email Address

Mnavar18@gmail.com

Mobile Phone

Zip Code

90032

First Name

Alba

Last Name

Cuñerret

Email Address

albadance23@gmail.com

Mobile Phone

Zip Code

90023

First Name

Robert

Last Name

Melendez

90003

Email Address

Mobile Phone

Zip Code

First Name

Louis

Last Name

ESPARZA

Email Address

L45649@YAHOO.COM

Mobile Phone

Zip Code

90032

First Name

Trey

Last Name

Orchard

Email Address

treiah\_orchard88@yahoo.com

Mobile Phone

Zip Code

90032

DATA ENTERED: TH(3/3/15)



## LOS ANGELES BLACK WORKER CENTER

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First Name

Cristina

Last Name

Muñoz

Email Address

cristinamunozflores@gmail.com

Mobile Phone

(323) 884-3143

Zip Code

90011

First Name

Sonia Landeros

Last Name

Email Address

Soniaangelina2@yahoo.com

Mobile Phone

\_\_\_\_\_

Zip Code

90032

First Name

Marica M Acuña

Last Name

~~Marica M Acuña~~

Email Address

maracu-22@hotmail.com

Mobile Phone

(626) 260-8622

Zip Code

90032

First Name

Salote Waitase

Last Name

Email Address

Salotewaitase@yahoo.com

Mobile Phone

(909) 446-6491

Zip Code

90032

First Name

Kateeyah Hopkins

Last Name

Email Address

khopkins@calstate-la.edu

Mobile Phone

Zip Code

90032

First Name

Daniel Tsang

Last Name

Email Address

dttsang3@calstate-la.edu

Mobile Phone

Zip Code

90032

DATA ENTERED By: T.H (3/3/15)



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name		
Alberto	Lucero		
Email Address	Mobile Phone	Zip Code	
albertlucero@gmail.com	(626) 379-0551	90032	

First Name	Last Name		
Johanna	Machado		
Email Address	Mobile Phone	Zip Code	
Jmachado5@calstate-la.edu	—	90001	

First Name	Last Name		
Giladys <del>Rodriguez</del>	Rodriguez		
Email Address	Mobile Phone	Zip Code	
grodri70@calstatela.edu	—	90032	

First Name	Last Name		
Chelsea	BROWN		
Email Address	Mobile Phone	Zip Code	
Chelsea.mcole03@yahoo.com	—	90032	

First Name	Last Name		
X Marie	Chellano	91764	
Email Address	Mobile Phone	Zip Code	
—	—	90032	

First Name	Last Name		
Wendy Wai Yee	Chan	90032	
Email Address	Mobile Phone	Zip Code	
—	—	—	

DATA ENTERED: T.H 3/13/15



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\* First Name: Diego Last Name: Garcia's  
Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_ Zip Code: 90032

\* First Name: Jiali Last Name: Dong  
Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_ Zip Code: 90032

First Name: Diana Last Name: Ho  
Email Address: x.dianaho@gmail.com Mobile Phone: \_\_\_\_\_ Zip Code: 90032

First Name: Yesenia Last Name: Mejia  
Email Address: yesrad8@calstatela.edu Mobile Phone: \_\_\_\_\_ Zip Code: 90032

First Name: Jack Last Name: Agazarian Zip Code: 90032  
Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_

First Name: Juan Last Name: Lopez Zip Code: 91606  
Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_

DATA ENTERED: T.H (3/3/15)



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
Ramiro	Maldonado	90032
Email Address	Mobile Phone	Zip Code
ramaldo10@calstatela.edu		

First Name	Last Name	
Jose	Rodriguez	91790
Email Address	Mobile Phone	Zip Code
jrodr280@calstatela.edu		

First Name	Last Name	
Christian	Guerreo	90032
Email Address	Mobile Phone	Zip Code
cd1113g@yahoo.com		

First Name	Last Name	
Rafael	Reyes	
Email Address	Mobile Phone	Zip Code
rreyes55@calstatela.edu		90032

First Name	Last Name	
Andrew	Gutierrez	
Email Address	Mobile Phone	Zip Code
Andrewrg69@gmail.com		90032

First Name	Last Name	
Dennard	Savala	90032
Email Address	Mobile Phone	Zip Code
dsavala@calstatela.edu		90032

entered JQ 3/14/15

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First Name

Last Name

Aubrey

Williams

Email Address

Mobile Phone

Zip Code

aubrey@gmail.com

323-230-9141

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

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Email Address

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First Name

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Email Address

Mobile Phone

Zip Code



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First Name

*Ase Fisher*

Last Name

*Fisher*

Email Address

*ase.lovestheo@gmail.com*

Mobile Phone

*323.470.9270*

Zip Code

*91106*

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

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First Name	Last Name	
<u>Devin</u>	<u>McMurry</u>	
Email Address	Mobile Phone	Zip Code
<u>dmcMurry@gmail.com</u>	<u>(818) 3480304</u>	<u>91416</u>

First Name	Last Name	
<u>Romy</u>	<u>Williams</u>	
Email Address	Mobile Phone	Zip Code
<u>Romy362@gmail.com</u>	<u>323-462-1695</u>	<u>90045</u>

First Name	Last Name	
<u>Avery</u>	<u>Taylor</u>	
Email Address	Mobile Phone	Zip Code
<u>avoryk0721@gmail.com</u>	<u>626-394-9575</u>	<u>91104</u>

First Name	Last Name	
<u>Amber Green</u>	<u>Green</u>	
Email Address	Mobile Phone	Zip Code
<u>Ambergreen19@gmail.com</u>	<u>909-222-1125</u>	<u>90032</u>

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code



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First Name Luis Last Name Parra  
Email Address luism-parra@yahoo.com Mobile Phone Zip Code 90012

First Name Jarely Last Name Rivera  
Email Address jarely\_rivera@yahoo.com Mobile Phone Zip Code 90032

First Name Jay Last Name Merlin  
Email Address Jaymerlin@yahoo.com Mobile Phone 310 937 2020 Zip Code 90032

First Name Jose Last Name Sivera  
Email Address Steve2@yahoo.com Mobile Phone (323) 221-8115 Zip Code 90032

First Name Maria Last Name Silva  
Email Address silva.maria5678@gmail.com Mobile Phone (916) 270-5534 Zip Code 90032

First Name Alex Last Name Baettig  
Email Address abaeattig@calstatela.edu Mobile Phone 310-666-5882 Zip Code 91801

entered JA 3/14/15



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First Name	Last Name	
Imani	Sumbi	
Email Address	Mobile Phone	Zip Code
Imani7faith@gmail.com	(323) 388 8951	90008

First Name	Last Name	
Sunwook	James	
Email Address	Mobile Phone	Zip Code
tisdhr66@naver.com	213 222 5628	90004

First Name	Last Name	
Darinisha Williams	→	
Email Address	Mobile Phone	Zip Code
darinishaw@gmail.com	(662) 820-9740	90007

First Name	Last Name	
Mariela	Rivas	
Email Address	Mobile Phone	Zip Code
mrivas14@calstatela.edu	661 886 690	90065

First Name	Last Name	
Braden Hollis		
Email Address	Mobile Phone	Zip Code
braden.hollis10@gmail.com	323 937-5733	90036
Braden	Hollis	

First Name	Last Name	
Ellis	Eckles	
Email Address	Mobile Phone	Zip Code
ellis.eckles@gmail.com	(626) 836-4141	91025

entered SQ 3/14/15



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CENTER

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First Name	Last Name	
Shervell	Perkins	90247
Email Address	Mobile Phone	Zip Code
Shervell.perkins@gmail.com		

First Name	Last Name	
<del>Shervell</del>	<del>Perkins</del>	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Sasha	Perez	
Email Address	Mobile Phone	Zip Code
sashareneep@gmail.com	(626) 297-2956	91803

First Name	Last Name	
Lia	Hockett	
Email Address	Mobile Phone	Zip Code
Liarose.h@gmail.com	213-903-6266	90049

First Name	Last Name	
Pamela	Pacheco	
Email Address	Mobile Phone	Zip Code
andrea.mcv514@gmail.com	(323) 977-3411	90023

First Name	Last Name	
Fiza	Bham	
Email Address	Mobile Phone	Zip Code
Fiza.Bham@gmail.com	(810)-425-4352	90250



**LOS ANGELES  
BLACK WORKER  
CENTER**

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First Name	Last Name	
<u>JAN KRAFT</u>		
Email Address	Mobile Phone	Zip Code
<u>KRAFTMAGUIR@A.H.NET</u>		<u>93004</u>

First Name	Last Name	
<u>Carter Irvin</u>		
Email Address	Mobile Phone	Zip Code
<u>carterirvin@gmail.com</u>		<u>90032</u>

First Name	Last Name	
<u>Ontara Roberson</u>		
Email Address	Mobile Phone	Zip Code
<u>Ontara.vr90@gmail.com</u>		<u>90032</u>

First Name	Last Name	
<u>JoAnn Carrasco</u>		
Email Address	Mobile Phone	Zip Code
<u>Joannmarie02@gmail.com</u>		<u>90032</u>

First Name	Last Name	
<u>SASHOY</u>		
Email Address	Mobile Phone	Zip Code
<u>SASHOYB@yahoo.com</u>	<u>310 872-6773</u>	<u>90032</u>

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

entered JA 3/14/15



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First Name	Last Name	
Deashaunda	Davis	90032
Email Address	Mobile Phone	Zip Code
ddavis1988@aol.com	310)200-1829	

First Name	Last Name	
Janet	Santos	
Email Address	Mobile Phone	Zip Code
santos.janet94@gmail.com	w/a	90032

First Name	Last Name	
Benjamin <del>Kahoy</del>	Lahoy	90
Email Address	Mobile Phone	Zip Code
benjaminabraham@yahoo.com.ph	(626)560-4552	90028

First Name	Last Name	
Carlos	Aguilar	<del>90027</del>
Email Address	Mobile Phone	Zip Code
carlosaguilar534@yahoo.com	N/A	90027

First Name	Last Name	
Aramayis	Sardoya	
Email Address	Mobile Phone	Zip Code
aramayas@comcast.net	(323) 576 3542	90028

First Name	Last Name	
Stacy	Bates	
Email Address	Mobile Phone	Zip Code
stacybates@comcast.net	(323) 228-3622	90032

entered JQ  
3/14/15



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
* Tabatha	Corpus	90032
Email Address	Mobile Phone	

First Name	Last Name	Zip Code
Gino	Palu	
Email Address	Mobile Phone	
gpal@scalfstatela.edu	562 685 1987	90805

First Name	Last Name	Zip Code
Kimberly	Pina	
Email Address	Mobile Phone	
kimberlypina42@yahoo.com	323)440-1554	90011

First Name	Last Name	Zip Code
Christopher Espinoza		
Email Address	Mobile Phone	
Chris.espi2002@gmail.com	323)394-2784	90063

First Name	Last Name	Zip Code
Melanie	Gonzalez	
Email Address	Mobile Phone	
melanie_gonzalez15@yahoo.co	(323)232-8311	90011

First Name	Last Name	Zip Code
Vijay Tidwell	Tidwell	
Email Address	Mobile Phone	
vtidwell@gmail.com	(707)315-8712	91405

entered JQ  
3/14/15



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

~~20027~~  
First Name Maritza ~~Manzano~~ Last Name Manzano  
mmanian4@calstateuclaed 90032

~~20027~~  
Email Address Kyrie Hyde28@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 90019

First Name Kyrie Last Name Hyde

\* Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
Joshua ~~Munoz~~ Munoz

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Joshua ~~Munoz~~

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
~~Joshua ~~Munoz~~~~ 333@gmail.com

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Yesenia Garcia 90020

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
yesenia.garcia333@gmail.com (213) 508 9608

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Shella Retana 90029

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
shella.retana@yahoo.com 323-842-2949

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Diego Tablencia 90029

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
Diego.Tablencia@gmail.com 323 829-6116

entered  
JQ 3/14/15



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CENTER**

91

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First Name Michelle Last Name Hernandez  
Email Address suremeansyes@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 91704

First Name Lizeth Last Name Hernandez Zip Code 91123  
Email Address hernandezL2554@gmail.com Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name Matthew Last Name Evans  
Email Address matthevans50@gmail.com Mobile Phone (323)422-0137 Zip Code 90039

First Name Lupe Perez Last Name Perez  
Email Address lupe10@yahoo.com Mobile Phone (323)480-6771 Zip Code 91770

First Name Nora ~~Evans~~ Last Name Elias  
Email Address nora-twin@hotmail.com Mobile Phone \_\_\_\_\_ Zip Code 90032

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



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\* First Name Last Name  
Fernando Ayala  
Email Address Mobile Phone Zip Code  
90011

\* First Name Last Name  
Emeli Barranco  
Email Address Mobile Phone Zip Code  
90011

\* First Name Last Name  
Juan Munoz  
Email Address Mobile Phone Zip Code  
90062

\* First Name Last Name  
Dalema Davila  
Email Address Mobile Phone Zip Code  
90303

\* First Name Last Name  
Luis Nieto Nieto  
Email Address Mobile Phone Zip Code  
90011

\* First Name Last Name  
Martin Sandoval  
Email Address Mobile Phone Zip Code  
91745



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BLACK WORKER  
CENTER

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First Name	Last Name	
Cassandra	Gonzalez	
Email Address	Mobile Phone	Zip Code
cgonz191@calstatela.edu	(426) 347-3753	90032

First Name	Last Name	
Lizabeth	Fragoso Avila	
Email Address	Mobile Phone	Zip Code
<del>liz</del> lizlafemina@gmail.com		90032

First Name	Last Name	
Jacob	Lagana	
Email Address	Mobile Phone	Zip Code
jake.lagana@gmail.com	—	91030

First Name	Last Name	
Nuri	Sanchez	
Email Address	Mobile Phone	Zip Code
nsanch18@calstatela.edu		90032

First Name	Last Name	
Melody	Gomez	
Email Address	Mobile Phone	Zip Code
mgomez83@calstatela.edu		90032

First Name	Last Name	
Diana	Hernandez	
Email Address	Mobile Phone	Zip Code
dherna59@calstatela.edu	(213) 590 3735	90032



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First Name	Last Name	Zip Code
Eduardo	Carrillo	90011
Email Address	Mobile Phone	Zip Code
ecarril30@calstatela.edu		

First Name	Last Name	Zip Code
Andy	Hernandez	90044
Email Address	Mobile Phone	Zip Code
ahern322@calstatela.edu		

First Name	Last Name	Zip Code
Danny	Carrias	90039
Email Address	Mobile Phone	Zip Code
dcarrias@calstatela.edu		

First Name	Last Name	Zip Code
Vanessa	Renteria	90065
Email Address	Mobile Phone	Zip Code
vanessa.renteria@lausd.net		

First Name	Last Name	Zip Code
Melissa	Millan	90032
Email Address	Mobile Phone	Zip Code
mmillan5@calstateLA.edu		

First Name	Last Name	Zip Code
Clara	Rios	90032
Email Address	Mobile Phone	Zip Code
clarios@calstateLA.edu		



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First Name	Last Name	
ERIC		
Email Address	Mobile Phone	Zip Code
Houllin@calstatela.edu		90032
First Name	Last Name	
Phillip	Nguyen	
Email Address	Mobile Phone	Zip Code
peroxernguyen@gmail.com	(818) 445-0133	90065
First Name	Last Name	
Hieu	Tran	
Email Address	Mobile Phone	Zip Code
hieu@calstatela.edu		90031
First Name	Last Name	
Elijah	Jefferson	
Email Address	Mobile Phone	Zip Code
tyrist1994@yahoo.com		90031
First Name	Last Name	
Rachel	Masters	
Email Address	Mobile Phone	Zip Code
rachel.lynn.masters@gmail.com		90031
First Name	Last Name	
Lillian	Castro	
Email Address	Mobile Phone	Zip Code
lcaste10@calstatela.edu		90032



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First Name	Last Name	
Jazmin	Sandoval	90011
Email Address	Mobile Phone	Zip Code
<del>Ervin</del>	Sandoval	90011

First Name	Last Name	
Ervin	Sandoval	90011
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Manuel <del>Est</del>	Rodriguez	
Email Address	Mobile Phone	Zip Code
manuel12@calstatela.edu		90032

First Name	Last Name	
Jaime	Venegas	90032
Email Address	Mobile Phone	Zip Code
Jaime Venegas 81@yahoo.com		

First Name	Last Name	
Andy	Do	
Email Address	Mobile Phone	Zip Code
machoy3000@yahoo.com		90032

First Name	Last Name	
Ben	Din	
Email Address	Mobile Phone	Zip Code
<del>Ben</del> d Bdin@calstatela.edu		91733



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First Name: Siona  
Last Name: Yans  
Email Address: syans2@calstate-la.edu  
Mobile Phone: 90032  
Zip Code: 90032

First Name: Ani  
Last Name: Shaumyan  
Email Address: ashaumy@calstate-la.edu  
Mobile Phone:  
Zip Code: 90032

First Name: Mineh  
Last Name: Pouladian  
Email Address: Pmineh@gmail.com  
Mobile Phone:  
Zip Code: 90032

First Name: Tami  
Last Name: Atmaj  
Email Address: jazzzy-95@hotmail.com  
Mobile Phone:  
Zip Code: 90032

First Name: Liza Mandujano  
Last Name:  
Email Address:  
Mobile Phone: (213) 479-5727  
Zip Code: 90011

First Name: Erika Arismendi  
Last Name:  
Email Address: verikaarismendi97@yahoo.com  
Mobile Phone:  
Zip Code: 90011



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First Name	Last Name	
Bridgette	Munoz	90280
Email Address	Mobile Phone	Zip Code
bridgette.munoz12@yahoo.com	(323) 347-7336	

First Name	Last Name	
Kevin	Campana	
Email Address	Mobile Phone	Zip Code
kcampana47@gmail.com	(562) 579-2450	90050

First Name	Email	Last Name	Phone
<del>Herminio</del>	<del>herminio@</del>	David	323) 915-7215
Email Address	Firstname	Mobile Phone	Last name
	Alexandra		Silva
			90007

First Name	Last Name	
Niana	Perez	91724
Email Address	Mobile Phone	Zip Code
naniadepp@yahoo.com	(424) 626-5700	1539

First Name	Last Name	
Fernando	Hidalgo	
Email Address	Mobile Phone	Zip Code
BiniHidalgo@yahoo.com	(213) 807-5652	90004

First Name	Last Name	
Tony	Ruiz	
Email Address	Mobile Phone	Zip Code
tonyruiz95@gmail.com	(323) 684-5186	90029



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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Amy	Nguyen	Chirleychuck71396@hotmail.com	(626) 782-8328	91770
Olga	Corea	olga-corea@yahoo.com	(323) 396-4224	90001
Cynthia	Naval	cynthia-naval@yahoo.com	(323) 945-6175	90037
Hivore	Murphy	simplelight119@gmail.com	(626) 367-4343	91744
Angelica	Duarte	Amusiclover12@gmail.com	(626) 253-6433	91790
Jonathan	Rosario	Jonrosario1994@yahoo.com	(323) 494-3547	90031



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First Name	David	Last Name	Ljaurke	Zip Code	90006
Email Address	david.glinarte@gmail.com	Mobile Phone	(323) 732 2300		

First Name	Alejandra	Last Name	Covarrubias	Zip Code	90805
Email Address	alejandrocovarrubias@rocketmail.com	Mobile Phone	(619) 754-5320		

First Name	Shantel	Last Name	Cordon	Zip Code	91704
Email Address	shantel.cordon@ymail.com	Mobile Phone	(626) 221-6967		

First Name	Yuxing	Last Name	Shi	Zip Code	91731
Email Address	yuxing.ksh@gmail.com	Mobile Phone	626-297-8709		

First Name	Arturo	Last Name	Sanchez	Zip Code	90061
Email Address	arturo.sanchez713@gmail.com	Mobile Phone			

First Name	Debra	Last Name	Blanco	Zip Code	90043
Email Address	debra.blanco@gsa.gov	Mobile Phone	(661) 795 0471		



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First Name	Last Name	
Alicia	Estudillo	
Email Address	Mobile Phone	Zip Code
alicia.estudillo85@gmail.com		90032

First Name	Last Name	
Evelyn	Perez	
Email Address	Mobile Phone	Zip Code
evelynp19@yahoo.com		90262

First Name	Last Name	
GUSTAVO	GONZALEZ	
Email Address	Mobile Phone	Zip Code
busaiden917@yahoo.com		90270

First Name	Last Name	
Ming	XU	
Email Address	Mobile Phone	Zip Code
shunshun_217@hotmail.com		92701

First Name	Last Name	
Deana	Garay	
Email Address	Mobile Phone	Zip Code
dgaray2@alstatela.edu		90201

First Name	Last Name	
ANTHONY	LAWSON	
Email Address	Mobile Phone	Zip Code
HABL@YAHOO.COM	719-684-4863	80922



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First Name Last Name  
James Felix

---

Email Address Mobile Phone Zip Code  
felixjames70@yahoo 90504

First Name Last Name  
Merissa Ouqueda

---

Email Address Mobile Phone Zip Code  
merissaouqueda@yahoo.com 91786

First Name Last Name  
Chandler Davis Davis

---

Email Address Mobile Phone Zip Code  
cdavis8@calstatela.edu 90710

First Name Last Name

---

Email Address Mobile Phone Zip Code

First Name Last Name

---

Email Address Mobile Phone Zip Code

First Name Last Name

---

Email Address Mobile Phone Zip Code



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First Name Christine Last Name Wu  
Email Address cwu45@calstatela.edu Mobile Phone \_\_\_\_\_ Zip Code 90020

First Name Billy Last Name Lo  
Email Address Bla2@calstatela.edu Mobile Phone \_\_\_\_\_ Zip Code 91731

First Name Z einab Last Name Saleh Zip Code 90201  
Email Address Zsaleh@calstatela.edu Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



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First Name	Last Name	
Shalonda	Robinson	90007
Email Address	Mobile Phone	Zip Code
sjs009@mymail.lausd.net		

First Name	Last Name	
Alexandra	Sotolin	90255
Email Address	Mobile Phone	Zip Code
Lovealexandra323@gmail.com		

First Name	Last Name	
Cynthia	Delgado	91342
Email Address	Mobile Phone	Zip Code
cynthia-dlqd@yahoo.com		

First Name	Last Name	
APRIL	HUERTA	90504
Email Address	Mobile Phone	Zip Code
ahuert11@calstatela.edu		

First Name	Last Name	
Alana	Storm	90505
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code



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First Name

Last Name

Angeline

Tran

Email Address

Mobile Phone

Zip Code

angelinotrans@gmail.com

(626) 688-6485

91732

First Name

Last Name

Linwei

Dai

Email Address

Mobile Phone

Zip Code

carnelia\_dai@outlook.com

626-991-3103

91801

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code



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First Name: Andrea  
Last Name: Saucedo  
Email Address: andreasaucedo@lwe.com  
Mobile Phone:  
Zip Code: 90032

First Name: Kayla  
Last Name: Del Rio  
Email Address: Kayla-delrio@yahoo.com  
Mobile Phone:  
Zip Code: ~~90042~~ 90042

First Name: Lance  
Last Name: Henson  
Email Address: lhansonphotography@gmail.com  
Mobile Phone:  
Zip Code: 91030

First Name: Mariang  
Last Name: Nava  
Email Address: marianganava609@yahoo.com  
Mobile Phone:  
Zip Code: 90003

First Name: Lauren  
Last Name: Cardona  
Email Address: Cardona.lc28@yahoo.com  
Mobile Phone:  
Zip Code: 90028

First Name: Andrea Lopez  
Last Name: Lopez  
Email Address:  
Mobile Phone:  
Zip Code: 90023

andrealopez590@gmail.com



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First Name	Last Name	
Mariana	Voskherchya	
Email Address	Mobile Phone	Zip Code
mvosker@calstatela.edu		91104

First Name	Last Name	
AIMEE MIRANDA		
Email Address	Mobile Phone	Zip Code
nurse_aimee10@hotmail.com		

First Name	Last Name	
Dara	Anderson	
Email Address	Mobile Phone	Zip Code
Dander19@calstatela.edu		90018

First Name	Last Name	Zip Code
Juan	Leyva	90065
Email Address	Mobile Phone	Zip Code
Juanleyva_jc@hotmail.com	(626) 7159555	90065

First Name	Last Name	
Gabriela <del>2</del>	Guzman	
Email Address	Mobile Phone	Zip Code
gabrizlaguzman2@yahoo.com		91001

First Name	Last Name	
Aaronn	Wilson	
Email Address	Mobile Phone	Zip Code
aaronnmcw@gmail.com	951 2140613	91342



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name		
CALISTA	LYON		
Email Address	Mobile Phone	Zip Code	
info@calistalyon.com	626 956 6203	90032	

First Name	Last Name		
Jasmine	Garner		
Email Address	Mobile Phone	Zip Code	
garnerjasmine@gmail.com	109-434-7019	91730	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	



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First Name Last Name  
Osbaldo Sanchez 90003

Email Address Mobile Phone Zip Code  
sanchez.06@yahoo.com 323-418-8166

First Name Last Name  
Lidia Yax 90201

Email Address Mobile Phone Zip Code  
323)359-7801

First Name Last Name  
Kristianne Cordova 91791

Email Address Mobile Phone Zip Code  
coolkristicat@aol.com 626-347-5015

First Name Last Name  
Jessica Lagunas 91042

Email Address Mobile Phone Zip Code  
818)932-4326

First Name Last Name  
Gladys Martinez (310)903-9146 90291

Email Address Mobile Phone Zip Code

First Name Last Name  
Andrea Arambula (323)352-4096 90262

Email Address Mobile Phone Zip Code



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First Name	Last Name	
Nestor	Anadare	
Email Address	Mobile Phone	Zip Code
xlaangels@gmail.com	(310) 612-6086	90250

First Name	Last Name	
Mary	Hwkennedyan	
Email Address	Mobile Phone	Zip Code
springm93@aol.com	(818) 502-9081	91206

First Name	Last Name	
Allison	Geller	
Email Address	Mobile Phone	Zip Code
gellerally@gmail.com	626-266-2014	91773

First Name	Last Name	
Garianna	Garcia	90007
Email Address	Mobile Phone	Zip Code
garianna41@yahoo.com	(323) 494-4307	

First Name	Last Name	
Jordan Feros		
Email Address	Mobile Phone	Zip Code
jordan_feros@yahoo.com	(927) 32-0054	90031

First Name	Last Name	
Thomas	VARO	
Email Address	Mobile Phone	Zip Code
VARO-thomas1@yahoo.com	(323) 495-5141	90029



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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Mame/ Steve	Corano	Globoflexias@yahoo.com	(562) 360-8031	90606

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Lisette	Zavala	Zavala.lisette@yahoo.com		90605

First Name	Last Name	Email Address	Mobile Phone	Zip Code
KARINE	Ribeiro	Karinearouso3@calstatela.edu		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jasmine	Simmo	jsimmo2@calstate.edu		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Andrea	Pineda	apineda25@calstate-la.edu		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Steven	Gebre	mrgebre@hotmail.com		90032



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CENTER

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First Name	Last Name	
Angelica	Duarte	91790
Email Address	Mobile Phone	Zip Code
angelica@d10@gmail.com	626 253-8433	

First Name	Last Name	
Jewell	Foster	90032
Email Address	Mobile Phone	Zip Code
jewellschampee@gmail.com		

First Name	Last Name	
Robenson	Dorvil	90032
Email Address	Mobile Phone	Zip Code
dorvil81@gmail.com	(818)425-6071	

First Name	Last Name	
JAMIE	BACOSA	
Email Address	Mobile Phone	Zip Code
JBACOSA2@CALSTATELA.EDU		91791

First Name	Last Name	
Joann Berg		
Email Address	Mobile Phone	Zip Code
Treasurer@gmail.com		

First Name	Last Name	
Email Address	Mobile Phone	Zip Code



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Email Address	Mobile Phone	Zip Code
CONSTANCE	Hardeni	chardin4@student-rcc.edu	(951) 230-7056	90020
Jose	Cortes			91706
Kenneth	Garcia	Kenna.garcia.09@yahoo.com		90022
Valluet	Miguel-Barrera	vmiguel@calstatelana.edu	213) 359-9373	90058
Federico	Zuniga	Phatrgv@gmail.com	949-356-8183	90604
Monica	Barrios	lalaita05@yahoo.com	323.875.5580	90033



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First Name	Last Name	
John	Lam	
Email Address	Mobile Phone	Zip Code
lamjohn217@yahoo.com	(626) 288-4632	91770

First Name	Last Name	
Jasmine	Perry	
Email Address	Mobile Phone	Zip Code
Jasmineperry247@aol.com	(310) 497-8253	91601

First Name	Last Name	
ALBERTO	CASTRO	
Email Address	Mobile Phone	Zip Code
alberto.castro.2020@gmail.com	323-450-0870	90046

First Name	Last Name	
CHIT	KO	
Email Address	Mobile Phone	Zip Code
CHITCOOL@GMAIL.COM	310.973.8206	90034

First Name	Last Name	
Leslie	Castorena	
Email Address	Mobile Phone	Zip Code
lcloveelle@gmail.com	(626) 327-7719	91722

First Name	Last Name	
Nyehia Irshaid	(323) 867-0835	
Email Address	Mobile Phone	Zip Code
Irshaid@yahoo.com	(323) 867-0835	90032



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First Name	Last Name	
Mark	Blake	Patron
Email Address	Mobile Phone	Zip Code
Mblake@cs101.net		90011

First Name	Last Name	
Cherie	Watkins	90011
Email Address	Mobile Phone	Zip Code
CherieMw82@gmail.com		

First Name	Last Name	
Virginia	Finister	90011
Email Address	Mobile Phone	Zip Code
VirginiaFinister45@gmail.com		

First Name	Last Name	
Jimmy	HENRIK	90011
Email Address	Mobile Phone	Zip Code
1224 E 42 PL LACA		

First Name	Last Name	
Anna Beltra		90011
Email Address	Mobile Phone	Zip Code
lovr19muyca@gmail.com		

First Name	Last Name	
Victoria	BALCAZAR	90011
Email Address	Mobile Phone	Zip Code
Vickybalcazar@gmail.com		



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BLACK WORKER  
CENTER**

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First Name Jessica Last Name Rollins  
 Email Address JessicaRollins@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 90605

First Name Bianca Last Name Ortiz Zip Code 90280  
 Email Address bortiz9@calstatela.edu Mobile Phone (562) 879-4931 Zip Code \_\_\_\_\_

First Name Nozomi Last Name Matsuo  
 Email Address Nmatsuo@calstatela.edu Mobile Phone \_\_\_\_\_ Zip Code 90032

First Name Gabriela Last Name Jeronimo  
 Email Address jeronimogaby@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 92844

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
 Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
 Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



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First Name Last Name  
Paquel Ignacio -Valle  
Email Address Mobile Phone Zip Code  
ignaciopaquel@hotmail.com 90019

First Name Last Name  
Rocio Valle  
Email Address Mobile Phone Zip Code  
rocio\_v18@hotmail.com 90006

First Name Last Name  
JUSTIN OGUNTOLU  
Email Address Mobile Phone Zip Code  
JUSTIN.OGUNTOLU@AOL.COM 91321

First Name Last Name  
Cristian Fernandez  
Email Address Mobile Phone Zip Code  
cfermaz3@calstatela.edu 90063

First Name Last Name  
Lamar Glover 90801  
Email Address Mobile Phone Zip Code  
lamar\_glover@yahoo.com

Name Last Name  
Ictosaya@gmail.com Tosaya  
Mobile Phone Zip Code  
90813



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First Name	Last Name	Zip Code
Maqueline	Razo	91706
Email Address	Mobile Phone	Zip Code
razo4@antelope.edu		

First Name	Last Name	Zip Code
Sydney	Robinson	
Email Address	Mobile Phone	Zip Code
srobin15@calstatela.edu		91711

First Name	Last Name	Zip Code
Lily	Lum	
Email Address	Mobile Phone	Zip Code
lilyl0mchap@gmail.com		91748

First Name	Last Name	Zip Code
Bianca	Asencio	93552
Email Address	Mobile Phone	Zip Code
bascencio@avc.edu		

First Name	Last Name	Zip Code
Pierce	Sann	
Email Address	Mobile Phone	Zip Code
sp2045@live.com		91803

First Name	Last Name	Zip Code
Rohallah	Jawed	91303
Email Address	Mobile Phone	Zip Code
rohallah-jawed@yahoo.com		



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First Name	Last Name	Zip Code
Christina	Gomez	90220
Email Address	Mobile Phone	Zip Code
Chris12913@yahoo.com		

First Name	Last Name	Zip Code
Karen	Sandoval	90018
Email Address	Mobile Phone	Zip Code
Beyafashion@yahoo.com		

First Name	Last Name	Zip Code
Alton HARPER		75209
Email Address	Mobile Phone	Zip Code
BookKingthe stylist@gmail.com	972-246-9634	

First Name	Last Name	Zip Code
Khadijah	Sanders	89103
Email Address	Mobile Phone	Zip Code
tinybaby1215@gmail	502-209-4477	

First Name	Last Name	Zip Code
Brian	Sanders	89103
Email Address	Mobile Phone	Zip Code
Bsanders624@yahoo.com	702-904-0273	

First Name	Last Name	Zip Code
Daniel	Osoy	90032
Email Address	Mobile Phone	Zip Code
leinad3188@gmail.com	(323)439-4423	



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First Name: Mayra Last Name: Rangel Zip Code: 90063

Email Address: 148 S. Fresno St Mobile Phone: Los Angeles CA Zip Code:

First Name: Uriel Last Name: Rivera Zip Code: 90040

Email Address: urivera91@gmail.com Mobile Phone: (760) 672-3417 Zip Code:

First Name: Alyna Last Name: Zuniga Zip Code: 90063

Email Address: alynazuniga@gmail.com Mobile Phone: 323-508-0761 Zip Code:

First Name: Mohammad Ghanem Last Name: Ghanem

Email Address: MohammadGhanem@gmail.com Mobile Phone: 424-205-5030 Zip Code: 90201

First Name: Rhonda Mitchell Last Name:

Email Address: Rlmitchell29@yahoo.com Mobile Phone: Zip Code: 91030

First Name: Danielle Lee Last Name: Lee

Email Address: starlyricangel@yahoo.com Mobile Phone: Zip Code: 91401



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First Name Last Name  
Arnoldo Sanchez 90044

Email Address Mobile Phone Zip Code  
sanchezarnoldo@slcglobal.net

First Name Last Name  
Rene Galvan

Email Address Mobile Phone Zip Code  
rene\_galvan26@att.net 90280

First Name Last Name  
Sydney Washington 92882

Email Address Mobile Phone Zip Code  
sydneydenise051@icloud.com

First Name Last Name  
Heather Qwan 90250

Email Address Mobile Phone Zip Code  
hqwan3@calstate la.edu

First Name Last Name  
Lauren Weaver 90032

Email Address Mobile Phone Zip Code  
Laurenthevampstlr@gmail.com

First Name Last Name  
Yesenia Vasquez 90022

Email Address Mobile Phone Zip Code  
yeseniar24@yahoo.com (323) 449-0792



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First Name: Blanca  
Last Name: Morales  
Zip Code: 91715  
Email Address: blamwiz@yahoo.com  
Mobile Phone:

First Name: Magaly  
Last Name: Rodriguez  
Zip Code: 90049  
Email Address: rodriguezmagaly@yahoo.com  
Mobile Phone:

First Name: Joshua  
Last Name: Salgado  
Zip Code: 91801  
Email Address: jsalga@elac.edu  
Mobile Phone:

First Name: Karen  
Last Name: Hernandez  
Zip Code: 90032  
Email Address: kherna13@csula.edu  
Mobile Phone:

First Name: Calvin  
Last Name: Abo  
Zip Code: 91801  
Email Address: cw005@csula.edu  
Mobile Phone:

First Name: Alan  
Last Name: Gordillo  
Zip Code: 90027  
Email Address: alangordillo7070@yahoo.com  
Mobile Phone:



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First Name

Last Name

JOURNA VARGAS

Email Address

Mobile Phone

Zip Code

jojo\_fx3@yahoo.com

90032

First Name

Last Name

Christina

Malave

Email Address

Mobile Phone

Zip Code

leilani514@aol.com

90604

First Name

Last Name

Cassie

Peters

Email Address

Mobile Phone

Zip Code

cassie.p@dcur.com

90032

First Name

Last Name

Danielle

Soibelman - Aguilar

Email Address

Mobile Phone

Zip Code

dsoibel2@calstatela.edu

91356

First Name

Last Name

David

Tang

Email Address

Mobile Phone

Zip Code

DTang5@Calstatela.edu

90032

First Name

Last Name

Benita

Magallón

Email Address

Mobile Phone

Zip Code

metallica\_000@yahoo.com

90022



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First Name

Jain

Last Name

Guerrido

Email Address

fguerr@calstatela.edu

Mobile Phone

Zip Code

90044

First Name

Ruth

Last Name

Ramos

Email Address

ramos3991@calstatela.edu

Mobile Phone

760 989-4782

Zip Code

91754

First Name

DUANE PUSCA

Last Name

91754

Email Address

duane.pusca@gmail.com

Mobile Phone

Zip Code

First Name

Erika

Last Name

Davalos

90032

Email Address

troy110507@yahoo.com

Mobile Phone

Zip Code

First Name

Yessica

Last Name

Ramirez

Email Address

yyahairar137@yahoo.com

Mobile Phone

Zip Code

90301

First Name

Erika

Last Name

Goehring

Email Address

egoehri@calstatela.edu

Mobile Phone

Zip Code

90032



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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Tiffany	Huynh	thuyh <sup>8</sup> @calstatela.edu		91803

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Hosanna	Martinez	hosanna_mi@yahoo.com		91763

First Name	Last Name	Email Address	Mobile Phone	Zip Code
<del>Maria</del> Sarah	Wicochea	Sarah-wicochea@hotmail.com		91790

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jerry	Alcaraz	jalcara2@calstatela.edu		90606

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jia	Rodriguez	jrodr392@calstatela.edu		90640

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Ashley	Jacobo	ajacobo9@calstatela.edu		90660



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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Joana	Morales	jomorales13.6@gmail.com		91732

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jupita	Guerrero	PJlove0027@yahoo		90660

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jarmin	Flores	JFlores1@calstatela.edu		90201

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Esperanza	Villegas	villegas3espy@gmail.com		91733

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Crystal	Santoso	crystal.santoso@yahoo.com		90028

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Lizzy	Harvey-Browne	lharvey2@calstate-la.edu	323-979-8671	90032



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First Name	Last Name	
Mania Salas	Salas	
Email Address	Mobile Phone	Zip Code
msalasia@csula.comedy		90022

First Name	Last Name	
Diana	ARELLANO	
Email Address	Mobile Phone	Zip Code
ediana777@msn.com		91335

First Name	Last Name	
Kevin	Che	
Email Address	Mobile Phone	Zip Code
<del>k3un ch3@gmail.com</del>		91389
k3un ch3@gmail.com		

First Name	Last Name	
Renelle	Davis	
Email Address	Mobile Phone	Zip Code
renelledavis93@yahoo.com		90084

First Name	Last Name	
Alejandra Coronado		
Email Address	Mobile Phone	Zip Code
alejandra.coronado 95 @ yahoo.com	(619) 759-5329	90805

First Name	Last Name	
Harold	[Signature]	
Email Address	Mobile Phone	Zip Code
		90303



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First Name	Last Name	Zip Code
Cynthia	Pamirez	90002
Email Address	Mobile Phone	Zip Code
cynthia10@hotmail.com	323)539 5992	

First Name	Last Name	Zip Code
Timothy	Lu	91770
Email Address	Mobile Phone	Zip Code
Timothy_Lu@yahoo.com		

First Name	Last Name	Zip Code
Margarita	Martinez	90011
Email Address	Mobile Phone	Zip Code
martinezmarqrt12@aol.com		

First Name	Last Name	Zip Code
Mayra	Pena	90040
Email Address	Mobile Phone	Zip Code
mayrapena_798134@yahoo.com		

First Name	Last Name	Zip Code
Edward	Yi	91766
Email Address	Mobile Phone	Zip Code
Oswaldo Zarate		91001

First Name	Last Name	Zip Code
Bela		
Email Address	Mobile Phone	Zip Code
Bela29r@hotmail.com	(626)921-0934	



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193

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First Name Alondra Last Name Olivera  
 Email Address oliveraalondra08@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 90201

First Name Gia Henley Last Name \_\_\_\_\_  
 Email Address bunnibou20@yahoo.com Mobile Phone \_\_\_\_\_ Zip Code 90052

First Name Iman Last Name Abdelaal  
 Email Address Iman.abdelaal@yahoo.com Mobile Phone \_\_\_\_\_ Zip Code 91801

First Name Amy Last Name Aguilar  
 Email Address amy.aguilas@rockesmail.com Mobile Phone 323-979-6250 Zip Code 90004

First Name Blanca Last Name Cornejo ~~90027~~  
 Email Address blanca.cornejo@gmail.com Mobile Phone (323)839-1491 Zip Code 90027

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
 Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



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First Name	Last Name	
Anthony	Hernandez	
Email Address	Mobile Phone	Zip Code
fuere56@yahoo.com	(323) 915-0327	90072

First Name	Last Name	
Cynthia	Saucedo	
Email Address	Mobile Phone	Zip Code
cynthiasaucedo79@yahoo.com	(323) 536-0430	90042

First Name	Last Name	
Erik	Chaffin	
Email Address	Mobile Phone	Zip Code
e.chaffin@gmail.com	(562) 479-8617	90606

First Name	Last Name	
Jesus <del>Rebollo</del>	Rebollo	
Email Address	Mobile Phone	Zip Code
jesusrebollo@gmail.com	(909)-717-3193	91769

First Name	Last Name	
Romelio	Bernstine	
Email Address	Mobile Phone	Zip Code
romelobernstine@gmail.com	415 685 7808	90032

First Name	Last Name	
Brittany	Quiette	
Email Address	Mobile Phone	Zip Code
Quiette22@yahoo.com	310-849-8203	90746



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Zip Code
Lela	GUY	91103
Email Address	Mobile Phone	Zip Code
lguyy@yahoo.com	717-571-0958	

First Name	Last Name	Zip Code
Kenny	Solis	92806
Email Address	Mobile Phone	Zip Code
Kensolcharger13@yahoo.com	714-438-9033	

First Name	Last Name	Zip Code
Sevana	Simonyan	
Email Address	Mobile Phone	Zip Code
sevana.simonyan@yahoo.com	(818)500-8542	91205

First Name	Last Name	Zip Code
Anopica	Cruz	90032
Email Address	Mobile Phone	Zip Code
acruz27@calstatela.edu	323)378-8496	

First Name	Last Name	Zip Code
Teresa Vera	Vera	
Email Address	Mobile Phone	Zip Code
tvera9@yahoo.com	(323)637-2859	90032

First Name	Last Name	Zip Code
Bernice Trinh		
Email Address	Mobile Phone	Zip Code
Bernice.T@jmail.com	626-857-7188	91755



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First Name	Last Name	
Tasfia	Raman	
Email Address	Mobile Phone	Zip Code
tazr112@gmail.com		90640

First Name	Last Name	
Karina Amor		
Email Address	Mobile Phone	Zip Code
amor.karina@yahoo.com		90040

First Name	Last Name	
Gabriela	Castillo	920032
Email Address	Mobile Phone	Zip Code
gabcastillo1992@gmail.com		

First Name	Last Name	
Brandy	Silva	
Email Address	Mobile Phone	Zip Code
repinlove93@yahoo.com	760-590-7112	90044

First Name	Last Name	
Valerie	Ward	
Email Address	Mobile Phone	Zip Code
ValerieWard24@gmail.com		91792

First Name	Last Name	
Ceres Vidalis	Vidalis	
Email Address	Mobile Phone	Zip Code
Cvidal@calstatla.edu		91790



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CENTER**

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First Name	Last Name	
Carlos	Dueñas	
Email Address	Mobile Phone	Zip Code
cduenas2@calstatela.edu	(323) 835 3319	90280

First Name	Last Name	
Oscar	Mendez	
Email Address	Mobile Phone	Zip Code
oscar_06@outlook.com		90032
Mira	Cabrera	

First Name	Last Name	
Mira	Cabrera	
Email Address	Mobile Phone	Zip Code
Mira.Cabrera@jfhov.com	323-362-3600	90029

First Name	Last Name	
Faith	Aqbe	
Email Address	Mobile Phone	Zip Code
faithaqbe@gmail.com	(626) 417-9919	91775

First Name	Last Name	
Kenneth	Thomas	
Email Address	Mobile Phone	Zip Code
kenneththomas4@aol.com	415-645-3945	90032

First Name	Last Name	
Christopher	Lopez	
Email Address	Mobile Phone	Zip Code
Chris.Lopez.this@gmail.com		90795



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name: Natalie  
Last Name: Karayan  
Zip Code: 91801  
Email Address: [blank]  
Mobile Phone: (323) 439-2661

First Name: Jackie  
Last Name: Gomez  
Zip Code: 90201  
Email Address: jacquelinegomez289@gmail.com  
Mobile Phone: [blank]

First Name: Solomon  
Last Name: Singer  
Zip Code: 90401  
Email Address: solo.sing2010@gmail.com  
Mobile Phone: [blank]

First Name: Jose M.  
Last Name: ROSAS  
Zip Code: 90532  
Email Address: ROSAS-jcs@yahoo.com  
Mobile Phone: [blank]

First Name: Kevin  
Last Name: Ezeke  
Zip Code: 90703  
Email Address: Keze922@gmail.com  
Mobile Phone: [blank]

First Name: Trina  
Last Name: Talbert  
Zip Code: 90007  
Email Address: talberttrina@yahoo.com  
Mobile Phone: [blank]



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	Zip Code
Charlie	Navarro	90032
Email Address	Mobile Phone	Zip Code
CNavarro-613@yahoo.com		

First Name	Last Name	Zip Code
Emily	Sparnicht	90032
Email Address	Mobile Phone	Zip Code
esparnicht@gmail.com		90032

First Name	Last Name	Zip Code
Leticia	Martinez	90044
Email Address	Mobile Phone	Zip Code
lmarti22@calstatela.edu		90044

First Name	Last Name	Zip Code
Cindy	Wu	91801
Email Address	Mobile Phone	Zip Code
cindy1092121@shoglobal.net	(626) 380-5495	

First Name	Last Name	Zip Code
Braulio	Barron	91040
Email Address	Mobile Phone	Zip Code
braulio2195@gmail.com		91040

First Name	Last Name	Zip Code
Chris	Almario	91
Email Address	Mobile Phone	Zip Code
almario-chris@yahoo.com	8185102234	

DATA ENTERED BY: TH 3/16/13



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
* Adrian	LUPEZ	90032
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Abigail Pulgar		90032
Email Address	Mobile Phone	Zip Code

apulgara@csula.edu

First Name	Last Name	Zip Code
* Pascoal	meleander	90032
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
* Tania Escobar		90065
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
* Dustin Bi-		91780
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Seranna	SACKSON	
Email Address	Mobile Phone	Zip Code
vanniasackson@gmail.com	661-618-0490	90032



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Victor Last Name Caria Zip Code 90037  
Email Address V.caria@live.com Mobile Phone (213) 379-3572

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



# LOS ANGELES BLACK WORKER CENTER

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First Name Daniel Last Name Rosas Zip Code 90280  
Email Address drosas02@gmail.com Mobile Phone \_\_\_\_\_

---

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

---

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

---

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

---

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

---

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

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LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	
Carlos	Dueñas	
Email Address	Mobile Phone	Zip Code
cduenas2@calstatebela.edu	(323) 835-3319	90280

First Name	Last Name	
Oscar	Mendez	
Email Address	Mobile Phone	Zip Code
oscar_06@outlook.com		90032
Mira	Cabrera	

First Name	Last Name	
Mira	Cabrera	
Email Address	Mobile Phone	Zip Code
Mira.Cabrera@jphov.com	323-362-3600	90029

First Name	Last Name	
Faith	Aqbe	
Email Address	Mobile Phone	Zip Code
faithaqbe@gmail.com	(626) 417-9919	91775

First Name	Last Name	
Kenneth	Thomas	
Email Address	Mobile Phone	Zip Code
kenneththomas4@aol.com	415-645-3945	90032

First Name	Last Name	
Christopher	Lopez	
Email Address	Mobile Phone	Zip Code
		90795

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## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
Natalie	Karayam	91801
Email Address	Mobile Phone	
	(323) 439-2661	

First Name	Last Name	Zip Code
Jackie	Comer	90201
Email Address	Mobile Phone	Zip Code
Jacquelinecomer289@gmail.com		

First Name	Last Name	Zip Code
Solomon	Singer	90401
Email Address	Mobile Phone	Zip Code
solo.sing2010@gmail.com		

First Name	Last Name	Zip Code
Jose M.	Rosas	90532
Email Address	Mobile Phone	Zip Code
rosas-jcs@yahoo.com		

First Name	Last Name	Zip Code
Kevin	Eze	
Email Address	Mobile Phone	Zip Code
Keze922@gmail.com		90703

First Name	Last Name	Zip Code
Trina	Talbert	90007
Email Address	Mobile Phone	Zip Code
talberttrina@yahoo.com		

ITA ENTERED BY: TH 3/16/15



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	Zip Code
Charlie	Navarro	90032
Email Address	Mobile Phone	
CNavarro-613@yahoo.com		

First Name	Last Name	Zip Code
Emily	Sparnicht	90032
Email Address	Mobile Phone	
esparnicht@gmail.com		

First Name	Last Name	Zip Code
Leticia	Martinez	90044
Email Address	Mobile Phone	
lmarti22@calstatela.edu		

First Name	Last Name	Zip Code
Cindy	Wu	91801
Email Address	Mobile Phone	
cindy1092121@shoglobal.net	(626) 390-5495	

First Name	Last Name	Zip Code
Braulio	Barron	91040
Email Address	Mobile Phone	
braulio2195@gmail.com		

First Name	Last Name	Zip Code
Chris	Almario	dr
Email Address	Mobile Phone	
	8185102234	

DATA ENTERED BY: TH 3/10/15



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Mia	Majano	90052
Email Address	Mobile Phone	Zip Code
mmajano2@calstatela.edu	(562) 977-2068	

First Name	Last Name	
Judith Barrera	(916) 848-9291	90032
Email Address	Mobile Phone	Zip Code
Judithbarreraa@gmail.com		

First Name	Last Name	
Jose Trinidad	Castaneda	92833
Email Address	Mobile Phone	Zip Code
jcastan47@calstatela.edu		

First Name	Last Name	
Bryant	Luu	
Email Address	Mobile Phone	Zip Code
bryantluu@yahoo.com	(951) 454-7660	92880

First Name	Last Name	
Ivan	Cenea	
Email Address	Mobile Phone	Zip Code
icenea@esula <del>ca</del> .edu	(213) 905-9320	96632

First Name	Last Name	
Dennis	Sandoval	
Email Address	Mobile Phone	Zip Code
dennis.sandoval1@yahoo.com		90032

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LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	
JOSE AMENERO		
Email Address	Mobile Phone	Zip Code
hukop327@yahoo.com	323-343-3965	90032

First Name	Last Name	
Daniel	Lopez	
Email Address	Mobile Phone	Zip Code
DanLopez@gmail.com	562-413-3091	90241

First Name	Last Name	
Lawrence Gandara		
Email Address	Mobile Phone	Zip Code
Lawrencegbl@yahoo.com	(323) 519-5408	90012

First Name	Last Name	
Alonso Megallon		
Email Address	Mobile Phone	Zip Code
Megallon.Alonso@cyber.com	(661) 547-5776	90032

First Name	Last Name	
Devin		
Email Address	Mobile Phone	Zip Code
dransom92@yahoo.com	(323) 537-6860	90041

First Name	Last Name	
Danielle		
Email Address	Mobile Phone	Zip Code
	772-762-0126	90273

entered so 3/14/15



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Mohammed	Last Name	Domingo	90063
Email Address	DomingoTB@gmail.com	Mobile Phone	323 620 3486	Zip Code

First Name	Anthony	Last Name	Villeda	90027
Email Address	anthonyvilleda43@gmail.com	Mobile Phone		Zip Code

First Name	Diego	Last Name	Salgado	90029
Email Address	DiegoSalgado911@gmail.com	Mobile Phone	323 392 4073	Zip Code

First Name	Early McCalister	Last Name		
Email Address	PROSAXMUSIC@YAHOO.COM	Mobile Phone		Zip Code
				90016

First Name	Kayla	Last Name	Gray	90047
Email Address	KaylaGray.kippkao.2016@gmail.com	Mobile Phone		Zip Code

First Name	Dalanie	Last Name	Harris	90303
Email Address	lavinia_brown@chadobal.net	Mobile Phone		Zip Code

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LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Email Address	Mobile Phone	Zip Code
DENNIS	MEZA	Stemstudent420@gmail.com	213 2556973	

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Micah	Calalo	mcalalo13@gmail.com		90066

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jose	Velazquez	Velazquez3719@yahoo.com		90011

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Irene	Sarenana	isarena@calstatela.edu		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Sabote	Wailase	swailas@calstatela.edu	909-446-6991	91775

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Rachele	Callett	rcallett@calstatela.edu		91506

entere SQ  
3/14/2011



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name Wesley Hall Last Name Hall  
Email Address Mobile Phone 323-920-2994 Zip Code 90022

First Name Ashley Last Name Hall  
Email Address ashleyhall127@gmail.com Mobile Phone (310)413-5703 Zip Code 90047

First Name Kahliah Last Name Dillard  
Email Address ~~K~~K@dillard@gmail.com Mobile Phone 619-247-5174 Zip Code 90032

First Name Savannah Last Name Thomas Zip Code 91506  
Email Address Tsavannah27@gmail.com Mobile Phone (818)458-6740

First Name David Last Name Robinson  
Email Address davidrob1999@gmail.com Mobile Phone 213-270-5546 Zip Code 91104

First Name Gustavo Last Name Mariscal  
Email Address Gustavo Mariscal Mobile Phone 909-451-4957 Zip Code 91712

ENTERED BY: TH 3/9/15  
TGR



LOS ANGELES  
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First Name: Henry Luther  
Last Name: Henry  
Email Address: \_\_\_\_\_  
Mobile Phone: 323-775-6962  
Zip Code: 90013

First Name: Arthur  
Last Name: Henry  
Email Address: 1077 W 388<sup>th</sup>  
Mobile Phone: 213 3007021  
Zip Code: 90037

First Name: Phil Sims  
Last Name: SIMS  
Email Address: 1625 3RD. AVE. L.A. CALIF. 90019  
Mobile Phone: \_\_\_\_\_  
Zip Code: 90019

First Name: Bernista Johnson  
Last Name: \_\_\_\_\_  
Email Address: Marley T40@gmail.com  
Mobile Phone: (310)598-8136  
Zip Code: 90749

First Name: Aaron  
Last Name: SMITH  
Email Address: 2132 W 801 PL  
Mobile Phone: 323-758-3535  
Zip Code: 90047

First Name: Michael Bowen  
Last Name: Bowen  
Email Address: m.bowen 770 mb: april  
Mobile Phone: 424-1429  
Zip Code: \_\_\_\_\_

ENTERED BY: TH 3/9/15

TG



LOS ANGELES  
BLACK WORKER  
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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
ALTON	LOVE	90003
Email Address	Mobile Phone	
	323 477-8487	

First Name	Last Name	Zip Code
Rosalind	FIELDS	90013
Email Address	Mobile Phone	
	(213) 440-8830	

First Name	Last Name	Zip Code
William	Moore	90021
Email Address	Mobile Phone	
Time 2Smok1 <i>email</i>	323 217 9735	

First Name	Last Name	Zip Code
TERRY BIA <del>BLACK</del> <i>AP#</i>	BLACKWELL	90011
Email Address	Mobile Phone	
4629 W 17 ST <i>AP#</i>	(323) 252-5591	

First Name	Last Name	Zip Code
Daniel	Lee	90017
Email Address	Mobile Phone	
Daniel Lee 313@ymail.com	586 2752676	49023

First Name	Last Name	Zip Code
PAULA	ESTRADA	91605
Email Address	Mobile Phone	
miss_melina-61@hotmail.com	818.373.9451	

ENTERED By: TH 3/9/15

74



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Last Name

\* MARSHA

E

Wilkes

90047

Email Address

Mobile Phone

Zip Code

First Name

Last Name

\* EDNA

BELL

90062

Email Address

Mobile Phone

Zip Code

First Name

Last Name

OLLIE

HAMILTON

90001

Email Address

Mobile Phone

Zip Code

323 667-7632

First Name

Last Name

CURTIS

HENDRICKS

Email Address

Mobile Phone

Zip Code

562-213-6580

90044

First Name

Last Name

WFAZTON

Moody

90011

Email Address

Mobile Phone

Zip Code

132376710131

First Name

Last Name

CHALKS

Smith

Email Address

Mobile Phone

Zip Code

(213) 926-4127

90062

ENTERED By: T.H (3/9/15)

TG



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	RAY	Last Name	ANDERSON
Email Address		Mobile Phone	(323) 898-2313
		Zip Code	90037

First Name	Michael	Last Name	FRANKLIN
Email Address	MFRINGLEWOOD@aol.com	Mobile Phone	310 722-8521
		Zip Code	90305

* First Name	Thompson	Last Name	FRANK
Email Address	Homeless	Mobile Phone	2
		Zip Code	2

First Name	Abner Neptune	Last Name	
Email Address	ELNEPFILE@YAHOO.COM	Mobile Phone	(323) 849-7035
		Zip Code	

First Name	ELVIN	Last Name	STAPLES
Email Address		Mobile Phone	909-279-6097
		Zip Code	90062

First Name	Daaimah Abdul-Mujeeb	Last Name	2320 W 24th St
Email Address	saronw4d@aol.com	Mobile Phone	323 710-1296
		Zip Code	90018

ENTERED BY: TH 3/9/15



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BLACK WORKER  
CENTER**

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First Name Last Name  
Imhojo Lookin-EI

Email Address Mobile Phone Zip Code  
mhojo27@gmail.com

First Name Last Name  
Scott Scheffer

Email Address Mobile Phone Zip Code  
scottpetruscheffer@gmail.com 323 420-5080 90046

First Name Last Name  
GERARDO M. BELLI (in host in UNION) 90002

Email Address Mobile Phone Zip Code  
Gerardbelli28@gmail.com (323) 577-0694

First Name Last Name  
MICHAEL FRANKLIN 310 722-8521 90305

Email Address Mobile Phone Zip Code  
MFINGLENOD@aol.com

First Name Last Name

Email Address Mobile Phone Zip Code

First Name Last Name

Email Address Mobile Phone Zip Code

ENTERED BY: TH 3/9/15



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
TAFARAI	BAYNE	TAFARAI BAYNE@gmail.com	310 743 2589	90006

First Name	Last Name	Email Address	Mobile Phone	Zip Code
SAMEER	GIBSON	sameer25@gmail.com		90014

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Darrick	ESPIRAL	Darrick ESPERAL@a	818 201 5274	91335

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Brenda	Laugier	brenn0110@yahoo.com	(818) 277-9658	91335

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Lewis	KISASI	LMKISASI@yahoo.com	(Enu.1)	

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Gidget	Thompson	gidgetthompson	323 334 -1809	90061

ENTERED By: TH 3/9/15



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name: DENTON Last Name: WRIGHT (323) 292-9508

Email Address: NONE Mobile Phone: 5818 1/2 2nd AVE LA CA 90043 Zip Code: (C)

First Name: Patricia Last Name: ROGERS

Email Address: Mobile Phone: 310 307 6005 Zip Code: @ 90018

\* First Name: VIVIAN Last Name: LOWE @

Email Address: 2412 E. EL Segundo Blvd Compton CA 90222 Mobile Phone: Zip Code:

First Name: Mike Shaw Last Name: SHAW @

Email Address: mshaw300@sbglobal.net Mobile Phone: 909 7326677 Zip Code:

First Name: Reggie Last Name: JACKSON

Email Address: REGEL JACKSON 4216 R A @ GMAIL.COM Mobile Phone: Zip Code: 90047

First Name: Taj C. Handy Last Name:

Email Address: subataj1@aol.com Mobile Phone: Zip Code: 92882

ENTERED By: T.H 3/9/15

1/14/15



**LOS ANGELES  
BLACK WORKER  
CENTER**

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First Name	Last Name	
Adriane	Buchanan	
Email Address	Mobile Phone	Zip Code
Adrianebuchanan@yahoo.com	2135052918	91709

First Name	Last Name	
Alice	Goff	
Email Address	Mobile Phone	Zip Code
alice@afpcme36.org	213 252-1341	90001

First Name	Last Name	
LARRY HUBBY		
Email Address	Mobile Phone	Zip Code
l.hubby@att.net	323-308-8837	90008

First Name	Last Name	
Kenna	Rivera	
Email Address	Mobile Phone	Zip Code
Kenna.rivera@seiu-usww.org	(310)486-6674	

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

FORM ENTERED BY: TH 3/13/15



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First Name Last Name  
Lloyd M Cook

Email Address Mobile Phone Zip Code  
lloydcook@Yahoo.com 213 598 0579 90044

First Name Last Name  
Ricky Barnett

Email Address Mobile Phone Zip Code  
Ricky.Barnett68@gmail.com (213) 359-1384 90044

First Name Last Name  
FRANK ELMORE

Email Address Mobile Phone Zip Code  
LEARNING2HEARN@SBCGLOBAL.NET 213 280-2292 90305

First Name Last Name  
Darryl Ballinger

Email Address Mobile Phone Zip Code  
daballinger2015@gmail.com 90015

First Name Last Name  
Jorge Cabrera

Email Address Mobile Phone Zip Code  
jcabrera@gmail.com 323 493 3993 90005

First Name Last Name

Email Address Mobile Phone Zip Code

DATA ENTERED: T.H 3/9/15



**LOS ANGELES  
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First Name

Last Name

REGINALD M. JOHNSON

Email Address

Mobile Phone

Zip Code

reginald1531.rj@gmail.com (323) 908-0013 90047

First Name

Last Name

Stanley Stain

Email Address

Mobile Phone

Zip Code

ssventures@aol.com 90045

First Name

Last Name

KENNETH WALLER 90723

Email Address

Mobile Phone

Zip Code

KDUB 486 @ GMAIL.COM 562-388-4533

First Name

Last Name

\* Darryl Williams 90220

Email Address

Mobile Phone

Zip Code

First Name

Last Name

\* Wanders Williams 90220

Email Address

Mobile Phone

Zip Code

First Name

Last Name

CLIFF SMITH

Email Address

Mobile Phone

Zip Code

CLIFFSMITHLOCK36@YAHOO 323.222.0251 90032

DATA ENTERED: TH 3/9/15



**LOS ANGELES  
BLACK WORKER  
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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Last Name

David Huerta

Email Address

Mobile Phone

Zip Code

david.huerta@SEIU-USWW.org (213) 284-2705 90015

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

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First Name	Last Name	
Amos	Young	
Email Address	Mobile Phone	Zip Code
amos.young@seiu-usww.org	(909) 961-9627	

First Name	Last Name	
Juan	Flores	
Email Address	Mobile Phone	Zip Code
juan.flores@seiu-usww.org		90011

First Name	Last Name	
Michael	Brown	
Email Address	Mobile Phone	Zip Code
Miko.Brown@seiu-usww	713 864 0291	91101

First Name	Last Name	
Wendell	Griffith	
Email Address	Mobile Phone	Zip Code
sammiscody@yahoo.com		91010

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

DATA ENTERED BY  
T.H 3/9/15



**LOS ANGELES  
BLACK WORKER  
CENTER**

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Last Name

Kenneth

SPENCER

90007

Email Address

Mobile Phone

Zip Code

KennethSpencer2011@gmail.com (213) 920-7256

First Name

Last Name

ADA

CAMACHO

90008

Email Address

Mobile Phone

Zip Code

ada.camacho@seiu-usww.org (213) 284-7705 90008

First Name

Last Name

Deborah

Russell

Email Address

Mobile Phone

Zip Code

deborah.russell@seiu-usww.org (310) 422-2653 90047

First Name

Last Name

Ofelia

Cortés

Email Address

Mobile Phone

Zip Code

ofelia.cortes@seiu-usww.org (649) 630-3238 912105

First Name

Last Name

MICHAEL

Granger

90008

Email Address

Mobile Phone

Zip Code

michaelgrangerst@gmail.com 310 210-9303 90008

First Name

Last Name

DWANIE

LAMOTHE

90017

Email Address

Mobile Phone

Zip Code

LAMOTHEPASADENA@AOL.COM

DATA ENTERED! TH 3/9/15



**LOS ANGELES  
BLACK WORKER  
CENTER**

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
BELINDA	PESER	
Email Address	Mobile Phone	Zip Code
cellobel@juno.com	213-284-5216	90046

First Name	Last Name	
Jason	HILL	
Email Address	Mobile Phone	Zip Code
jhill250@att.net	310 686-9158	90247

First Name	Last Name	
* CORNELL	JONES	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
1750 MCK #201	LA CA. 90062 (323) 403-3218	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Bernard	Woodard (323) 901-4595	
Email Address	Mobile Phone	Zip Code
Bernard Woodard@live.com		90011

First Name	Last Name	
Sandra	Diaz	
Email Address	Mobile Phone	Zip Code
Sandra Diaz @ (310) - (251) W. 019	6195342927	90041

Entered by E.A 3/6

Jann MLK



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Ellary	L. Bhimji	e_bhimji@yahoo.com	951-220-5345	92879

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jabulani	N'Mamdi	jabunnamdi@att.net	(323) 610-9877	90044

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Elsie	Johnson	Johnsonelsie10e1@gmail.com	323 987-8155	90000

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Cyndria	Cobb	cyndriacobb@yahoo.com	(818) 200-5199	91762

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Vhalaina	Harrington	vhalady@aol.com	323 877-6969	90044

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Yolanda	Fike	Yolandafike@aol.com	323 243-2297	90044

Entered by E.A 3/6

Jann MLK



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Shawna	Golden	
Email Address	Mobile Phone	Zip Code
Goldenlites@earthlinkmail.com		90004

First Name	Last Name	
Stanley	Dukes	
Email Address	Mobile Phone	Zip Code
Dukes5959@yahoo.com	323-98-6805	90047

First Name	Last Name	
Carl	Balden	90047
Email Address	Mobile Phone	Zip Code
1927 W. 775E	323-455-0534	

First Name	Last Name	
Shauntae	Hines	
Email Address	Mobile Phone	Zip Code
shines@coalitionrcd.org		90011

First Name	Last Name	
Tiffany	Boyd	
Email Address	Mobile Phone	Zip Code
Tboyd@Coalitionrcd.org		90804

First Name	Last Name	
Laticia	Locke	
Email Address	Mobile Phone	Zip Code
laticialocke@gmail.com		90644

Entered by E.A 3/6

Jann MLK.



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
TROY AVERY		90062
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Michelle	Goode	90062
Email Address	Mobile Phone	Zip Code
SIN4MIKKI@YAHOO.COM		

First Name	Last Name	
DEBRA	GOODE	90047
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
CLENCE	ESPINOSA	
Email Address	Mobile Phone	Zip Code
JRESPI@YAHOO.COM		90047

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

2

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LOS ANGELES  
BLACK WORKER  
CENTER

Ta

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
VIRGLE	BENSON	
Email Address	Mobile Phone	Zip Code
VIRGLEBENSON@YAHOO.COM	310 279 0178	90301

First Name	Last Name	
William	TORRES	
Email Address	Mobile Phone	Zip Code
	523-557-9605	90043

First Name	Last Name	
DANIEL	ALEXANDER	
Email Address	Mobile Phone	Zip Code
aqcalgroup@yahoo	323-855-9496	90047

First Name	Last Name	
Joseph Smith		
Email Address	Mobile Phone	Zip Code
	(323) 296-6057	90008

First Name	Last Name	
Chad Harris	Harris	
Email Address	Mobile Phone	Zip Code
Chef Chad Anthony@gmail.com	(323) 388-8881	90008

First Name	Last Name	
PAUL	Sinclair	
Email Address	Mobile Phone	Zip Code
SinPAUL1961@Verizon.com		90803

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LOS ANGELES  
BLACK WORKER  
CENTER

T62

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Last Name  
Jeanette Cruz

Email Address Mobile Phone Zip Code  
213-949-2126 90013

First Name Last Name  
Kenneth Bell

Email Address Mobile Phone Zip Code  
719 Spruce 909-494-0495 92410

First Name Last Name  
Herbert Smith

Email Address Mobile Phone Zip Code  
2323 Harding St 562 209-9247 90805

First Name Last Name  
Abu Ishaq Abdul HAFIZ

Email Address Mobile Phone Zip Code  
aabudiy2736@aol.com 90732

First Name Last Name

Email Address Mobile Phone Zip Code

First Name Last Name

Email Address Mobile Phone Zip Code

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LOS ANGELES  
BLACK WORKER  
CENTER

761

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Maribel	Campos	90302
Email Address	Mobile Phone	Zip Code
	323 235-3936	90302

First Name	Last Name	
M.A	Velasquez	
Email Address	Mobile Phone	Zip Code
m.clynnvelasquez@yahoo.com	310-894-2809	90302

First Name	Last Name	
Michelle	Lingo	
Email Address	Mobile Phone	Zip Code
MLingo@comcast.net		

First Name	Last Name	
Jimmie	Reed	
Email Address	Mobile Phone	Zip Code
jimmieknows@comcast.net		90301

First Name	Last Name	
Safiya	Abdul-Hafiz	90732
Email Address	Mobile Phone	Zip Code
HAFJJA77@aol.com		

First Name	Last Name	
ddress	Mobile Phone	Zip Code

Entered by EA 2/6



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Alonzo	Steele	90807
Email Address	Mobile Phone	Zip Code
Alonzo.ACS.Tailor.com	662 206-5133	

First Name	Last Name	
Scarlett	Cazare	90601
Email Address	Mobile Phone	Zip Code
scarzars@poets.whittier.edu		

First Name	Last Name	
Karina	Wile	
Email Address	Mobile Phone	Zip Code
klwile@poets.whittier.edu	323 893 2944	90601

First Name	Last Name	
Noelle <del>Wright</del>	Lezuel	
Email Address	Mobile Phone	Zip Code
jhrocks@yahoo.com	(909)-455-6293	91747

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

entered JA. 3.6.2015



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Sandra	Hampton	90712
Email Address	Mobile Phone	Zip Code
snhampton81@aol.com	(562)230-0197	

First Name	Last Name	
Toni	Hampton	90707
Email Address	Mobile Phone	Zip Code
tdh7276@gmail.com	562-472-6761	

First Name	Last Name	
Nicole	Hampton	90650
Email Address	Mobile Phone	Zip Code
RonshatHampton@yahoo.com	(562)-225-8255	

First Name	Last Name	
Jackie	Ramirez	91776
Email Address	Mobile Phone	Zip Code
Hurley9urlie63@yahoo.com		

First Name	Last Name	
Victoria <del>K</del>	Kause	91030
Email Address	Mobile Phone	Zip Code
vbforeva@gmail.com		

First Name	Last Name	
Crystal <del>Bar</del>	Moruno	90605
Email Address	Mobile Phone	Zip Code

Entered JA 3.6.15



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Leela

Last Name

Williams

Email Address

leela\_williams@yahoo.com

Mobile Phone

323-563-8487

Zip Code

90044

First Name

Shanique Davis

Last Name

Davis

Email Address

sdavis4b@gmail.com

Mobile Phone

619 727 1180

Zip Code

91801

First Name

Kaeo

Last Name

Black

Email Address

kkaeoblack@yahoo.com

Mobile Phone

Zip Code

90037

First Name

Christyne

Last Name

Taylor

Email Address

taylor\_chris@live.com

Mobile Phone

(323) 522-7399

Zip Code

91754

First Name

Shanteara

Last Name

Armstrong

Email Address

shanteara@icloud.com

Mobile Phone

Zip Code

90032

First Name

Clayd

Last Name

Robert

Email Address

clayd177@gmail.com

Mobile Phone

Zip Code

Entered JA 3.6.15



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name: Natividad Lopez Last Name: \_\_\_\_\_ Zip Code: 90011

Email Address: paunatal5@yahoo.com Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: Erika Sedano Last Name: \_\_\_\_\_

Email Address: 542rv2000@aol.com Mobile Phone: \_\_\_\_\_ Zip Code: 90011

First Name: Eduardo Last Name: Rodriguez

Email Address: Eduardo\_jca@outlook.com Mobile Phone: \_\_\_\_\_ Zip Code: 90011

First Name: Patricia Ceja Last Name: \_\_\_\_\_

Email Address: Patricia.ceja@att.net Mobile Phone: \_\_\_\_\_ Zip Code: 90011

First Name: Elizabeth Ceja Last Name: \_\_\_\_\_

Email Address: Lizceja54@g-mail Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: Kelvin Munguia Last Name: \_\_\_\_\_ Zip Code: 90011

Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

#

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## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Zip Code
Christian	Garcia	90034
Email Address	Mobile Phone	Zip Code
christian.f.garcia51995@gmail.com	310-241-9401	

First Name	Last Name	Zip Code
Brenda	Aguilar	90034
Email Address	Mobile Phone	Zip Code
aguilarbrenda55@yahoo.com	323-481-1811	

First Name	Last Name	Zip Code
Arisbeth	Aguilar	90034
Email Address	Mobile Phone	Zip Code
arisbeth1208@gmail.com	323 481 7956	

First Name	Last Name	Zip Code
Bertha	Ceja	90011
Email Address	Mobile Phone	Zip Code
cybertha@yahoo.com		

First Name	Last Name	Zip Code
Bayan	Favela	90011
Email Address	Mobile Phone	Zip Code
	(323)490-5543	

First Name	Last Name	Zip Code
Paulina	Sevilla	90011
Email Address	Mobile Phone	Zip Code

Entered JA 3-6-15



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First Name	Last Name		
Veronica	Cirja		
Email Address	Mobile Phone	Zip Code	
vernal-2007@yahoo.com		90011	

First Name	Last Name		
Yvette Santana			
Email Address	Mobile Phone	Zip Code	
yvette.santana18@yahoo.com		90011	

First Name	Last Name		
Irma	Malgallines		90011
Email Address	Mobile Phone	Zip Code	
irma_mgallines@yahoo.com			

First Name	Last Name		
Regina	Morris		
Email Address	Mobile Phone	Zip Code	
ginaasunshine@gmail.com		90047	

First Name	Last Name		
Marissa	Lopez		90640
Email Address	Mobile Phone	Zip Code	
mlopez25@calstatela.edu			

First Name	Last Name		
Ammal	Nabisi		91803
Email Address	Mobile Phone	Zip Code	

etened JA 3-6-15



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First Name	Last Name	
BRANDI	Quiette	
Email Address	Mobile Phone	Zip Code
creolecole@yahoo.com	310-804-9290	90746

First Name	Last Name	
Felicia Cade		
Email Address	Mobile Phone	Zip Code
F19CHERRI@yahoo.com	(562) 375-2976	90731

First Name	Last Name	
LALONNIE	BROOKS	
Email Address	Mobile Phone	Zip Code
LALONNIEBROOKS@gmail.com	(310) 233-2542	90746

First Name	Last Name	
JEREMY	POPE	
Email Address	Mobile Phone	Zip Code
jrushnd_04@yahoo.com	(562) 239-7715	90706

First Name	Last Name	
Ijazz Brooks		
Email Address	Mobile Phone	Zip Code
ijazz2108@gmail.com	323 745 7939	91105 <del>90746</del> <del>90746</del>

First Name	Last Name	
Brittany	Quiette	
Email Address	Mobile Phone	Zip Code
Quiette22@yahoo.com		90746

Entered E.A. 3/10



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Michelle	Davis	firstfranelady@yahoo.com		90044

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Shaye	Davis	sdavisb3@gmail.com	619 4533445	90043

First Name	Last Name	Email Address	Mobile Phone	Zip Code
TOWAN	ADAMS	Towan adams C gmail.com		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Maria	Villalobos	pennylane 1495 @aim.com		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Merissa	Craft	merissacraft@gmail.com		90037

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Del	Webb	delwebb@aim.com	510 217 5717	90037

Entered E.A. 3/16



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Zip Code
Vanessa	Pedraza	91001
Email Address	Mobile Phone	
Pedraza.vanessa@ymail.com	(626) 397-8909	

First Name	Last Name	Zip Code
Ether Justafert		91104
Email Address	Mobile Phone	
estaajustaa@yahoo.com	(626) 203-7575	

First Name	Last Name	Zip Code
Romeo	Minter	90032
Email Address	Mobile Phone	
Romeominter@Rocketmail.com	510 209 4749	

First Name	Last Name	Zip Code
Ayesha	Barnes	90019
Email Address	Mobile Phone	
Abarnes03@aol.com		

First Name	Last Name	Zip Code
Kasun	Alexander	90019
Email Address	Mobile Phone	
	(323) 599-9989	

First Name	Last Name	Zip Code
Brittany	Quiette	90019
Email Address	Mobile Phone	
	212-842-8702	

Chris Thomason

\* (look on back - more names!!)

Entered. E.A 3/6



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Alexa	Alfaro	
Email Address	Mobile Phone	Zip Code
alfaro-alexaz1@yahoo.com		10020

First Name	Last Name	
Gladys	Garcia	
Email Address	Mobile Phone	Zip Code
gladysgarcia11@yahoo.com	(951) 213-9176	90063

First Name	Last Name	
Alexis	Rodriguez	
Email Address	Mobile Phone	Zip Code
Soracbfus11@yahoo.com	(562) 490-6870	90002

First Name	Last Name	
Vidi	Hernandez	
Email Address	Mobile Phone	Zip Code
Vidihernandez@gmail.com	(626) 391-0960	91744

First Name	Last Name	
BreAnna	Clifford	
Email Address	Mobile Phone	Zip Code
Bre.Clifford@yahoo.com	(917) 429-6109	90038

First Name	Last Name	
Claudia	Reyes	
Email Address	Mobile Phone	Zip Code

Chris Thomas  
Entered E.A 3/6



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
Chris	Gladfelter	90032
Email Address	Mobile Phone	Zip Code
chrisg@10102@yahoo.com	(408) 425-5917	90032

First Name	Last Name	Zip Code
Prescila	Pacheco	
Email Address	Mobile Phone	Zip Code
pacheco.prescila@yahoo.com	(323) 540-3206	90255

First Name	Last Name	Zip Code
Angela	Martinez	
Email Address	Mobile Phone	Zip Code
amart246@calstate.edu		90037

First Name	Last Name	Zip Code
Carlos	Salazar	
Email Address	Mobile Phone	Zip Code
csalaz339@calstate.la.edu		90033

First Name	Last Name	Zip Code
Irvin	Jimenez	
Email Address	Mobile Phone	Zip Code
jimen16@calstate.la.edu		90033

First Name	Last Name	Zip Code
Blanca	Barajas	91792
Email Address	Mobile Phone	Zip Code
blanca.barajas@gmail.com		

Chris Thomason  
Entered E.A. 3/6



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Miguel	Rodriguez	
Email Address	Mobile Phone	Zip Code
mrodrig@calstatela.edu	(323) 286-5802	90033

First Name	Last Name	
Robert	Limon	
Email Address	Mobile Phone	Zip Code
rlimon@calstatela.edu	323-229-1512	90032

First Name	Last Name	
Juan	Velez	
Email Address	Mobile Phone	Zip Code
whoanito7@yahoo.com	(323) 246-2967	90032

First Name	Last Name	
HENRY	JOSEPH	
Email Address	Mobile Phone	Zip Code
hjoeph2@csu.edu		90032

First Name	Last Name	
Jacob	Rippens	
Email Address	Mobile Phone	Zip Code
jrippens@gmail.com	(626) 993-4265	91030

First Name	Last Name	
BOZANA	BELOKOSA	
Email Address	Mobile Phone	Zip Code

Chris Thomason  
Entered EA 3/6



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Madison	Ramirez	ramirezmadison00@yahoo.com	(323)392-9724	90033

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Erica	Ornelas	ornelas410@yahoo.com		90255

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Tomas	BENITEZ	tomasibemitez@yahoo.com	(323) 649-0352	90063

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Conure	Corky	ccorky@calstatela.edu		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Arturo	Ocampo	uocampo_sauw@yahoo.com	(323)369-6188	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Greg	Mijares	gregory.mijares@calstatela.edu	(222) 219-1964	90063

Chris Thomas  
Entered E.A 3/16



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Last Name  
DAVID ~~HAWKINS~~ HAWKINS  
Email Address Mobile Phone Zip Code  
Hawkjet@gmail.com 91324

First Name Last Name  
J. ARKON 2710 W 69 ST  
Email Address Mobile Phone Zip Code  
90047

First Name Last Name  
MaryLouise Beene 526 Sloats L.A Ca 90063  
Email Address Mobile Phone Zip Code

First Name Last Name  
Lena Echals 90005  
Email Address Mobile Phone Zip Code  
lenaechals@sbcc.edu.net

First Name Last Name  
Maude L. Johnson 90032  
Email Address Mobile Phone Zip Code  
MaudLJohnson clifleon20@gmail.com

First Name Last Name  
Clifton L Johnson clifleon20@gmail.com  
Email Address Mobile Phone Zip Code  
90302

Chris Thomason  
Entered E.A 3/4



LOS ANGELES  
BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name *[Signature]* Last Name *[Signature]*  
1021 W. 103<sup>ST</sup> LA.  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*  
*bevy72@att.net* *323-779-4611* *90044*

First Name *[Signature]* Last Name *[Signature]* Zip Code *[Signature]*  
*Ernestine J. Gordon* *90047*  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*  
*gordonernestine@sbcglobal.net*

First Name *[Signature]* Last Name *[Signature]* Zip Code *[Signature]*  
*Cynthia J. Tollette* *90032*  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*  
*cvtollette@ca.rr.com*

First Name *[Signature]* Last Name *[Signature]*  
*ANN L. REED* *4866 Presidio Dr. L.A. CA*  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*  
*areedrd9@aol.com* *323-245-8569* *90043*

First Name *[Signature]* Last Name *[Signature]*  
*Joyce Simmons*  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*  
*joyceasimmons* *90019*

First Name *[Signature]* Last Name *[Signature]* Zip Code *[Signature]*  
*Daryeon Buhl* *90018*  
Email Address *[Signature]* Mobile Phone *[Signature]* Zip Code *[Signature]*

Chris Thomsson  
entered E.A 3/6



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CENTER

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First Name	Last Name	Zip Code
SA/eem	HASAN	93535
Email Address	Mobile Phone	Zip Code
NONIBOSIMASTERS@yahoo.com		

First Name	Last Name	Zip Code
Patricia	Sanders	90305
Email Address	Mobile Phone	Zip Code
usher52@aol.com	323 839 1237	90305

First Name	Last Name	Zip Code
Celestine	Palmer	90043
Email Address	Mobile Phone	Zip Code
capalmer08@aol.com		

First Name	Last Name	Zip Code
Dana	Maxwell	90302
Email Address	Mobile Phone	Zip Code
dee-maxwell		

First Name	Last Name	Zip Code
Kenneth Myrick	3156 Bouldox	90063
Email Address	Mobile Phone	Zip Code
KNW@castek.net		

First Name	Last Name	Zip Code
SYLVIA ADETONA		91127
Email Address	Mobile Phone	Zip Code

Chris Thomas  
entered E.A 3/10



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
Benjamin	DE LEON	
Email Address	Mobile Phone	Zip Code
BED9623@LANSO.NET	(323) 304-3173	91801

First Name	Last Name	
Maria T. Lira		
Email Address	Mobile Phone	Zip Code
marialira613@yahoo.com		90032

First Name	Last Name	
David	Crittendon	
Email Address	Mobile Phone	Zip Code
dauid.crittendon@mindspring.com		

First Name	Last Name	
Joyce	Sanchez	
Email Address	Mobile Phone	Zip Code
Joycesanchez@yahoo.com	323-829-2793	90092

First Name	Last Name	
Steve	DeLaTorre	
Email Address	Mobile Phone	Zip Code
steve-delatorre@aol.com		91014

First Name	Last Name	
Bryce	Weatherspoon	
Email Address	Mobile Phone	Zip Code
		90044

entered E.A 3/16



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First Name Last Name  
Bonnie Jones 90247  
Email Address Mobile Phone Zip Code

~~310-324-166~~

First Name Last Name  
Christine Smith 90044  
Email Address Mobile Phone Zip Code

323-757-0933

First Name Last Name  
Norma J. Joseph Land  
Email Address Mobile Phone Zip Code

norma.j.joseph@att.net 323-754-5156 90044

First Name Last Name  
Zelda Faye Trent  
Email Address Mobile Phone Zip Code

None 310-538-3669 90249

First Name Last Name  
Robert HAMPTON  
Email Address Mobile Phone Zip Code

323-253-9708 90008 CA

First Name Last Name  
Linda Cheatham  
Email Address Mobile Phone Zip Code

323-253-9708 90008 CA

entered E.A. 3/6/15



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
DONALD	WILSON	323-574-0040
Email Address	Mobile Phone	Zip Code
DLWILSON3003@HOTMAIL.COM		

First Name	Last Name	
Genevieve	Shepherd	
Email Address	Mobile Phone	Zip Code
gen and shepherd	323-298-5027	Los Angeles 90018

First Name	Last Name	
Monica Bradford		
Email Address	Mobile Phone	Zip Code
mse2921@att.net		90064

First Name	Last Name	
Kimberly	Johnson	
Email Address	Mobile Phone	Zip Code
kjohnson@hbca.org	(818) 471-8999	90010

First Name	Last Name	
BERNARD	DENN	
Email Address	Mobile Phone	Zip Code
bernard1752@yahoo.com	714 872 0259	92835

First Name	Last Name	
Maurice	Burtin	
Email Address	Mobile Phone	Zip Code
	323-2001 11011	

entered E.A 3/6



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First Name	Last Name	
Carolyn	MITCHELL	
Email Address	Mobile Phone	Zip Code
carolee@yahoo.com	310-567-9502	90059

First Name	Last Name	
Catherine	Spann	
Email Address	Mobile Phone	Zip Code
30414 2 av L.A. Ca. 90043	#323-5713298	

First Name	Last Name	
Geraldine	JACKSON	
Email Address	Mobile Phone	Zip Code
16416 Firmdna Ave Lawndale, ca	(310) 741 7818	90260

First Name	Last Name	
Sheila R	Hayes	
Email Address	Mobile Phone	Zip Code
cocobrn65@yahoo.com		90249

First Name	Last Name	
Melicia	Smith	
Email Address	Mobile Phone	Zip Code
332 E. 71 <sup>st</sup> St - L.A. Ca.		90003

First Name	Last Name	
Charlynnne	Whitfield	
Email Address	Mobile Phone	Zip Code
MSSweetlips44@yahoo.com		90804

Entered Elizabeth A. 3/6

entered 2/11/11

Jann MLK



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CENTER

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First Name Last Name  
JANN WHE  
IE

Email Address Zip Code  
jann\_wheatstone@... 31440-8299 90056

First Name  
Suj PRTha McAlkin

Email Address Zip Code  
none 1323758980790002

First Name Last Name  
Nicole Williams 91710

Email Address Mobile Phone Zip Code  
nwilliams@century21award.com

First Name Last Name  
Hillary Duncan 213-308-4593 90043

Email Address Mobile Phone Zip Code  
duncan-hillary@yahoo.com

First Name Last Name  
Tom Po/E, #

Email Address Mobile Phone Zip Code  
TomPo/Eiii@yahoo.com 3239012118 90009

First Name Last Name  
GRANT MORANCI 323-326-5886

Email Address Mobile Phone Zip Code  
Rocky7

OL 7

Entered by EA 3/6

Jann MLK.



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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name

Last Name

CELL 323-901-5148

Email Address

Mobile Phone

Zip Code

2248 W 29th

LA CA

90018

First Name

Last Name

Bnana

Bowers

Email Address

Mobile Phone

Zip Code

Bnana Bowers 1993@yahoo.com (323) 898-7194

90043

First Name

Last Name

Deborah

Dawson

Email Address

Mobile Phone

Zip Code

(323) 294-9094

90043

First Name

Last Name

Thudues Dawson

Dawson

Email Address

Mobile Phone

Zip Code

(323) 777-4669

90061

First Name

Last Name

ERNEST LEWIS

323-901-0303

Email Address

Mobile Phone

Zip Code

90037

First Name

Last Name

Renee

BROWN

Email Address

Mobile Phone

Zip Code

90037

(2)

Entered by E.A 3/6



LOS ANGELES  
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CENTER

TG

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Zip Code
FIRMAN	BINGHAM	90061
Email Address	Mobile Phone	Zip Code
	323-849-9392	90061

First Name	Last Name	Zip Code
Keldrick	Alford	90806
Email Address	Mobile Phone	Zip Code
keldrick.alford88a@gmail.com	502-256-6329	6329

First Name	Last Name	Zip Code
Tiffany	Tyler	
Email Address	Mobile Phone	Zip Code
1054 W 110 St #4	323-359-6347	90044

First Name	Last Name	Zip Code
Janine	Osborn	90008
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Mary E.	Porterfield	
Email Address	Mobile Phone	Zip Code
mep646@yahoo.com	(562) 513-8437	90801

First Name	Last Name	Zip Code
Willie	Walters	
Email Address	Mobile Phone	Zip Code
sugarbear1916@hotmail.com		90008

DATA ENTERED By: TH 3/16/13



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CENTER

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First Name	Last Name	Mobile Phone	Zip Code
* Adrian	LUPEZ		90032
Email Address			

First Name	Last Name	Mobile Phone	Zip Code
Natalia Pulgar			90032
Email Address			

npulgar@csula.edu

First Name	Last Name	Mobile Phone	Zip Code
* Paswel	meleider		90032
Email Address			

First Name	Last Name	Mobile Phone	Zip Code
* Tania Escobar			90065
Email Address			

First Name	Last Name	Mobile Phone	Zip Code
* Dustin bi-			91780
Email Address			

First Name	Last Name	Mobile Phone	Zip Code
Sesanna	SACKSON		
Email Address			

1-213-1149111 90032

ATA ENTERED BY: TIMESHA H. 3/16/15



**LOS ANGELES  
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First Name Victor Last Name Carías Zip Code 90037  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_  
V.carías@live.com (213) 379-3572

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

ITA ENTERED By: TH 3/16/15



# LOS ANGELES BLACK WORKER CENTER

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First Name

Daniel

Last Name

Rosas

90280

Email Address

drosas021@gmail.com

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Mobile Phone

Zip Code

TA ENTERED BY: TH 3/16/15



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First Name	Last Name	
Lilit	Kirkosyan	
Email Address	Mobile Phone	Zip Code
	818-967-7587	90027

First Name	Last Name	
Kathleen Ramseyer		
Email Address	Mobile Phone	Zip Code
K.ramseyer@hotmail.com	626-491-8284	91030

First Name	Last Name	
Abeer	Samter	
Email Address	Mobile Phone	Zip Code
a-samter@hotmail.com	626 758 2206	91776

First Name	Last Name	
Luis	Torres	
Email Address	Mobile Phone	Zip Code
Htorres@calstatela.edu	909 843 8951	91763

First Name	Last Name	
DANIEL Thomas		
Email Address	Mobile Phone	Zip Code
dthomas@calstatela.edu		90032

First Name	Last Name	
	Mobile Phone	Zip Code

DATA ENTERED BY: TH 3/16/15



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First Name	Last Name		
Nairobi	Lorenzo		
Email Address	Mobile Phone	Zip Code	
djcatos94@gmail.com	323-919-9422	90056	

First Name	Last Name		
Niger E	Flepo		
Email Address	Mobile Phone	Zip Code	
nigerflepo@gmail.com	323-425-1098	90016	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	

First Name	Last Name		
Email Address	Mobile Phone	Zip Code	



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First Name	Last Name	
Robert	Almendarez	
Email Address	Mobile Phone	Zip Code
eoterm@aol.com	323 213 9212	90027

First Name	Last Name	
Imelda	Pemero	
Email Address	Mobile Phone	Zip Code
ame16299@gmail.com	(323) 317-1001	90065

First Name	Last Name	
Diana	Aghajanyan	90028
Email Address	Mobile Phone	Zip Code
diana bc 1509@yahoo.com		

First Name	Last Name	
Sonny	Ochoa	
Email Address	Mobile Phone	Zip Code
Ochoa.Sonny@gmail.com		90660

First Name	Last Name	
Elaine K	Chan	
Email Address	Mobile Phone	Zip Code
echan17@calstatela.edu		91770

First Name	Last Name	
Email Address	Mobile Phone	Zip Code



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First Name	Last Name	
Jhomarie	Sadang	
Email Address	Mobile Phone	Zip Code
jsadang@calstatela.edu		90032

First Name	Last Name	
Mary	Gambon	
Email Address	Mobile Phone	Zip Code
mbgambon@calstatela.edu		90032

First Name	Last Name	
Erika	Valle	
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Bryana	Swein	
Email Address	Mobile Phone	Zip Code
bswein@calstatelc.edu		90032

First Name	Last Name	
Daisy	Torres	
Email Address	Mobile Phone	Zip Code
daisy_torres01@hotmail.com		90032

First Name	Last Name	
Vernica	Lopez	
Email Address	Mobile Phone	Zip Code
		90255



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CENTER

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\*Editing

First Name	Last Name	
Steffanie	Flores Cordon	
Email Address	Mobile Phone	Zip Code
sflores411@calstatela.edu	(213) 587-3488	90057

First Name	Last Name	
Denise Lopez	Lopez	
Email Address	Mobile Phone	Zip Code
denlopsi@gmail.com		90032

First Name	Last Name	
Adisa Douglas		
Email Address	Mobile Phone	Zip Code
disa712@yahoo.com		91405

First Name	Last Name	
Lizbeth Pineda		
Email Address	Mobile Phone	Zip Code
lpineda6@calstatela.edu		90032

First Name	Last Name	
Munoz	Bianca	
Email Address	Mobile Phone	Zip Code
munozbianca77@gmail.com		90001

First Name	Last Name	
Rigoberto Vargas		
Email Address	Mobile Phone	Zip Code
rvargas96@gmail.com		90270



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BLACK WORKER  
CENTER

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Deanna	Youmans	90032
Email Address	Mobile Phone	Zip Code
dxyoumans@yahoo.com	(909) 543-8668	

First Name	Last Name	
Leticia	Gonzalez	90004
Email Address	Mobile Phone	Zip Code
leticia143@msn.com	(310) 985-5214	

First Name	Last Name	
Ali	Allyam	
Email Address	Mobile Phone	Zip Code
	626 236 6583	90012

First Name	Last Name	
Amy	To	
Email Address	Mobile Phone	Zip Code
amyto79@yahoo.com		90032

First Name	Last Name	
Jenni	Micha	90035
Email Address	Mobile Phone	Zip Code
justjenni-1@hotmail.com		

First Name	Last Name	
Sarah	Gomez	
Email Address	Mobile Phone	Zip Code
sarah11.11@att.net		90660



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BLACK WORKER  
CENTER

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First Name	Last Name	Zip Code
Celina	Ramirez	90063
Email Address	Mobile Phone	Zip Code
Lujuce mi_72@yahoo.com		

First Name	Last Name	Zip Code
[Signature]	Poros	
Email Address	Mobile Phone	Zip Code
4424 Blanchard St	213 284 862	90028

First Name	Last Name	Zip Code
[Signature]	Corea	
Email Address	Mobile Phone	Zip Code
olga-corea@yahoo.com	(323) 396-4224	90001

First Name	Last Name	Zip Code
Briana	Liera	
Email Address	Mobile Phone	Zip Code
brianaliera@yahoo.com	(562) 405-2528	90650

First Name	Last Name	Zip Code
Simon	Vargas	
Email Address	Mobile Phone	Zip Code
SimonVarga323@yahoo.com	(323) 314-9478	90023

First Name	Last Name	Zip Code
Melissa	Tamayo	
Email Address	Mobile Phone	Zip Code
chanceadventures@gmail.com	(323) 282-1358	90023



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CENTER

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First Name

Last Name

Yanira Chavez

Email Address

Mobile Phone

Zip Code

yanira\_chvez@yahoo.com 818-3892591 91342

First Name

Last Name

LISA Yu

Email Address

Mobile Phone

Zip Code

lyu@csplanet.calstatela.edu 90032

First Name

Last Name

Megan Thompson

Email Address

Mobile Phone

Zip Code

MT1223076@gmail.com 863812-2082 90032

First Name

Last Name

Karina Hernandez

Email Address

Mobile Phone

Zip Code

Karina1203@yahoo.com 90032

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code



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CENTER**

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First Name	Last Name	
Kimberly	Ayala	
Email Address	Mobile Phone	Zip Code
Kimberly.ayala@gmail.com	(626) 310-3346	90660

First Name	Last Name	
Liliana	Valdovinos	
Email Address	Mobile Phone	Zip Code
lilianavaldovinos65@yahoo.com	(760) 396-6227	90032

First Name	Last Name	
<del>blutagift@aol.com</del> Brian	Lucero-Contreras	<del>90280</del>
Email Address	Mobile Phone	Zip Code
blutagift@aol.com	(323) 351-2824	90280

First Name	Last Name	
Alexandra	Ortega	
Email Address	Mobile Phone	Zip Code
alexloves_chocolate@hotmail.com	(619) 884-1538	91801

First Name	Last Name	
Araali	Velasco	90201
Email Address	Mobile Phone	Zip Code
avelas30@calstatela.edu		

First Name	Last Name	
Imani Goodloe	Goodloe	923707
Email Address	Mobile Phone	Zip Code
Imani7a@yahoo.com	951-323-0410	



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First Name	Last Name	
Monica	Garcia	90604
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Gresia	Madrigal	90642
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Justin	Naito	90026
Email Address	Mobile Phone	Zip Code
jnaito@calstate-la.edu		

First Name	Last Name	
Ivra	Felix	90032
Email Address	Mobile Phone	Zip Code
(323)6678655		

First Name	Last Name	
Edith	Rendon	91733
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Emmanuel Romero		90032
Email Address	Mobile Phone	Zip Code



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First Name	Last Name	
SAMANTHA	MEYERS	
Email Address	Mobile Phone	Zip Code
SMEYERS@CALSTATELA.EDU	(818)723-8760	90032

First Name	Last Name	
Kimberly	GARCIA	
Email Address	Mobile Phone	Zip Code
kgarciakimberly@gmail.com		90022

First Name	Last Name	
Sara Villegas		
Email Address	Mobile Phone	Zip Code
lancome07@aol.com		91769

First Name	Last Name	
Elizabeth Viroueta		
Email Address	Mobile Phone	Zip Code
elizabethviroueta45@gmail.com		91732

First Name	Last Name	
Priscilla	Cornejo	
Email Address	Mobile Phone	Zip Code
cornejo.priscilla96@gmail.com		92374

First Name	Last Name	
Jasmine	Pobles	
Email Address	Mobile Phone	Zip Code
jasrobles3@yahoo.com		91744



LOS ANGELES  
BLACK WORKER  
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We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
<u>Diana</u>	<u>Rodriguez</u>	<u>90033</u>
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
<u>Glady's</u>	<u>Garcia</u>	<u>90003</u>
Email Address	Mobile Phone	Zip Code
<u>gladysgarcialbl@yahoo.com</u>		

First Name	Last Name	
<u>Susan Soto</u>		<u>91741</u>
Email Address	Mobile Phone	Zip Code
<u>SusanSoto64@yahoo.com</u>		

First Name	Last Name	
<u>Christopher <del>Flores</del></u>	<u>Flores</u>	
Email Address	Mobile Phone	Zip Code
<u>christ2163428@mail.com</u> <u>1163 E 27th St</u>	<u>(323) 592-0427</u>	<u>90011</u>

First Name	Last Name	
<u>Angel</u>	<u>Rahsel</u>	<u>90017</u>
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
<u>Rosana</u>	<u>Carretero</u>	<u>90201</u>
Email Address	Mobile Phone	Zip Code



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First Name	Last Name		
Analisa	Serrano		
Email Address	Mobile Phone	Zip Code	
analisaserrano@gmail.com	626 893 9299	91745	

First Name	Last Name		
Alexis Robles	Robles		
Email Address	Mobile Phone	Zip Code	
roblesalexis26@yahoo.com	(323) 574-0497	90063	

First Name	Last Name		
Fred Espinoza			
Email Address	Mobile Phone	Zip Code	
Freddy0175@gmail.com	(323) 346-2832	90001	

First Name	Last Name		
Blesst B	Bowden		90731
Email Address	Mobile Phone	Zip Code	
blesstbusoc@hotmail.com			

First Name	Last Name		
Jackson	Glenn		
Email Address	Mobile Phone	Zip Code	
<del>Wagside</del> Larkin Tom @ gmail.com		90291	

First Name	Last Name		
Mania Munir			90011
Email Address	Mobile Phone	Zip Code	



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
<u>Justin</u>	<u>Huhner</u>	
Email Address	Mobile Phone	Zip Code
<u>Justin.Huhner@arl.com</u>		<u>90503</u>

First Name	Last Name	
<u>Brian</u>	<u>Seto</u>	
Email Address	Mobile Phone	Zip Code
		<u>90031</u>

First Name	Last Name	
<u>Bang</u>	<u>Ta</u>	
Email Address	Mobile Phone	Zip Code
<u>bangta@gmail.com</u>		<u>90031</u>

First Name	Last Name	
<u>Heidi</u>	<u>Sandoval</u>	
Email Address	Mobile Phone	Zip Code
<u>heidipinky26@yahoo.com</u>	<u>(323) 8253-7245</u>	<u>90033</u>

First Name	Last Name	
<u>Belon</u>	<u>Rediet</u>	
Email Address	Mobile Phone	Zip Code
<u>beerediet@gmail.com</u>	<u>310-720-4324</u>	<u>90247</u>

First Name	Last Name	
<u>Jenna Kristoff</u>		
Email Address	Mobile Phone	Zip Code
<u>jennabattaglia@gmail.com</u>	<u>826-660-7870</u>	<u>91101</u>



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First Name	Last Name	Zip Code
Marlo	Pantoja	92504
Email Address	Mobile Phone	Zip Code
MAP0783@outlook.com		

First Name	Last Name	Zip Code
Veronica Alvarado	Alvarado	90302
Email Address	Mobile Phone	Zip Code
veronicasalvarado@gmail.com	(323) 316 8776	

First Name	Last Name	Zip Code
Veronica Torres	Torres	
Email Address	Mobile Phone	Zip Code
Shavrick-ut@hotmail.com	310 203 3443	91809

First Name	Last Name	Zip Code
Alondra Montesinos		
Email Address	Mobile Phone	Zip Code
alondra-montesinos@yahoo.com		90037

First Name	Last Name	Zip Code
Zuleyma Montes		
Email Address	Mobile Phone	Zip Code
zuleyma-montes@yahoo.com		90255

First Name	Last Name	Zip Code
Alma Cardenas		90011
Email Address	Mobile Phone	Zip Code
almalovespink@gmail.com		



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First Name	Last Name	
Chris Thomason		
Email Address	Mobile Phone	Zip Code
cthomas92@calstatele.edu		90032

First Name	Last Name	
Katia	LOPEZ	
Email Address	Mobile Phone	Zip Code
katialopez3@yahoo.com		90012

First Name	Last Name	
Christian Pelaez		
Email Address	Mobile Phone	Zip Code
Christi		90200

First Name	Last Name	
Fredy Santos		
Email Address	Mobile Phone	Zip Code
Lalia V	424) 297-941	90031

First Name	Last Name	
Wendy Ancas		
Email Address	Mobile Phone	Zip Code
	818-770-69104	91306

First Name	Last Name	
Kenny Chhen		
Email Address	Mobile Phone	Zip Code
all...@hotmail.com		90012



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First Name	Last Name	Zip Code
NATALY	LOPEZ	90660
Email Address	Mobile Phone	Zip Code
NATALY LOPEZ 1996@YAHOO.COM	(562) 832-3796	90660

First Name	Last Name	Zip Code
Nicolette	Tosunian	90032
Email Address	Mobile Phone	Zip Code
ntosunian@yahoo.com	(562) 213-7523	90032

First Name	Last Name	Zip Code
Tiffany	Apata	90745
Email Address	Mobile Phone	Zip Code
maxapata@gmail.com	310 866 9924	

First Name	Last Name	Zip Code
Yajaira	Gamez	90744
Email Address	Mobile Phone	Zip Code
yajaira gamez 1991@yahoo.com	(424) 215-5611	90744

First Name	Last Name	Zip Code
Adulfa	Salgado	93550
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Cassandra	Suarez	
Email Address	Mobile Phone	Zip Code

cassandrasuarez75@yahoo.com

90032



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First Name	Last Name	
Pedro	Vazquez	
Email Address	Mobile Phone	Zip Code
pvozquez2893@yahoo.com	(626) 494-3840	91706

First Name	Last Name	
Arturo	Torres	
Email Address	Mobile Phone	Zip Code
torres-arturo99@yahoo.com	(424) 785-7232	90220

First Name	Last Name	Zip Code
Steve	Reyes	90031
Email Address	Mobile Phone	Zip Code
plelosr@msn.com	(323) 226-7230	

First Name	Last Name	Zip Code
Kevin Reyes	Reyes	90247
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Anderson Paredes		
Email Address	Mobile Phone	Zip Code
andersonpaxb273@gmail.com		90057

First Name	Last Name	Zip Code
Chris121795@yahoo.com		90068
Email Address	Mobile Phone	Zip Code



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First Name	Last Name	Zip Code
Christlyn Chua		90032
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Hayley Flores		90065
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Jodna Wong		91754
Email Address	Mobile Phone	Zip Code

joannalung101@gmail.com

First Name	Last Name	Zip Code
Alexandra	Medina	
Email Address	Mobile Phone	Zip Code

amedina2593@hotmail.com 90760

First Name	Last Name	Zip Code
Vivian Chan		90032
Email Address	Mobile Phone	Zip Code

vchan14@calstatela.edu

First Name	Last Name	Zip Code
Michelle Sosa		90022
Email Address	Mobile Phone	Zip Code



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First Name	Last Name	Zip Code
Tyra	Block	90032
Email Address	Mobile Phone	
tyrab08@gmail.com	619-995-4586	

First Name	Last Name	Zip Code
DEAN	WILBER	90031
Email Address	Mobile Phone	
wilber97191@gmail.com	310-621-6766	

First Name	Last Name	Zip Code
Cristhina	Perez	90037
Email Address	Mobile Phone	
Cristhina051893@gmail.com	(323) 907-8788	

First Name	Last Name	Zip Code
Leslie	Herrera	90022
Email Address	Mobile Phone	
leslie.herrera@gmail.com	(323) 350-0041	

First Name	Last Name	Zip Code
April <del>MORALES</del>	MORALES	90032
Email Address	Mobile Phone	
aprilmr12@yahoo.com	(626) 893-8500	

First Name	Last Name	Zip Code
Mary <del>Perez</del>	Torio	
Email Address	Mobile Phone	
Mary_torio@yahoo.com	(626) 824-3420	



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First Name: Patricia  
Last Name: Venegas  
Email Address: venegas-pat407@yahoo.com  
Mobile Phone: [blank]  
Zip Code: 91001

First Name: Valerie  
Last Name: Garcia  
Email Address: val.garcia.21@aol.com  
Mobile Phone: [blank]  
Zip Code: 91105

First Name: Kimberly  
Last Name: Ascencio  
Email Address: ascencio3030@gmail.com  
Mobile Phone: [blank]  
Zip Code: 70063

First Name: Brenda  
Last Name: Valenzuela  
Email Address: brendavalen14@gmail.com  
Mobile Phone: [redacted]  
Zip Code: 91132

First Name: Jacqueline Avendano  
Last Name: [blank]  
Email Address: jacquelinea\_lo@yahoo.com  
Mobile Phone: [blank]  
Zip Code: 91801

First Name: TRACY WONG  
Last Name: [blank]  
Email Address: [blank]  
Mobile Phone: [blank]  
Zip Code: 90032



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First Name	Last Name	
Alexis	Moreno	
Email Address	Mobile Phone	Zip Code
amoren74@calstatela.edu		90201

First Name	Last Name	
Lannie	Brown	
Email Address	Mobile Phone	Zip Code
Brunon.Lannie@yahoo.com		91175

First Name	Last Name	
Alicia	Hunter	92301
Email Address	Mobile Phone	Zip Code
Allie.T.Hunter@gmail.com		

First Name	Last Name	
Sofia <del>Gregory</del>	Gregory	91411
Email Address	Mobile Phone	Zip Code
Sofia.gregory@yahoo.com	818-926-0862	

First Name	Last Name	
Morgan	Margawan	90032
Email Address	Mobile Phone	Zip Code
premiummshtris@gmail.com		

First Name	Last Name	
Cesar Sevilla		90007
Email Address	Mobile Phone	Zip Code
Cesar.Sevilla@gmail.com		



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First Name: Bulcht  
Last Name: Awer  
Email Address: Bulcht.awer@gmail.com  
Mobile Phone: [blank]  
Zip Code: 91325

First Name: Sarah  
Last Name: Wicochea  
Email Address: Sarah-wicochea@hotmail.com  
Mobile Phone: [blank]  
Zip Code: 90032

First Name: Melissa  
Last Name: Bunn  
Email Address: melissabunn@gmail.com  
Mobile Phone: [blank]  
Zip Code: 90032

First Name: Andy  
Last Name: Liu  
Email Address: [blank]  
Mobile Phone: [blank]  
Zip Code: 90032

First Name: Manene  
Last Name: Contreras  
Email Address: [redacted]  
Mobile Phone: [redacted]  
Zip Code: 90032

First Name: Jose  
Last Name: Rosas  
Email Address: [blank]  
Mobile Phone: [blank]  
Zip Code: 90032



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First Name	Last Name	
Kayla	Gray	90047
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Risha	Ramirez	96404
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Alex	Garcia	90088
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Emil	Bernard	90065
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Chonte Craft		90037
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
[Signature]	Devin	
Email Address	Mobile Phone	Zip Code



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First Name Last Name  
Deonna Gray  
Email Address Mobile Phone Zip Code  
deonnagray@hotmail.com (734) 755-0324 90032

First Name Last Name  
Megan Ramirez  
Email Address Mobile Phone Zip Code  
megan.ramirez92@yahoo.com (323) 493-3384 90003

First Name Last Name  
\* Briana White  
Email Address Mobile Phone Zip Code  
brianawhite61@yahoo.com (323) 572-0443 90062

First Name Last Name  
Christian Torres  
Email Address Mobile Phone Zip Code  
Christa.pples@gmail.com 90032

First Name Last Name  
Diana Solis  
Email Address Mobile Phone Zip Code  
~~Solis~~ Solisellana10@yahoo.com (213) 568-8784 90011

First Name Last Name  
Dean Harvey  
Email Address Mobile Phone Zip Code  
deanharvey27@yahoo.com 90016



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First Name	Last Name	
Josue	Zetino	
Email Address	Mobile Phone	Zip Code
josh2bore@yahoo.com	818-983-3361	90032

First Name	Last Name	
Anthony	Amyle	90032
Email Address	Mobile Phone	Zip Code
anthonyamac@hotmail.com	714 262 0918	

First Name	Last Name	
Anthony	Jimenez	90033
Email Address	Mobile Phone	Zip Code
Anthony-Jimenez@yahoo.com		

First Name	Last Name	
MONIQUE	RUIZ	90602
Email Address	Mobile Phone	Zip Code
MONIQUE DOT COM @HOTMAIL.COM	(562) 964-5089	

First Name	Last Name	
DENNY	TAN	
Email Address	Mobile Phone	Zip Code
TAN.DENNY.92@GMAIL.COM	(323) 681-9788	90032

First Name	Last Name	
Troy	Dumkio	
Email Address	Mobile Phone	Zip Code
t_dumkio@aol.com		92831



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First Name	Last Name	Zip Code
Shawnee	Davis	90032
Email Address	Mobile Phone	Zip Code
ddavis10@calstatela.edu		

First Name	Last Name	Zip Code
Natalie	Karayan	90032
Email Address	Mobile Phone	Zip Code
Natalie_2208@yahoo.com		

First Name	Last Name	Zip Code
Aracely	Velasquez	
Email Address	Mobile Phone	Zip Code
aracelyvelasquez98@yahoo.com	(323) 809-9696	90011

First Name	Last Name	Zip Code
Juan Mojica		
Email Address	Mobile Phone	Zip Code
moxico13@gmail.com	626-343-3252	90032

First Name	Last Name	Zip Code
Devin	Merritt	
Email Address	Mobile Phone	Zip Code
devinrmerritt@gmail.com	(323) 875-7223	90062

First Name	Last Name	Zip Code
Dominic Estrada		
Email Address	Mobile Phone	Zip Code
1-9212@hotmail.com	626-814-7496	90032



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First Name	Last Name	
Luis	Rojas	
Email Address	Mobile Phone	Zip Code
luisrojas555@gmail.com	(805)814-0969	90032

First Name	Last Name	
Wendy Moreno	(323)547-3528	90032
Email Address	Mobile Phone	Zip Code
wmoreno143@gmail.com		

First Name	Last Name	
Michelle	Valdivia	90032
Email Address	Mobile Phone	Zip Code
mvaldiv8@calstatela.edu		

First Name	Last Name	
Silvia	Avalos	<del>90032</del>
Email Address	Mobile Phone	Zip Code
savalos6@calstatela.edu		90032

First Name	Last Name	
Edith	Valladares	90032
Email Address	Mobile Phone	Zip Code
e_lorepink@yahoo.com		

First Name	Last Name	
Keisha	Williams	90706
Email Address	Mobile Phone	Zip Code
Ms_Keisha@yahoo.com		



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First Name Jonathan Last Name Lang  
Email Address j.o.lang@bkwmail.com Mobile Phone \_\_\_\_\_ Zip Code 90032

First Name Amanda Lopez Last Name \_\_\_\_\_  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code 90032

First Name George Last Name Villalobos  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code 90004

First Name Alberto Last Name Tercero  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code 90023

First Name Muehelle Last Name Orantes  
Email Address \_\_\_\_\_ Mobile Phone (626) 824-9834 Zip Code 90032

First Name Maria Manzo Last Name \_\_\_\_\_  
Email Address Marialla4manzo@yahoo.com Mobile Phone \_\_\_\_\_ Zip Code 90032



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First Name	Last Name	
Oswaldo	Zarate	
Email Address	Mobile Phone	Zip Code
		90032

First Name	Last Name	
Oscar	Guadarrama	
Email Address	Mobile Phone	Zip Code
guao3934@gmail.com	(323) 630-3404	90042

First Name	Last Name	
Jacqueline Tabatt		
Email Address	Mobile Phone	Zip Code
jackie-043091@yahoo.com		90032

First Name	Last Name	
Luis F. Nuñez		
Email Address	Mobile Phone	Zip Code
LFNuñez@gmail.com	646 657 3307	90032

First Name	Last Name	
TRAXIS	LOGAN	90008
Email Address	Mobile Phone	Zip Code
TRAXIS@GMAIL.COM		

First Name	Last Name	
Mary Hovsepian		90032
Email Address	Mobile Phone	Zip Code
hovsepianmary@yahoo.com		



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First Name: LUPEZ  
Last Name: PAOLA  
Zip Code: 90033

Email Address: paublq-13@hotmail.com  
Mobile Phone: 323-573-7290

First Name: Juellen  
Last Name: Adams

Email Address: \_\_\_\_\_  
Mobile Phone: \_\_\_\_\_  
Zip Code: 90032

First Name: Jasmine  
Last Name: Patterson

Email Address: \_\_\_\_\_  
Mobile Phone: \_\_\_\_\_  
Zip Code: 90032

First Name: Hosanna  
Last Name: Manriquez

Email Address: \_\_\_\_\_  
Mobile Phone: \_\_\_\_\_  
Zip Code: 90032

First Name: Omar  
Last Name: Carbajal

Email Address: \_\_\_\_\_  
Mobile Phone: \_\_\_\_\_  
Zip Code: 90032

First Name: Kay Jean Gilles  
Last Name: Jean-Gilles

Email Address: \_\_\_\_\_  
Mobile Phone: 310-880-6688  
Zip Code: 90032



# LOS ANGELES BLACK WORKER CENTER

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First Name Last Name  
Verlaine Vysosias  
Email Address Mobile Phone Zip Code  
verlaine.020@gmail.com 626 897 7228 91706

First Name Last Name  
Jess Rivas  
Email Address Mobile Phone Zip Code  
jnrivas914@gmail.com (613) 568-8474 90006

First Name Last Name  
Dainera ~~Winters~~ Nathan  
Email Address Mobile Phone Zip Code  
★ Call me dainera@gmail.com (619) 312-5175 90032

First Name Last Name  
amiri Mahnzili 90032  
Email Address Mobile Phone Zip Code  
amirizil@gmail.com (909) 921-8705

First Name Last Name  
Desiree Winters 90032  
Email Address Mobile Phone Zip Code  
winters-desiree@whbo.com (562) 328-6871

First Name Last Name  
Samantha Rodriguez 90032  
Email Address Mobile Phone Zip Code  
samantha.rodriguez18@gmail.com (562) 484-1793



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Zip Code
Esther	Justafort	90032
Email Address	Mobile Phone	Zip Code
estaajustaa@yahoo.com	626 2037575	

First Name	Last Name	Zip Code
Shaniqua	Archie	90032
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Melissa	Sanchez	90032
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Robert	Hernandez	90032
Email Address	Mobile Phone	Zip Code
hernandez223@yahoo.com		

First Name	Last Name	Zip Code
Iliana	Del Valle	90032
Email Address	Mobile Phone	Zip Code
idelvala@calstatelb.edu		

First Name	Last Name	Zip Code
Karla	Lopez	90032
Email Address	Mobile Phone	Zip Code
klopez43@calstatelb.edu		



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First Name: IVONNE Last Name: Guevara

Email Address: ivonne.quevara@yahoo.com Mobile Phone: ~~323~~ Zip Code: 90001

First Name: Paula Last Name: Vanegas

Email Address: paula.vanegas@yahoo.com Mobile Phone: Zip Code: 90037

First Name: Yarieta Last Name: Molina

Email Address: ymolina4@calstatela.edu Mobile Phone: Zip Code: 91803

First Name: Eden Last Name: Abraham

Email Address: eabraham@calstatela.edu Mobile Phone: Zip Code: 90034

First Name: Joshua Last Name: Salazar

Email Address: jsalaz39@calstatela.edu Mobile Phone: Zip Code: 90032

First Name: Adriana Last Name: Guillen

Email Address: aguill6@calstatela.edu Mobile Phone: Zip Code: 90026



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Eloy	Barreras	
Email Address	Mobile Phone	Zip Code
ebarajas5@yahoo.com		90032

First Name	Last Name	
Leah Kim	Villanueva	
Email Address	Mobile Phone	Zip Code
leah.clarkvilla@gmail.com		90006

First Name	Last Name	
Khanh	Dinh	
Email Address	Mobile Phone	Zip Code
khanh.d309@gmail.com		91776

First Name	Last Name	
Velluet	Miguel-Barrera	
Email Address	Mobile Phone	Zip Code
vmiguel@calstate.edu		91038

First Name	Last Name	
Patrick	Banzuelo	
Email Address	Mobile Phone	Zip Code
Pbanzue@calstatela.edu		90032

First Name	Last Name	
Uman	Quan	
Email Address	Mobile Phone	Zip Code
		90032



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First Name	Narinch	Last Name	Assatoui	90032
Email Address	narinch1980@gmail.com		Mobile Phone	Zip Code

First Name	Armineh	Last Name	Asatoui	90032
Email Address	aasatou@calstatela.edu		Mobile Phone	Zip Code

First Name	Raquel	Last Name	Ignacio Valle	90019
Email Address	ignacioraquel@hotmail.com		Mobile Phone	Zip Code

First Name	Jaqueline	Last Name	Olivas	90032
Email Address	jayolivas25@aol.com		Mobile Phone	Zip Code

First Name	Yoni	Last Name	Garcia	90026
Email Address	Garcia.Yoni1@gmail.com		Mobile Phone	Zip Code

First Name	Brenda	Last Name	Genova	
Email Address	masebne@gmail.com		Mobile Phone	Zip Code

entered JA 3/14/15



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First Name	Last Name	
Stephanie	Bartkovicz	
Email Address	Mobile Phone	Zip Code
Stephanie - bar konicz@gmail	(626) 762-7789	91773

First Name	Last Name	
Bridgette Angold	909) 31910070	
Email Address	Mobile Phone	Zip Code
bridgette.candice@gmail.com		91768

First Name	Last Name	
Dulce Y Gutierrez	(323) 480-4077	
Email Address	Mobile Phone	Zip Code
		91733

First Name	Last Name	
Marula Siy	Siy	
Email Address	Mobile Phone	Zip Code
mmp_siy@yahoo.com	(909) 979-7588	91763

First Name	Last Name	
Maha	Alharbi	
Email Address	Mobile Phone	Zip Code
maha_col@hotmail.com	626 782 8075	90032

First Name	Last Name	
Hudca	Alamair	
Email Address	Mobile Phone	Zip Code
hnn-99@hotmail.com		90032

entered JQ 3/14/15



# LOS ANGELES BLACK WORKER CENTER

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First Name Last Name  
ANDREYNA BALDENEGRO

Email Address Mobile Phone Zip Code  
andreynaaldenegro@gmail.com 91755

First Name Last Name  
MSIA CLARK

Email Address Mobile Phone Zip Code  
MCLClark@hotmail.com 202-486-9536 90045

First Name Last Name  
Amiri Mahnzili

Email Address Mobile Phone Zip Code  
a.mahnzili@gmail.com (909)921-8705 91737

First Name Last Name  
Jordan Davies

Email Address Mobile Phone Zip Code  
jrdavies3@me.com (909)969-8041 91711

First Name Last Name  
Alex Phuong

Email Address Mobile Phone Zip Code  
aphuong@calstatela.edu (626)862-3022 91801

First Name Last Name

Email Address Mobile Phone Zip Code

entered JA ~~BAK~~ 3/14/15



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
* Jocelyn	James	
Email Address	Mobile Phone	Zip Code
		91792

First Name	Last Name	
Edgardo	Ramirez	
Email Address	Mobile Phone	Zip Code
ramirezlokes@yahoo.com		90011

First Name	Last Name	
* Jocelyn Ortiz		
Email Address	Mobile Phone	Zip Code
		90242

First Name	Last Name	
Jorge Flores	Diaz	
Email Address	Mobile Phone	Zip Code
	323-907-9567	91331

First Name	Last Name	
Iris Abrego	Abrego	
Email Address	Mobile Phone	Zip Code
	(626) 731-5125	91007

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

Entered JA ~~3/14/15~~ 3/14/15



LOS ANGELES  
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CENTER

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jahzeel	Avila	jahzeelavila@gmail.com		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
JAVIER	Olmos	Olmosjavier23@yahoo.com		90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Stephanie	Portillo	Stephanieep@outlook	626 536 6014	9706

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Lindsey	Siguenza	lsiguen@calstateLA.edu		90063

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Kimberly <del>Arroyo</del>	Arroyo	kimberlyarroyo12@yahoo.com		91206

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jasmina	Hernandez	Jasmina Hernandez 9673@gmail.com		90211



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We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name: Victoria Last Name: Shubert Zip Code: 90032

Email Address: victorashubert@yahoo.com Mobile Phone: Zip Code:

First Name: Tana Last Name: Umana Zip Code: 90063

Email Address: umanatanainadync.com Mobile Phone: Zip Code:

First Name: Eric Last Name: Espinosa Zip Code: 90291

Email Address: Espinosa.Eric@gmail.com Mobile Phone: Zip Code:

First Name: Kayla Last Name: Martin Zip Code: 90034

Email Address: kaayla.martin2014@hotmail.com Mobile Phone: Zip Code:

First Name: laundsitub26@gmail.com Last Name: Zip Code: 91732

Email Address: Cruz Mobile Phone: Diaz Zip Code:

First Name: \* (diaz42)@calstatela.edu Last Name: (323)608-0143 Zip Code: 90014

Email Address: Mobile Phone: Zip Code:

ENTERED JQ 3/14/15



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	Zip Code
Gregory	Romero	90044
Email Address	Mobile Phone	Zip Code
gsxrom@hotmail.com	(323) 833-0254	

First Name	Last Name	Zip Code
Cindy	Vazquez	90601
Email Address	Mobile Phone	Zip Code
CindyVazquez@yahoo.com	(562) 656-8090	

First Name	Last Name	Zip Code
Arman	Kalomian	
Email Address	Mobile Phone	Zip Code
akalomian@hotmail.com	818-482-0882	91040

First Name	Last Name	Zip Code
SUZY	PETROVA	
Email Address	Mobile Phone	Zip Code
Petrova.Suzy@yahoo.com		90027

First Name	Last Name	Zip Code
Vanessa	Martinez	91761
Email Address	Mobile Phone	Zip Code
martinezvanessa.2014@gmail.com		

First Name	Last Name	Zip Code
* beville d constantine		91101
Email Address	Mobile Phone	Zip Code

Entered JQ 3/14/2015



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Last Name  
Martha Martinez

Email Address Mobile Phone Zip Code  
Milosmells11@gmail.com 90201

First Name Last Name  
Carolina Medina 90022

Email Address Mobile Phone Zip Code  
medcar11@yahoo.com

\* First Name Last Name Zip Code  
Gloria Rodriguez 90201

Email Address Mobile Phone

First Name Last Name  
Anallely Orozco

Email Address Mobile Phone Zip Code  
anallely@gmail.com 90039

First Name Last Name  
Selamant Seifue 90019

Email Address Mobile Phone Zip Code  
herbrantfuture@gmail.com 90019

First Name Last Name  
Email Address Mobile Phone Zip Code

Entered JA 3/14/15



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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Diallo	Anderson	anderson.diallo@gmail.com	-	90019

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jennifer	Gamboa	<del>XXXXXXXXXX</del> jennifer.gamboa@laud.net		90079

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Cristina	Torres	Cristina.Torres009@yahoo.com		90072

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Yadira	Barrientos	barrientos.yadira@yahoo.com		91744

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Monique	Sample	monique@sample@gmail.com	(323) 252-8997	90019

First Name	Last Name	Email Address	Mobile Phone	Zip Code
David	Robinson	davidrob1999@gmail.com	213-270-5511	91104

DATA entered By TH + LH 3/23/13



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CENTER

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First Name	Last Name		
Kimberly	Kyala		
Email Address	Mobile Phone	Zip Code	
Kimberly.kyala@gmail.com	(626) 310-3346	90660	

First Name	Last Name		
Liliana	Valdovinos		
Email Address	Mobile Phone	Zip Code	
lilianavaldovinos65@yahoo.com	(760) 396-6227	90032	

First Name	Last Name		
Brian	Lucero-Contreras		<del>90280</del>
Email Address	Mobile Phone	Zip Code	
bubing99@aol.com	(323) 328-2824	91280	

First Name	Last Name		
Alexandra	Ortega		
Email Address	Mobile Phone	Zip Code	
alexloves_chocolate@hotmail.com	(619) 884-1538	91801	

First Name	Last Name		
Arachi	Kelasu		90201
Email Address	Mobile Phone	Zip Code	
avelas30@calstatela.edu			

First Name	Last Name		
Imani Goodloe	Goodloe		92377
Email Address	Mobile Phone	Zip Code	
Imani29@yahoo.com	951-323-0410		



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First Name	Last Name	
<u>Christina</u>	<u>Lozano</u>	
Email Address	Mobile Phone	Zip Code
<u>lozanochristina16@yahoo.com</u>	<u>310-544-0677</u>	<u>90221</u>

First Name	Last Name	
<u>David</u>	<u>Barbera</u>	
Email Address	Mobile Phone	Zip Code
<u>David.Barbera@yahoo.com</u>	<u>770-281-3572</u>	<u>91767</u>

First Name	Last Name	
<u>Kathleen</u>	<u>Martinez</u>	
Email Address	Mobile Phone	Zip Code
<u>Kathleen.martinez@yahoo.com</u>	<u>626-610-6818</u>	<u>91762</u>

First Name	Last Name	
<u>Brenda</u>	<u>Valenzuela</u>	
Email Address	Mobile Phone	Zip Code
<u>brenda.valen14@gmail.com</u>		<u>91732</u>

First Name	Last Name	
<u>IVAN</u>	<u>VIRAMUNTES</u>	
Email Address	Mobile Phone	Zip Code
<u>IVANV280@GMAIL.COM</u>	<u>760-721-7573</u>	<u>91732</u>

First Name	Last Name	
<u>Cesar</u>	<u>Camacho</u>	
Email Address	Mobile Phone	Zip Code
<u>Cesar76@Yahoo.com</u>		<u>90244</u>



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First Name: Elvin  
Last Name: Vargas  
Email Address: *something-in-the-way@yahoo.com*  
Mobile Phone: 626-714-1331  
Zip Code: 91104

First Name: Michael  
Last Name: BLUM  
Email Address: *303MFB75@gmail.com*  
Mobile Phone: 310-710-2120  
Zip Code: 90404

First Name: Chen  
Last Name: M. Luning  
Email Address: *f627672@att.net*  
Mobile Phone: 626-283-9510  
Zip Code: 91776

First Name: Alejandro Heredia  
Last Name: Heredia  
Email Address: *alejandrohredia96@gmail.com*  
Mobile Phone: (323) 913 2149  
Zip Code: 90029

First Name: Rafael Luning  
Last Name: ~~Blum~~  
Email Address: *RafaelLuning@tuttu.com*  
Mobile Phone: (650) 534-5942  
Zip Code: 90332

First Name: Elliot Chu  
Last Name: Chu  
Email Address: *ChuElliot@gmail.com*  
Mobile Phone: 626-417-8005  
Zip Code: 91107



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First Name Susana Last Name Hernandez Zip Code 90011  
Email Address shhernan2@calstatela.edu Mobile Phone (323) 500-5565

First Name Jasmin Last Name Zendejas Zip Code 90001  
Email Address zendejasjasmine@yahoo.com Mobile Phone

First Name Vivienne Last Name Wing Zip Code 91775  
Email Address vivienne200@hotmail.com Mobile Phone

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address Castro Mobile Phone Rayas Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address lrayas@yahoo.com Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_  
First Name Ilyse Jackson Last Name Jackson Zip Code 9052  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
Email Address Ilyse Jackson Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_



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First Name: Wesley Last Name: Martinez Zip Code: 90650

Email Address: wesleymartinez@gmail.com Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: Daniel Rodriguez Last Name: \_\_\_\_\_ Zip Code: 91190

Email Address: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: JOSE PEREZ Last Name: \_\_\_\_\_ Zip Code: 91201

Email Address: jose@jpdrams.com Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: Chuck Obi Last Name: \_\_\_\_\_ Zip Code: 91345

Email Address: chuck200bi@aol.com Mobile Phone: \_\_\_\_\_ Zip Code: \_\_\_\_\_

First Name: Chris Lopez Last Name: Nuyen Zip Code: 90072

Email Address: chris@ywu-or Mobile Phone: (322) 221-8115 Zip Code: \_\_\_\_\_

First Name: Addison ~~Landberg~~ Last Name: Landberg

Email Address: addybouquet@yahoo.com Mobile Phone: (818) 590-3190 Zip Code: 91423



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First Name	Last Name		
LUCILA	URZUA		
Email Address	Mobile Phone	Zip Code	
lucila.urzua@yahoo.com	(373) 491-1982	90201	

First Name	Last Name		
Anthony	Franco		
Email Address	Mobile Phone	Zip Code	
afrancis@calstatela.edu	(626) 353-6116	90032	

First Name	Last Name		
Elizabeth Lopez	Lopez		
Email Address	Mobile Phone	Zip Code	
lopezlic@shoglobal.net	(626) 230-1476	91732	

First Name	Last Name		
Treveres	STAMPS		90032
Email Address	Mobile Phone	Zip Code	
	562-292-5238	90032	

First Name	Last Name		
Alex	JAMES		
Email Address	Mobile Phone	Zip Code	
	323-493-4045	90032	

First Name	Last Name		
Daniel	Johnson		
Email Address	Mobile Phone	Zip Code	
	213-769-9518	90032	



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First Name	Last Name	Zip Code
Maylee	Tan	90032
Email Address	Mobile Phone	
aprilmaelce123@gmail.com		

First Name	Last Name	Zip Code
Kiana Carter		
Email Address	Mobile Phone	
wmakse1namekiana@gmail.com	(626) 410-3022	91741

First Name	Last Name	Zip Code
Sinay	Woubeshet	
Email Address	Mobile Phone	
fekereyika@yahoo.com	(323) 335-9630	900413

First Name	Last Name	Zip Code
Matteo	Debra	
Email Address	Mobile Phone	
mpdebb99@gmail.com	919 9426-0257	91211

First Name	Last Name	Zip Code
Emily Klein	Klein	
Email Address	Mobile Phone	
tygoklein7@gmail.com		91001

First Name	Last Name	Zip Code
Julie Thomason		
Email Address	Mobile Phone	
CThomas9@CSULA.edu		90032



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We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Priscila	Navarro	prisc.navarro@gmail.com	(323) 904-4142	90065

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Grean Hernandez	Lugo	ghernandez108@gmail.com	323640 1884	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Damaris	Moran			90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
<del>Deshaun</del>	DeLeon			<del>90032</del>

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Christian	Aguilar			90026

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Paul	Uriarte		(323) 620-0256	91801



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First Name	Last Name		
VANESSA	LOPEZ		
Email Address	Mobile Phone	Zip Code	
vlopez59@calstate la.edu		90032	

First Name	Last Name		
Cesar	VELAZQUEZ		
Email Address	Mobile Phone	Zip Code	
Cvelaz95@calstate la.edu		90032	

First Name	Last Name		
<del>LUIS</del> LUIS	DIAZ		90032
Email Address	Mobile Phone	Zip Code	
LDIAZ31@CALSTATELA.EDU			

First Name	Last Name		
Magdalena	SANCHEZ		90032
Email Address	Mobile Phone	Zip Code	
Msanc213@calstatela.edu			

First Name	Last Name		
AIFER	AGOSTIN		90032
Email Address	Mobile Phone	Zip Code	
aagosti9@calstatela.edu			

First Name	Last Name		
Jesus	Pedroza		
Jesussm54@calstate la.edu		90031	
Email Address	Mobile Phone	Zip Code	



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First Name	Last Name		
Fang	Yuan		
Email Address	Mobile Phone		Zip Code
fyuan3@calstatela.edu			

First Name	Last Name		
Devin Merritt			
Email Address	Mobile Phone		Zip Code
devinmerritt@gmail.com			90062

First Name	Last Name		
Chuck Obi			
Email Address	Mobile Phone		Zip Code
chuck2obi@yahoo.com			91349

First Name	Last Name		
Lauren Brown			
Email Address	Mobile Phone		Zip Code
lolalukuh3@gmail.com			90032

First Name	Last Name		
Mario Rodriguez			
Email Address	Mobile Phone		Zip Code
mrodr305@calstatela.edu			91810

First Name	Last Name		
Katherine Pareja			90050
Email Address	Mobile Phone		Zip Code
kpajreja@calstatela.edu			



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BLACK WORKER  
CENTER

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First Name: Andrea  
Last Name: YUSON  
Email Address: andreasYuson@gmail.com  
Mobile Phone: 323-439-5975  
Zip Code: 90032

First Name: Gregorio  
Last Name: Davan  
Email Address: gdavan127@gmail.com  
Mobile Phone: 310-850-8607  
Zip Code: 90032

First Name: Marquisha  
Last Name: Taylor  
Email Address: miamiurbanDance@gmail.com  
Mobile Phone: 323 503 3656  
Zip Code: 90032

First Name: Daitila  
Last Name: Smith  
Email Address: baotzmarie93@yahoo.com  
Mobile Phone: [blank]  
Zip Code: 90008

First Name: Lucy  
Last Name: Melgar  
Email Address: lmelgar3@calstateka.edu  
Mobile Phone: [blank]  
Zip Code: 90011

First Name: Kelly  
Last Name: Collier  
Email Address: Kcollier2@calstate1a.edu  
Mobile Phone: 661-285-3294  
Zip Code: 90032

DATA ENTER BY: TH 3/16/15



LOS ANGELES  
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CENTER

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First Name	Last Name	
Natalie Reynoso		
Email Address	Mobile Phone	Zip Code
nreynoso90@yahoo.com		90032

First Name	Last Name	
Ivan Sanchez		
Email Address	Mobile Phone	Zip Code
vsanchez42@gmail.com	(213) 344-4314	90057

First Name	Last Name	
Ashley Herrell		
Email Address	Mobile Phone	Zip Code
ashleyherrell@yahoo.com	(626) 994-8595	91124

First Name	Last Name	
Wendy Moreno		
Email Address	Mobile Phone	Zip Code
wmoren43@gmail.com	(323) 5473528	90011

First Name	Last Name	
Omar Ismail		
Email Address	Mobile Phone	Zip Code
Omar25i@yahoo.com	(626) 590-6544	91103

First Name	Last Name	
Virginia Munoz		
Email Address	Mobile Phone	Zip Code
vmunoz1@gmail.com	(818) 401-8755	91342

DATA ENTERED By: TH 3/16/15

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# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Alondra	Olivera	
Email Address	Mobile Phone	Zip Code
oliveraalondra08@gmail.com		90201

First Name	Last Name	
Gia Henley		
Email Address	Mobile Phone	Zip Code
bunniboo20@yahoo.com		90032

First Name	Last Name	
Iman	Abdelaal	
Email Address	Mobile Phone	Zip Code
iman.abdelaal@yahoo.com		91801

First Name	Last Name	
Amy	Aguilar	
Email Address	Mobile Phone	Zip Code
amy.aguilar@rockesmail.com	323-928-6251	90004

First Name	Last Name	
Blanca	Cornejo	
Email Address	Mobile Phone	Zip Code
blanca.cornejo@gmail.com	(323)839-1491	<del>90027</del> 90027

First Name	Last Name	
Email Address	Mobile Phone	Zip Code

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## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Anthony	Hernandez	fuerc56@yahoo.com	(327) 915-0327	90072

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Cynthia	Saucedo	cynthiasaucedo79@yahoo.com	(323) 536-0430	90042

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Erik	Chaffino	e.chaffino@gmail.com	(562) 479-8617	90606

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jesus	Rebolledo	jesusrebollo@gmail.com	(909) 717-3193	91764

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Romello	Bernstine	romellobernstine@gmail.com	415 685 7808	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Brittany	Quiette		213-849-8203	90746

ITA ENTERED BY: TH 3/16/15



## LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Last Name Zip Code  
Lela GUNY 91103

Email Address Mobile Phone Zip Code  
lguny@yahoo.com 717-571-0958

First Name Last Name Zip Code  
Kenny Solis 92806

Email Address Mobile Phone Zip Code  
kensolcharger13@yahoo.com 714-438-9033

First Name Last Name  
Sevana Simonyan

Email Address Mobile Phone Zip Code  
sevana.simonyan@yahoo.com (818)500-8542 91205

First Name Last Name Zip Code  
Anaplica Cruz 90032

Email Address Mobile Phone Zip Code  
acruz22@cattatela.edu 323)378-8496

First Name Last Name  
Teresa Vera Vera

Email Address Mobile Phone Zip Code  
tvera9@yahoo.com (323)1037-2859 90032

First Name Last Name  
Bernice Trinh

Email Address Mobile Phone Zip Code  
Bernice.T@gmail.com 626-857-7188 91755

DATA ENTERED BY: TH 3/16/15



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
Tasfia	Raman	
Email Address	Mobile Phone	Zip Code
tazr112@gmail.com		90640

First Name	Last Name	
Karina Amor		
Email Address	Mobile Phone	Zip Code
amor.karina@yahoo.com		70040

First Name	Last Name	
Gabriela	Castillo	920032
Email Address	Mobile Phone	Zip Code
gabcastillo1992@gmail.com		

First Name	Last Name	
Brandy	Silva	
Email Address	Mobile Phone	Zip Code
repinlove93@yahoo.com	760-590-7112	90044

First Name	Last Name	
Valerie	Ward	
Email Address	Mobile Phone	Zip Code
valerieward24@gmail.com		91792

First Name	Last Name	
Cares Vidales	Vidales	
Email Address	Mobile Phone	Zip Code
Cvidal@calstatla.edu		91790

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LOS ANGELES  
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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Alex	Jreisat	<del>_____</del>	562.644.5587	90063

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Christian	Tovris	Christapples@gmail.com		90065

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Kiana	Carter	Whatsernamekiana@gmail.com	(626)410-3022	91941

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Daniel	Ferreira	danielferreira14@hotmail.com	(740)757-0438	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Tony	Christopher	Tonyinc@hotmail.com	213.804.3318	90065

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Hagop	Khachatryan	_____@gmail.com		90028

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LOS ANGELES  
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CENTER

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First Name	Last Name	Zip Code
Erika	Mandujano	<del>90255</del>
Email Address	Mobile Phone	Zip Code
erika235@gmail.com	(323) 506-3011	90255

First Name	Last Name	Zip Code
Yanely	Meza	90012
Email Address	Mobile Phone	Zip Code
yanely9182a@gmail.com	(323) 379-0029	90012

First Name	Last Name	Zip Code
Darlene	La Brada	90032
Email Address	Mobile Phone	Zip Code
darlene009@gmail.com	626 824 4332	

First Name	Last Name	Zip Code
Mileydi	Ramirez	90032
Email Address	Mobile Phone	Zip Code
ramirezmileydi77@yahoo.com	(818) 310-9255	

First Name	Last Name	Zip Code
Shirley	Tirado Castillo	
Email Address	Mobile Phone	Zip Code
S_tcastillo26@yahoo.com	(323) 286-7665	

First Name	Last Name	Zip Code
PATM	BARAJAS	90211
Email Address	Mobile Phone	Zip Code
	(323) 120 1111	



# LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
Lashea	Brown	
Email Address	Mobile Phone	Zip Code
Lasheabrown1@gmail.com	(626)246-9097	91702

First Name	Last Name	
Malik	McMillian	
Email Address	Mobile Phone	Zip Code
malik.mcmillian@gmail.com	(510)459-0398	90032

First Name	Last Name	
Jasmine	Campes	90031
Email Address	Mobile Phone	Zip Code
jasmine75campes@yahoo.com	(818)748-5333	

First Name	Last Name	
Britney	Lynch	91803
Email Address	Mobile Phone	Zip Code
lynch.britney@yahoo.com	(626)-972-2273	

First Name	Last Name	
Jazmin Perez	Perez	90026
Email Address	Mobile Phone	Zip Code
1129-by1@live.com		

First Name	Last Name	
Liliana	Perez	900-
Email Address	Mobile Phone	Zip Code
lperez@calstatela.edu	(805)598-4039	90032



## LOS ANGELES BLACK WORKER CENTER

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First Name	Last Name	
Nohely	Bernal	
Email Address	Mobile Phone	Zip Code
nbernal80@gmail.com	(559) 643-7848	90806

First Name	Last Name	
Angulica Enriquez		90640
Email Address	Mobile Phone	Zip Code
angie39@yahoo.com	(323) 712-7512	

First Name	Last Name	
Rena Goldstein		
Email Address	Mobile Phone	Zip Code
rgoldst3@calstatela.edu	702-682-7228	90046

First Name	Last Name	
FLDR HATO	Aragon	91801
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
Joyce	Wibrando	
Email Address	Mobile Phone	Zip Code
JUBRANA@calstatela.edu		90042

First Name	Last Name	
Rodrig	Gaines	
Email Address	Mobile Phone	Zip Code
rgaines224@live.com		90032



# LOS ANGELES BLACK WORKER CENTER

We stand with Black workers in LA who face hiring discrimination. We call on the L.A. City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name	Last Name	
Karen	Arana	
Email Address	Mobile Phone	Zip Code
karenarana@ymail.com	(323) 919-6135	90033

First Name	Last Name	
Stephanie	Cortes	
Email Address	Mobile Phone	Zip Code
stephanie.cortes029@gmail.com	(323) 326-3727	90032

First Name	Last Name	
Alejandro	Orozco	90032
Email Address	Mobile Phone	Zip Code
alexorozco95@yahoo.com		

First Name	Last Name	
Wendy Cordova		
Email Address	Mobile Phone	Zip Code
Wendy.Cordova2@yahoo.com		90032

First Name	Last Name	
Ashley Joseph		
Email Address	Mobile Phone	Zip Code
Ajoseph5@calstateh.edu		90032

First Name	Last Name	
Maria Bombino		
Email Address	Mobile Phone	Zip Code
mariadiaz415@yahoo.com		90059



LOS ANGELES  
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First Name	Last Name	Zip Code
Roman	Anderson	90305
Email Address	Mobile Phone	
andersonroman@yahoo.com	310 654 1969	

First Name	Last Name	Zip Code
Sarah	Dreier	91104
Email Address	Mobile Phone	
Sarahdreier@aol.com	626 840 1842	

First Name	Last Name	Zip Code
Dennia 1123@gmail.com		96032
Email Address	Mobile Phone	
Dennia Palmer		

First Name	Last Name	Zip Code
Kimberly Garcia		90023
Email Address	Mobile Phone	

First Name	Last Name	Zip Code
Brittany Chavez		91746
Email Address	Mobile Phone	

First Name	Last Name	Zip Code
Kataly	Gavarrete	90032
Email Address	Mobile Phone	



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First Name Last Name Zip Code  
Genevieve A Shephard 90018

Email Address Mobile Phone Zip Code  
gas9179@lausd.net 3788 Satro Ave. Los Angeles, Calif

First Name Last Name Zip Code  
Monica Sandoval 90041

Email Address Mobile Phone Zip Code  
monica.52008@yahoo.com 90041

First Name Last Name Zip Code  
Simeon Carson 90032

Email Address Mobile Phone Zip Code  
scarson@calstatela.edu 3104937648

First Name Last Name Zip Code  
Jesse Garcia 90032

Email Address Mobile Phone Zip Code  
jgarc32@csula.edu — 900

First Name Last Name Zip Code  
Alexis Onofre 90032

Email Address Mobile Phone Zip Code  
alexis.onofre@gmail.com

First Name Last Name Zip Code  
Michael ~~Dean~~ Dolin 90032

Email Address Mobile Phone Zip Code

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\*Editing

First Name	Last Name	
Steffanie	Flores Cordon	
Email Address	Mobile Phone	Zip Code
sflores411@calstatela.edu	(213) 587-3488	90057

First Name	Last Name	
Denise Lopez	Lopez	
Email Address	Mobile Phone	Zip Code
denlope1@gmail.com		90032

First Name	Last Name	
Adisa Douglas		
Email Address	Mobile Phone	Zip Code
disa712@yahoo.com		91405

First Name	Last Name	
Liliana Pineda		
Email Address	Mobile Phone	Zip Code
lpineda66@calstatela.edu		90032

First Name	Last Name	
Munoz	Bianca	
Email Address	Mobile Phone	Zip Code
munozbianca77@gmail.com		90001

First Name	Last Name	
Rigoberto Vargas		
Email Address	Mobile Phone	Zip Code
rigovargas96@gmail.com		90270

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First Name	Last Name	Zip Code
Dreama	Goumans	90032
Email Address	Mobile Phone	Zip Code
DXGoumansX@yahoo.com	(909) 543-8668	

First Name	Last Name	Zip Code
Lucia	Gonzalez	90006
Email Address	Mobile Phone	Zip Code
lucyglab@msn.com	(310) 485-5214	

First Name	Last Name	Zip Code
Ali	Alyamr	90012
Email Address	Mobile Phone	Zip Code
	626 236 6583	

First Name	Last Name	Zip Code
Amy	To	90032
Email Address	Mobile Phone	Zip Code
amyto79@yahoo.com		

First Name	Last Name	Zip Code
Jenni	Micha	90035
Email Address	Mobile Phone	Zip Code
justjenni-1@hotmail.com		

First Name	Last Name	Zip Code
Sarah	Gromoza	90660
Email Address	Mobile Phone	Zip Code
Sgom76@msn.com		

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LOS ANGELES  
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CENTER

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First Name	Last Name	
Celina	Ramirez	90063
Email Address	Mobile Phone	Zip Code
Lujecemi_72@yahoo.com		

First Name	Last Name	
[Signature]	Pozos	
Email Address	Mobile Phone	Zip Code
4424 Blanchard St	213 284862	90029

First Name	Last Name	
[Signature]	Corea	
Email Address	Mobile Phone	Zip Code
olga-corea@yahoo.com	(323)396-4224	90001

First Name	Last Name	
Briana	Liera	
Email Address	Mobile Phone	Zip Code
brianaliera@yahoo.com	(562)405-2528	90650

First Name	Last Name	
Simon	Vargas	
Email Address	Mobile Phone	Zip Code
SimonVarga3233@yahoo.com	(323)314-4478	90023

First Name	Last Name	
Melissa	Tamayo	
Email Address	Mobile Phone	Zip Code
starrynightadventures@gmail.com	(323)282-1358	90023

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CENTER

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First Name Last Name  
Yanira Chavez  
Email Address Mobile Phone Zip Code  
yanira\_chvz@yahoo.com 818-3892591 91342

First Name Last Name  
Lisa Yu  
Email Address Mobile Phone Zip Code  
lyu@calplanet.calstatela.edu 90032

First Name Last Name  
Megan Thompson  
Email Address Mobile Phone Zip Code  
MT1223076@gmail.com 863812-2082 90032

First Name Last Name  
Karina Hernandez  
Email Address Mobile Phone Zip Code  
karina123@yahoo.com 90032

First Name Last Name  
Email Address Mobile Phone Zip Code

First Name Last Name  
Email Address Mobile Phone Zip Code

Entered by E.A 3/6



LOS ANGELES  
BLACK WORKER  
CENTER

76

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Robinson Last Name Antoinette  
Email Address \_\_\_\_\_ Mobile Phone 310 663-7353 Zip Code 910062

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

Entered by E.A 3/6



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BLACK WORKER  
CENTER**

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name Diedre Bullah Last Name 90020

Email Address cairo0630@aol.com Mobile Phone (800) 656-4306 Zip Code

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

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LOS ANGELES  
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First Name	Last Name	
GREG	AKI	
Email Address	Mobile Phone	Zip Code
gak.i.@yahoo.com	323 683 4784	90026

First Name	Last Name	
IVIAN	RAIDWELL	90062
Email Address	Mobile Phone	Zip Code
1804 W 46 <sup>ST</sup>	L.A. CA.	

First Name	Last Name	
SPIKES	ANTHONY	
Email Address	Mobile Phone	Zip Code
5718 CIMARRON ST		90062

First Name	Last Name	
CHRISTY	SCOTT	90301
Email Address	Mobile Phone	Zip Code

First Name	Last Name	
LEO Hill Jr		
Email Address	Mobile Phone	Zip Code
leo@BHTAXSERVICE.COM		90608

First Name	Last Name	
KENNETH GLASPIE		
Email Address	Mobile Phone	Zip Code
Ken@BHTAXSERVICE.COM		90248

Entered by EIA 3/6

Jann MLK



LOS ANGELES  
BLACK WORKER  
CENTER

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First Name

Cordell

Last Name

Bay

Email Address

Mobile Phone

Zip Code

90035

First Name

Gloria

Last Name

RAMOS

91505

Email Address

glow90036@yahoo.com

Mobile Phone

(818) 445-1727

Zip Code

First Name

JAMES

Last Name

WILLIAMS III

Email Address

jwillia@jowconsulting.net

Mobile Phone

Zip Code

90043

First Name

Washington Brandon

Last Name

90813

Email Address

Brandw@ gmail.com

Mobile Phone

310-626-7649

Zip Code

First Name

Edson Morgan

Last Name

Morgan

Email Address

emc52@sbcglobal.net

Mobile Phone

(626) 447-5711

Zip Code

91103

First Name

Dionne Anderson

Last Name

Email Address

dionne2035@live.com

Mobile Phone

661 674 8624

Zip Code

91104

VJOBS  
ST-7

(5)

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LOS ANGELES  
BLACK WORKER  
CENTER

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First Name: Marlon  
Last Name: Hubbard  
Zip Code: 90250  
Email Address: dagoonna@gmail.com  
Mobile Phone:

First Name: Bobbie  
Last Name: Strong  
Zip Code:  
Email Address: Strong  
Mobile Phone:

First Name: Sean Newby  
Last Name:  
Zip Code:  
Email Address: SeNewby7@Pas.ucd.edu  
Mobile Phone: 310 274 7067

First Name: TERRY BARNES  
Last Name:  
Zip Code: 90044  
Email Address:  
Mobile Phone: (323) 370 9217

First Name: Trina Paige  
Last Name:  
Zip Code:  
Email Address: Fanor  
Mobile Phone: Massolas

First Name:  
Last Name:  
Zip Code: 90028  
Email Address: massolas@gmail.com  
Mobile Phone: 310 867 1324

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LOS ANGELES  
**BLACK WORKER  
CENTER**

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First Name EUGEL Last Name NICOLEAU JR

Email Address Sirnickgodschild@yahoo.com Mobile Phone (323) 282-8813 Zip Code 91148

First Name DAVID Last Name DOWNING

Email Address dldowning2612@gmail.com Mobile Phone \_\_\_\_\_ Zip Code 90211

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

Entered by E.K 3/6



**LOS ANGELES  
BLACK WORKER  
CENTER**

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First Name

Last Name

Aganna

taylor

Email Address

Mobile Phone

Zip Code

tayfbabee2003@gmail

562-513-9409

90043

First Name

Last Name

Jeanette

Sewell

Email Address

Mobile Phone

Zip Code

Sewell-Jeanette@yahoo.com

559-614-0267

90043

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

First Name

Last Name

Email Address

Mobile Phone

Zip Code

Entered by E.A 3/6



LOS ANGELES  
BLACK WORKER  
CENTER

T6

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Majanae	Brown	majanae.brown@yahoo.com	(562) 212-6895	90716

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Laurin	Shed	petitesweet@hotmail.com	714 522 4323	90621

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Willie	THOMAS	13750 LEMOIE AVE #36	(323) 210-5463	90250

First Name	Last Name	Email Address	Mobile Phone	Zip Code
MARILYN T.	SCHAFFER	MTFSCHAFFER@GMAIL.COM	323-251-8782	90043

First Name	Last Name	Email Address	Mobile Phone	Zip Code
VIRREN	MORET	VPM007@HOTMAIL.COM		90302

First Name	Last Name	Email Address	Mobile Phone	Zip Code
HOJAD	Flores	700 1/2 W. 57th St	323-514-8564	90312

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16.

We stand with black workers in LA who face hiring discrimination. We call on the LA City Council and Mayor Eric Garcetti to take action to end the Black Jobs Crisis, and to show leadership to inspire the County and the region, by creating an Office of Labor Standards Enforcement to enforce hiring standards that ensure workers aren't sidelined because of the color of their skin.

First Name BARRI Last Name MBOP 90044  
Email Address \_\_\_\_\_ Mobile Phone 805-703-0163 Zip Code \_\_\_\_\_

First Name Ricky Last Name Hicks  
Email Address 513 W 97 ST Mobile Phone 7576497 Zip Code 90044

First Name Kalen Last Name Green 90047  
Email Address jeremihgre23@gmci.com Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

First Name Lloyd Last Name Johnson 90003  
Email Address LloydJohnson925@hotmail.com Mobile Phone 213-448-1168 Zip Code \_\_\_\_\_

First Name Carriisa Last Name Fitch  
Email Address bkca8@yahoo.com Mobile Phone (657)217-9255 Zip Code 92804

First Name LINDA Last Name LAISURE  
Email Address \_\_\_\_\_ Mobile Phone \_\_\_\_\_ Zip Code \_\_\_\_\_

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TG.

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First Name: Michael Last Name: Phelps  
 Email Address: \_\_\_\_\_ Mobile Phone: 323-674-3559 Zip Code: 90041

First Name: ADRIANNA Last Name: TRUJILLO  
 Email Address: Aditruj2004@yahoo.com Mobile Phone: 323-830-0189 Zip Code: 91770

First Name: Jeff Last Name: Wilson  
 Email Address: \_\_\_\_\_ Mobile Phone: (323) 701-6259 Zip Code: 90044

First Name: Hatensia Last Name: MOORE  
 Email Address: \_\_\_\_\_ Mobile Phone: (323) 291-2525 Zip Code: 90062

First Name: DENNICA Last Name: ABDO  
 Email Address: dennica1@gmail.com Mobile Phone: 323 204 8824 Zip Code: 90016

First Name: JEFFALYN A. Last Name: Giles  
 Email Address: Jeffology@yahoo.com Mobile Phone: (323) 590-3204 Zip Code: 90045



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First Name	Last Name	Zip Code
Jessica Alejandra	Alexandre	90262
Email Address	Mobile Phone	Zip Code
jalejandra3@gmail.com	(323) 213-5214	90262

First Name	Last Name	Zip Code
Angelica	Franco	90033
Email Address	Mobile Phone	Zip Code
afranco18@hotmail.com	(323) 479-2229	90033

First Name	Last Name	Zip Code
Mayra	RIOS	90033
Email Address	Mobile Phone	Zip Code
mayra.rios90@yahoo.com	8316732010	90033

First Name	Last Name	Zip Code
Pedro	Larios	90002
Email Address	Mobile Phone	Zip Code
pedrolarios.PL@gmail.com		90002

First Name	Last Name	Zip Code
Josely	Mendez	90008
Email Address	Mobile Phone	Zip Code
josely_12345@hotmail.com		90008

First Name	Last Name	Zip Code
Daniela	Smith	90008
Email Address	Mobile Phone	Zip Code
daniela.smith@gmail.com		90008

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First Name	Last Name	
<u>Eduardo</u>	<u>Contreras</u>	
Email Address	Mobile Phone	Zip Code
<u>contreras.805@yahoo.com</u>		<u>93013</u>

First Name	Last Name	
<u>JENNIFER</u>	<u>FLORES</u>	
Email Address	Mobile Phone	Zip Code
<u>JFLOR157@CALSTATELA.EDU</u>	<u>(562)659-0251</u>	<u>90660</u>

First Name	Last Name	
<u>Gabriela Noriega.</u>		
Email Address	Mobile Phone	Zip Code
<u>abigail.noriega601@gmail.com</u>		<u>90034.</u>

First Name	Last Name	
<u>DEBORAH</u>	<u>TAVAI</u>	
Email Address	Mobile Phone	Zip Code
<u>DEETAVAI@YAHOO.COM</u>		<u>01744</u>

First Name	Last Name	
<u>Marbella</u>	<u>Uriostequi</u>	
Email Address	Mobile Phone	Zip Code
<u>muriost@calstate la.edu</u>	<u>(323)674-6217</u>	<u>90003</u>

First Name	Last Name	
<u>Claudia</u>	<u>Alvarez</u>	
Email Address	Mobile Phone	Zip Code
<u>claudia.alvarez@calstate la.edu</u>	<u>(916)784-8952</u>	<u>91746</u>

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First Name	Last Name	Zip Code
Brenda	Herrera	90037
Email Address	Mobile Phone	Zip Code
brendah92@hotmail.com	(323) 365-4138	

First Name	Last Name	Zip Code
Barbara	Ventura	90013
Email Address	Mobile Phone	Zip Code
ventura.93@hotmail.com	323-479-9890	

First Name	Last Name	Zip Code
* James	Delgado	91791
Email Address	Mobile Phone	Zip Code

First Name	Last Name	Zip Code
Cindy	Gonzalez	91406
Email Address	Mobile Phone	Zip Code
Cindugonzalez@gmail.com		

First Name	Last Name	Zip Code
CHRISTIAN	GUERRA	91607
Email Address	Mobile Phone	Zip Code
NOHODODGER@GMAIL.COM	818 298 2557	

First Name	Last Name	Zip Code
Jennifer	Arzate	90201
Email Address	Mobile Phone	Zip Code

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First Name	Last Name	
Sarah	Wicochea	
Email Address	Mobile Phone	Zip Code
Sarah_wicochea@hotmail.com		91790

First Name	Last Name	
Jazmin	Valadez	
Email Address	Mobile Phone	Zip Code
jazmin-valadez@yahoo.com		91732

First Name	Last Name	
Diana Jauregui		
Email Address	Mobile Phone	Zip Code
jauregidiana@yahoo.com	818 237-0125	91352

First Name	Last Name	
Guillermo Monarrez		
Email Address	Mobile Phone	Zip Code
wally.monarrez@yahoo.com		90022

First Name	Last Name	
Alina Muñoz		
Email Address	Mobile Phone	Zip Code
MunozAlina92@aol.com		90260

First Name	Last Name	
CHRIS	Quando	
Email Address	Mobile Phone	Zip Code
	(626) 463-3623	91010

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First Name	Last Name	
Brittany	Groom Lee	
Email Address	Mobile Phone (900)	Zip Code
hurleygirl027@yahoo.com	525-66880	91700

First Name	Last Name	
Jessica	Mendez	
Email Address	Mobile Phone	Zip Code
JESSICAM1414@yahoo.com		91723

First Name	Last Name	
Priscilla	Herrera	
Email Address	Mobile Phone	Zip Code
priscillaherreratorres@gmail.com		90060

First Name	Last Name	
Nicole	Soto	
Email Address	Mobile Phone	Zip Code
sotonp1192@hotmail.com		92841

First Name	Last Name	
Cesar	Mendez Gomez	
Email Address	Mobile Phone	Zip Code
csr_mndz@faw.com		93033

First Name	Last Name	
Brenda	Perez	
Email Address	Mobile Phone	Zip Code
		90063

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First Name Elizabeth ~~Cazarez~~ Last Name Cazarez Zip Code 90026

Email Address eli\_0518@live.com Mobile Phone (213)326-4257 Zip Code 90026

First Name Monique Last Name Caudillo Zip Code 90039

Email Address monique.caudillo@gmail.com Mobile Phone (323)919-5631 Zip Code 90039

First Name Jeannette Contreras Last Name Zip Code 91014

Email Address Contrerasjean18@aol.com Mobile Phone (323)506-0977 Zip Code

First Name Jackeline Last Name Tello Zip Code

Email Address emily-jackeline@yahoo.com Mobile Phone Zip Code 90039

First Name Ana Ramirez Last Name Zip Code

Email Address Anacaramelana5@aol.com Mobile Phone Zip Code 90247

First Name Nou Last Name Mouna Zip Code

Email Address Mobile Phone Zip Code 91754

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First Name	Last Name	Email Address	Mobile Phone	Zip Code
Jhara	Zavaleta	jharaZavaleta@gmail.com	(213) 909-7964	90005

First Name	Last Name	Email Address	Mobile Phone	Zip Code
MARIA	Mondragon	imarian1220@gmail.com	323) 979-6464	90065

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Mariam	Nazaryan	omgitsmar@gmail.com	(818) 644-0586	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Juan Carlos	Portillo	j.portillo52@gmail.com	(323) 350-1917	90032

First Name	Last Name	Email Address	Mobile Phone	Zip Code
Natalie	Gonzalez	natt.onelove@yahoo.com	(562) 408-4365	90650

First Name	Last Name	Email Address	Mobile Phone	Zip Code
James	Green		(562) 303-2935	90713