

A REPORT ON A
JOINT STATEWIDE
CONFERENCE OF THE
SOUTHERN CALIFORNIA
ASSOCIATION FOR
PHILANTHROPY AND
NORTHERN CALIFORNIA
GRANTMAKERS

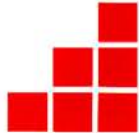
PHILANTHROPY
AND PUBLIC
POLICY:
ATTRACTIVE
OPPOSITES?

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SOUTHERN
CALIFORNIA
ASSOCIATION FOR
PHILANTHROPY

**Northern
California
Grantmakers**



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WHERE WE ARE

If there was a common thread woven throughout the introductory sessions in the joint SCAP-NCG conference on philanthropy and public policy, it was how intertwined the economic, social and political issues are that face California. In a series of addresses and panel discussions that outlined current conditions in the state and set the context for later discussions of philanthropy's potential role in state policy development, speakers repeatedly stressed the interrelationships between the economy and its social consequences, and how those consequences in turn are playing out in the political arena.

Collectively, the economic, budgetary and demographic conditions that speakers described formed a complex picture of a state squeezed by many conflicting pressures. On the one hand, speakers reported, California's faltering economy and its attendant job loss have caused the state's revenues to plummet since 1990. On the other hand, high unemployment and a rapidly growing and diversifying populace have increased the demand for state services. State government, strapped by its dwindling coffers, lacks the resources to respond to those demands. Because the political climate is hostile to new taxes, the state is unlikely to generate additional revenue, and government is being forced to pare its services instead.

Complicating the situation, several speakers noted, are structural flaws in the state government itself, which prevent it from addressing problems effectively. Not only were numerous policies, now obsolete, established when the state was less populous and less diverse, but the very structure of the government dates back well over a century. The only

"[California] is not only the most culturally complex state in this nation, not only the most culturally complex culture or society on the face of this earth; it is the most complex society that has ever existed in the history of humankind—ever."

—DAN WALTERS

solution, some suggested, is a complete restructuring of the state government.

THE STATE'S ECONOMY AND THE STATE OF THE BUDGET

Because the state's economy sets the context within which government must operate, most members of the conference's first panels focused extensively on the current recession that has gripped the state and the effects of the faltering economy on the state budget.

Dan Walters, political columnist for the *Sacramento Bee*, provided a historical framework for the discussion, asserting that economic upheaval has always been present in California. Even without the current recession, he pointed out, the state's economy has been in flux for the last generation, shifting from an industrial base, with its emphasis on durable goods (which characterized the years during and after World War II), to a post-industrial economy rooted largely in trade, services and communication. The recession, with all its attendant trauma, has served to exacerbate the changes already underway, and the

damage it is wreaking is most dramatic in the aerospace industry, the last major remaining vestige of the industrial economy.

Cyclical or not, however, the magnitude of the state's present economic crisis was underscored when Elizabeth Hill, a nonpartisan legislative analyst for the state, translated its effects into hard numbers. From 1990 through 1992, she reported, California lost more than 800,000 jobs, with more losses projected for 1993. Furthermore, somewhere between 70 and 80 percent of the job losses occurred in just three counties: Los Angeles, Orange and San Diego.

Mitigating those grim statistics somewhat were Fred Cannon, an economist for Bank of America, and Pauline Sweezy, chief economist for the state Department of Finance since 1977, who agreed that there are some indications that in the private sector, the state may be reaching the bottom of the economic cycle. Sweezy does not foresee much economic momentum until 1996, however, and even then, she said, the state's economy will be different from the one that is currently restructuring itself.

Unfortunately, reaching the bottom of the economic cycle in the private sector will in no way alleviate the problems in the public sector in the short term, according to Cannon. Even if the 1996 job level is on a par with that of 1990, he said, the population will have increased by 3 million, or 10 percent, in the interim. Because demand for government services is driven by population growth, between 1990 and 1996, demand for services in turn will increase by 10 percent, while revenues, limited by Proposition 13, are expected to remain flat at best.

It is this disparity between expenditure drivers and the revenue system that lies behind the state's budget woes. This is not a new dilemma, however; Walters and Sweezy both observed that even in the 1980s, when revenues were abundant, the state was having trouble balancing the budget.

"Back in the . . . late 1980s," Sweezy said, "we had expenditures growing at a 12 or 13 percent rate, and revenues growing at 7 or 8 percent, and that gave us part of our structural imbalance. Right now we have income growing only by about 4 percent, on average, maybe 5 percent at the outside. . . . How do we finance a budget designed to grow at even a modest 7 or 8 percent when we've got revenues at a very low level? We have some very severe long-term structural problems that I think are going to be with us for most of the rest of the decade."

Those structural problems do not stop at the state level, either. According to Elizabeth Hill, approximately 70 percent of the state budget goes to local government, primarily to schools and counties, which means it is impossible to balance the state budget without affecting local government in some way. In 1992, in an attempt to save programs previously administered by the state, realignment was instituted, shifting responsibility for

a number of these programs to the counties. Local governments, however, have also been hit hard by the recession and by structural problems, and most attempts to generate additional revenue by raising taxes have proven futile. A 1992 League of Cities survey found that the state was rejecting 70 percent of all tax increase measures, and local governments, 71 percent.

THE POPULATION AND THE ELECTORATE

Accompanying the economic decline and the decreasing state revenues—and complicating the prospects for recovery—has been an unprecedented growth and shift in California's population.

Although the state's population has always increased, Dan Walters observed, the rate has fluctuated, and those ripples have brought about policy decisions with far-reaching ramifications. Many policy decisions established during the 1970s, for example, when the birth rate had slowed substantially, were based on the assumption that the state had reached a new social maturity and the population was reaching a plateau. School districts, for instance, began shutting down schools and selling them off.

That perceived lull, however, was only the prelude to a virtual tidal wave of growth in the 1980s. In response to the booming economy, people flocked to California from other states and immigrated from foreign countries. Beginning in the mid-1980s, the birth rate began to escalate as well, doubling from 300,000 a year in the early 1980s to 600,000 annually by the early 1990s. The population swelled by 6 million people, or 25 percent, over the course of the decade.

Although the declining economy has recently caused an outmigration from California to other states, the birth rate and foreign immigration remain high. California receives about

one third of all the immigration to the United States and about half of all illegal immigration. The net result is that the state is still gaining 600,000 people a year, which will translate into another 6 million in the next decade.

"Because of the nature of that population growth, California's cultural face is changing, with great, great drama, great dramatic turn," Walters said. "This is not only the most culturally complex state in this nation, not only the most culturally complex culture or society on the face of this earth; it is the most complex society that has ever existed in the history of humankind—ever. This is an absolutely unique social experience that we are undergoing in California. No other society has dealt with these very dramatic population growths, cultural change and economic change simultaneously. As these changes have occurred, they have produced myriad public policy issues in California that cried out for some response [in the Capitol]."

The sheer numbers indicate that any response is going to be costly. California's prison population, for example, has been growing at three times the rate of the rest of the population and has quintupled in ten years, with the result that the state now has more people locked up than any other society in the world, according to Walters. Perhaps the most significant area where the population boom is having an impact, however, is the public education system. Currently, projections suggest that California's public school enrollment will climb 40 percent, from 5 million to 7 million, over the next decade, with an average enlargement of 200,000 students annually. California currently spends \$4,686 per student, a sum that places the state well below the national average of \$5,500 and 36th in the national ranking. In ten years, without any qualitative improvement in education and without constructing any new, solely

needed classrooms, that increased enrollment alone will cost the state an additional \$9 billion annually; allowing for inflation, it is likely that that figure will be closer to \$15 billion.

Ignoring for the moment the issue of revenue and where the state is going to find the money to support public education on that scale, this mushrooming population also poses a crisis of consensus. If politics is the means by which a society identifies a consensus of social values and implements them, then how will it be possible to arrive at a consensus in a society as large and diverse as California's?

Ordinarily, the political apparatus would be the means for reaching and implementing a consensus. But in California, Walters pointed out, the voting public is decidedly different from the population at large. Of the 32 million people in the state, some 21 million are eligible to vote. But of these, only 13 or 14 million are registered to vote, and only 7.5 or 8 million actually go to the polls in most statewide elections. Demographically, they are 80 percent Anglo—although only 55 percent of the general population is Anglo—and they tend to be relatively affluent, well-educated and older, with a median age of 50.

Politicians, then, are confronted with a dilemma: should they respond to the needs of their constituents or to those of the voters? The division between these two groups is dramatic and growing more so each year. Only about 20 percent of California's voting population has children attending public school, for example (in the Los Angeles Unified School District, that figure is 12 percent), which has a profound impact on policy issues relating to education.

THE STRUCTURE OF GOVERNMENT

Ironically, although California is beset with the complex problems of the late

20th century, its government lingers on, burdened by a structure that is no longer capable of addressing the challenges that face the state. State senator Art Torres observed that the very institution of government lacks the faith and trust of the people it seeks to provide direction to, while Dan Walters noted that the structure of California's government, designed for other times, is poor and not particularly relevant.

"If we had 120 legislators in 1870, why do we have 120 now?" he said. "We haven't changed a county boundary since 1907, when Imperial County broke off from San Diego County. We have half the population in seven counties, the other half in 51 counties. We have county boundaries that were set by how far you had to ride to file a mining claim without crossing a river. Everything about this state has changed over the years except our structure of government."

Given its diminished resources, the state government may finally be forced to reconfigure itself. Already it has begun a process of self-scrutiny, one in which it is exploring ways to make itself leaner while still providing the necessities of government. Unfortunately, Elizabeth Hill pointed out, the passage of Proposition 130 has limited the terms of the very state legislators who are expected to solve the problems, and the legislature's budget has been cut by 40 percent. Despite tremendous pressure to solve the state's massive problems, legislative staffs have been cut radically, and a number of experienced and knowledgeable consultants have been eliminated. Although there is an overwhelming need for long-range planning, projections and performance reviews, legislators will have only a few years to make policy changes, and as they try to determine what courses to pursue, they will not have access to the same levels of data and analytical expertise that they formerly did. Without the informational safety

net, Hill believes, lobbyists and others will assume greater influence in matters of policy.

Walters thinks that a term-limited legislature might be more apt to entertain structural change than its predecessors because its members will not be staking their long-term political careers on the outcome. But political leadership is ultimately less important, he believes, than the quality of civic leadership.

"Successful communities, successful societies have a very strong civic leadership structure," he said. "It's the civic leadership that is the catalyst for politicians. I don't think politicians lead, by and large. I think leaders lead."

Walters feels that other sectors, institutions and levels of government are critical to making the state as a whole more manageable and better-equipped to solve its problems.

"I think there's an ever larger willingness of people at the local level to start examining their communities in larger contexts, in an integrated sort of way," he said. "But what we don't have is that same kind of process applied to the state as a whole. We keep waiting for the politicians to do it, but I don't think they ever will. [California] is so big geographically and so large, and in terms of population so diverse, we have this tendency not to think of California as a whole, to think of California as regional or local. I would say it's a lack that institutions such as academia, such as the media, maybe such as foundations, for that matter, should step into and start promoting—the idea of California as a whole, and what trials it faces and the issues that it must address."

WHAT PHILANTHROPY CAN DO

“Your organizations don’t have the resources to be the ATMs for government. You have to reconcile the urge to respond to every request for an individual donation with the knowledge that you can do more good by targeting a larger sum to some overarching program that just may cause some more permanent kind of constructive change.”

—LEO MCCARTHY

Traditionally, philanthropy’s primary partner in effecting change has been the nonprofit sector. Increasingly, however, as government support for social programs has waned and the need for services has escalated, both grantmakers and nonprofits have begun exploring ways to forge relationships with the public sector in order to leverage their resources to have greater impact and bring about lasting change. Conference plenary sessions and individual workshops examined the experiences and observations of grantmakers, nonprofits and government officials who have worked together to address problems of pressing mutual concern.

WHY POLICY?

Because working with government to influence policy is not a traditional mission for most grantmakers, many cannot envision a role for themselves. Yet there are few areas of human or societal need in which government does not play a role, several conference speakers observed; human

resources, education, housing, welfare and immigration, for example, are all fields in which both sectors are substantially involved. Because of government’s vastly greater resources, however, grantmakers concerned about having a lasting impact in these areas may find they can be far more influential if they turn their attention to government decision making and ways to leverage government funds to deal with common concerns.

As Judy Chynoweth, director of the Foundation Consortium for School-Linked Services, a collaboration of 14 grantmaking institutions working in partnership with state government, noted, “Trustees want to know their money makes a difference. In partnership with government on public policy issues, their money will make a difference if it’s used strategically.”

And *strategic* is the operative word. Altogether, SCAP and NCG members make grants of approximately \$750 million annually. Lieutenant Governor Leo McCarthy

warned, however, that when balanced against the \$53 billion state budget, even that large sum will be largely ineffective, especially if it is used merely to plug holes in the state’s budget.

“Your organizations don’t have the resources to be the ATMs for government,” he said. “You have to reconcile the urge to respond to every request for an individual donation with the knowledge that you can do more good by targeting a larger sum to some overarching program that just may cause some more permanent kind of constructive change. Your role as grantmakers and philanthropists in public policy should be as partners for elected officials to reinvent more cost-efficient government programs. You’re in an extraordinarily difficult position because the need for what you provide is growing exponentially. And every time the need grows, whether it’s for child care, or drug treatment, or neighborhood redesign, or urban centers, your ability to affect the overall problem seems to diminish.”

Elizabeth Hill observed that down-sizing in government has affected not only its analytical capacity but even its ability to collect the data it needs. But it has also created new opportunities to form partnerships to meet the demand for long-range planning, long-range estimates and long-range performance review.

As a consequence, increasing numbers of grantmakers have become involved in public policy. Some, like the California Wellness Foundation and the Henry J. Kaiser Family Foundation, have made policy involvement

central to their mission. And according to Kaiser's Dennis Beatrice, the time has never been better for forming grantmaker-government alliances. Grantmaker-government partnerships are countercyclical, he asserted, thriving during economic adversity.

"In tough times, government is more open to collaboration," he said. "They need us more, they have fewer other options. Instead of passing out goodies like they do in good times, they're allocating pain, and they're always happy to have a partner for that exercise."

Molly Coye, director of the Department of Health Services at the time of the conference, observed that one of the opportunities a partnership has is to affect the wellsprings of government activity and the organization of entire areas, such as education and health, rearranging the long-term budget structure, established relationships, and assumptions about why programs are carried out.

"That's something that's very hard to do with small grants that truly are viewed as on the margin by those of us in government," she said, "but not that hard to do if there is an agreement on a theme and a shared value, and a vision of where we're trying to head."

UNDERSTANDING GOVERNMENT CULTURE

Collaborations with government may help bolster grantmakers' influence, but those that venture into partnership with the public sector are apt to find themselves operating in a radically different environment than the one they are accustomed to.

"The hard fact is that government is generally motivated by forces different from those that motivate philanthropy," said Dennis Beatrice. "The agendas of the two won't often overlap naturally. And to work together successfully, foundations have to bring their activities into step with

government priorities because government won't adapt to the needs of foundations."

Kim Belshé, deputy director of the California Health and Welfare Agency, feels it is essential that grantmakers understand the complex and challenging environment in which government is forced to operate. All levels of government must contend with competing priorities, for example, particularly where funding is concerned.

"There is never enough money to do what we'd like to do," she said. "We don't even have staff to implement legislative dictates, and we're challenged to do more progressive, innovative things at the same time."

The myriad layers of bureaucracy also make it difficult to implement programs, she added. Anytime a staff member or a committee makes a recommendation, he or she must not only clear it with a supervisor but must deal with the legislature, the governor's office and other agencies that are unconnected with the administration, making for a laborious, time-consuming process. If an agency wants to hire a consultant, it must go through a competitive bidding process that can last for months.

As neutral parties, grantmakers, by contrast, are able to respond quickly and to focus on exploring the issues and finding solutions, rather than representing a particular point of view. They must remember, however, that the relationship they have with government is different from the one they have with conventional grantees, and it is important to be aware of key differences between the two sectors. The public agenda may shift, for example, presenting grantmakers with moving targets. Perhaps most significant are their basic priorities. Whereas government values equity highly, the philanthropic world values excellence—two values that are not necessarily compatible.

"Foundations tend to be idealistic and often prefer building Cadillacs,"

said Ted Lobman of the Stuart Foundations. "Government has to build VW's and lots of them."

The cultural chasm becomes most evident when it comes to implementation. In her work with the school-linked services consortium, Judy Chynoweth has identified three distinct issues that are central to the debate about effective implementation. The first is *trust*—in particular, trust that one party will implement what the other one wants in the same way and at the same level of quality and control. The second is *cost*—how much it will cost each party to implement the project. And the third is *risk*—how much risk is involved. The concept of risk is especially important for grantmakers to understand because whenever state government does anything, it incurs both financial and political risk, and no decision is made without careful consideration of both factors.

Despite the cultural differences, Lobman emphasized, the vast majority of people who work in government are good people, motivated by many of same impulses that motivate the staff of grantmaking organizations to work in philanthropy. The stereotype of the lazy, narrow-minded and turf-protective civil servant is simply not accurate. Behaviors that grantmakers and others don't like in government officials come from incentives we create as citizens, he said. "We demand regulations to fix a problem—and that's what government does best, listens to complaints and writes new regulations. Those bureaucrats have to respond."

INVOLVEMENT OPPORTUNITIES

Given the staggering number of problems that government is being asked to address and the dearth of resources to deal with them, there are numerous ways in which grantmakers can enter the policy arena. Those that have become active in the field have carved

out niches as varied as the institutions themselves. In general, most fall into four broad categories:

1. Organizing and sharpening public debate so issues are framed in a way that facilitates decision making; helping to set the public agenda.
2. Providing better information for decision makers, so the best available data are brought to bear on decisions that structure reform and policy.
3. Filling gaps that government cannot or does not choose to, because of political concerns.
4. Improving government practice by assessing what has been done, drawing conclusions and lessons and disseminating results.

These approaches can manifest themselves in myriad projects. As neutral parties, *grantmakers are uniquely positioned to bring impartial information to the table*. Polls and surveys provide information about public opinion on various issues and show advocates and elected officials how their positions rate with the public. Timely analysis that addresses key issues, presented in the right way to the right audience, can affect the decisions that ultimately are made. Currently, there is a particular need for long-range planning, estimates and performance review.

Grantmakers can also amplify the voices of the underrepresented and enable them to be heard in the policy arena. Many groups and organizations with a stake in an issue don't participate or are drowned out by louder voices. Foundation money, however, sponsored a "consumers-speak" conference to educate Alameda County mental health professionals about how mental health consumers felt going through the system.

Grantmakers are also in a position to convene people in a particular field who otherwise would not get together and to convene people across sectors—not just government and the nonprofit sector, but the private for-profit sector as well. Drew Liebert, family law

counsel for State Senator Gary Hart, pointed out the need to bring advocacy and direct services groups together to discuss such aspects of family law as child support guidelines and their effect on low-income families, child support enforcement programs, and family court reform. In this way, he suggested, the interests of poor families might begin to enter the debate on family law issues facing the state's legislators. It would also help legislators, government officials, judges, the legal community and the public understand more fully the critical link between family law and poverty.

Examining public practice is another role for grantmakers, who may choose to fund and/or spearhead projects that assess what has been done in a particular field. Philanthropy can also do a lot of legwork for government officials, helping to bring to their attention good ideas and projects that are being carried out elsewhere in the country.

"There's a very important role for us to help people who are making policy decisions, funding decisions, electoral decisions, the general public—they need to know what works," said Nick Bollman of the James Irvine Foundation (formerly of the William and Flora Hewlett Foundation). "We have a lot of that information about what works, both at the individual programs level and the systems level. It is really not only our privilege but our responsibility to share that information with people who are making decisions."

Providing intellectual leadership is another role for philanthropy. Government officials may be eager to keep abreast of the latest developments and the latest thinking about issues, but the nature of their jobs makes it very difficult to spend the time it takes to think strategically. By convening meetings and asking tough questions, philanthropy can help them do that.

Because they are less vulnerable to shifting political winds, *grantmakers are in an excellent position to take the*

long view on issues, crossing over from one administration to another at the state and local levels and holding out for those outcomes that are going to take years to accomplish.

Grantmakers can also have impact by funding nonprofit advocacy organizations, particularly by providing seed money that enables innovation, which then may be parlayed into legislation or systems reform. Children Now, a nonprofit that combines policy expertise, communications strategies and outreach to focus attention and new resources on the needs of children, produced three major white papers last year that led to legislation. One bill, for childhood immunizations, changed the way the state reimburses doctors for the cost of immunizing children. Instead of compensating them for the cost of the vaccines, the state now purchases the vaccines in bulk and provides them to physicians, saving the state between \$7 and \$9 million. Another bill that was passed allows fathers to sign an affidavit at birth voluntarily to establish paternity rather than having to go through a long, complicated legal process. Fathers who are willing to claim paternity are more likely to remain involved with their children and to make child support enforcement less problematic.

And finally, when appropriate, *grantmakers can be critics*—a valuable role because how government performs can affect what grantmakers can accomplish in their areas of concentration. Part of this means being advocates for policies and actions that are more humane, more economical and more effective. Grantmakers also have a strong role to play in civic leadership, arguing for outcomes, children and families and taking stands for diversity and the involvement of communities—something that state officials may be too preoccupied to do.

REACHING OUT

From discussions of fiscal and social crisis to in-depth workshops on the ways in which philanthropy can address specific issues, grantmakers, public officials and nonprofit leaders emerged from the conference with new ideas about how government and philanthropy can succeed at their respective goals by approaching them in concert.

CREATING HOPE

In her closing remarks, Jane Pisano, dean of USC's School of Public Administration and a trustee of the John Randolph Haynes and Dora Haynes Foundation, mapped out a strategy that grantmakers might pursue if they want to begin influencing policy. She observed that traditional boundaries between sectors are blurring and noted that discussions of reinventing government—making it more accountable and client focused—describe an entity that is more like business. At the same time, she said, society is expecting business to behave more like government by providing social services and by giving back to the community through philanthropic work.

"I would suggest that part of what this has been about . . . is that if it's true that the lines between government and business are blurring, so the roles of governments, nonprofits and foundations are blurring," she said. "What is appropriate for a foundation to do in the political arena is an issue that we've been skirting around and [one that] probably won't be finally determined until we live with it for a while and, by trial and error, decide how far foundations can go in the

"There is a tremendous amount at stake in this state, and our community has a terrifically important role to play in the outcome."

—JANE PISANO

political process and not jeopardize their tax status . . . but nevertheless have an important impact."

More conclusive, however, were her recommendations for a course of action.

"The single most important task we face as a society is to build community," she said. "The real value added that the foundation and not-for-profit sector can bring to this world at this time is to build community. I say that, recognizing that how we build community may take many forms; it may be economic development projects; it may be health care projects; it may be higher education. But that theme of building community, I would suggest, is something we should hold onto, because it is so critical and so important."

She noted the following specific approaches, all of which were mentioned by speakers during the conference:

- partnering with elected officials
- reinventing government
- agitating for prevention
- being change agents—particularly given the vacuum in state policy
- developing new leadership for California
- cultivating and educating existing policy makers

- cultivating civic leadership that can look at California as a whole—that is, opening up the process beyond the people in the capital and bringing more players into it
- investing for systemic change
- connecting political leaders with their own constituents in their communities
- creating adaptive systems
- creating new rules of engagement across sectors
- creating collaborative processes focused on outcomes
- being the interstitial glue connecting universities to each other and to community organizations
- involving citizens in the decision-making process
- redesigning policy models to include listening, learning and results
- marketing success stories to recreate California's image as a problem-solving state
- and establishing long-term projects in the face of a legislature increasingly focused on the short term.

Urging grantmakers to go forward, Pisano proposed that the role of philanthropy in public policy is to support fundamental systems change, either through bold initiatives or through more modest ones, and to

bring the public into the process. She encouraged grantmakers to support collaboration and to be steadfast in their efforts, whether they are dealing with the legislature or with individuals in the not-for-profit sector. She advocated experimentation because the challenge really is to create new democratic institutions and processes, and there are no road maps to go by.

"Finally," she said, "I would suggest to you that it is a time for bold imaginings. It is not a time to tinker around the edges. We are really at a crossroads in California, and I would urge that if you're really serious about systems change, you gather people whose voices you respect, who are

regarded as cutting-edge thinkers in their fields, and free-associate with them. But come up with ideas that are radical. Back off from them if you don't like them, but be bold when you start, because we really do need such fundamental change and direction.

"I would suggest to you that there is nothing as energizing as a new idea. There is nothing that can give people hope as much as a sense that there is a way, there is a new direction, that no one has thought of before, that can galvanize support as we move forward. And finally I would say, there is nothing quite as energizing or creating of hope as to fund those innovations, which of course is what this sector

does. Do not for 30 seconds underestimate your role. Think of your role as creating hope. It's not about hanging on to hope. It's about creating new visions that excite and galvanize people.

"Those good ideas are all around us, bubbling up in the communities where we live, and it's our job collectively to see that those ideas get a fair hearing, that the good ones are replicated and that we shout the success stories from the rooftops. Then, I believe, California will be a wonderful place," she said. "But we're going to be in for a rocky period. We all know it, and it's time to go back to our home base and do our job and get moving. I don't think we have a minute to lose."