

# Governing California

A Symposium on Solutions for the 21<sup>st</sup> Century

SUMMARY REPORT





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*Made possible with grant support from The James Irvine Foundation*



**USC Dornsife**  
*Center for Religion  
and Civic Culture*

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The symposium was made possible by a grant from the James Irvine Foundation and was co-sponsored by the Orange County Business Council, Association of California, Cities Orange County, California Forward, and the Pacific Research Institute.

## Introduction

CALIFORNIA'S SEEMINGLY intractable challenges require new modes of thought and partnerships that range across the political spectrum and beyond existing community alliances. Decades of dysfunction have raised questions about the state's core issues. For example, are the state's fundamental problems the result of poor leadership or are constitutional reforms and changes in government structure required? As the state's demography continues to shift, do the visions of new Californians conflict with those who seek a return to the halcyon days of its past? And how does the business climate affect the state's present and future?

In July 2012, the Concordia University Center for Public Policy and the USC Center for Religion and Civic Culture convened "Governing California: A Symposium on Solutions for the 21<sup>st</sup> Century" to address issues of governance, local and state partnerships, business and legislative issues and the changing face of California, especially in Orange County. The event was made possible by grant support from The James Irvine Foundation.

At the symposium, a distinguished roster of speakers, including current and former elected officials, journalists, scholars, and civic leaders spoke to the assembled dignitaries and community members about possible solutions to the multiple crises impacting the state. "This is one of the few programs that brings together people from multiple points of view to have a conversation about California and how we can break the gridlock in Sacramento," said Keith

Curry, director of the Concordia Center for Public Policy. "Our goal is to see if we can find common ground on the real issues facing California residents and businesses and identify a road map for moving our state forward," he said.

Several overarching themes emerged from the panel discussions, question and answer sessions, and presentations:

- **Developing and electing qualified and courageous leaders at the state and local levels.** Comments from panelists consistently addressed the quality of the state's leadership and questioned how emerging leaders gain enough experience to address challenges in an era of term limits. Panelists also called for moving power and decision making down to the lowest possible levels of government.
- **Establishing a business-friendly environment with a streamlined regulatory system in California.** From regulations such as the California Environmental Quality Act (CEQA) to overtime laws, California must streamline and improve its ability to attract and retain businesses in order to bolster its economic prospects and to prevent an exodus of existing corporations to other states.
- **Reconciling conflicting visions of the state's future.** With ongoing demographic change a reality across California, future plans must incorporate the state's new majorities and faith communities into its decision-making processes.

- **Improving the state’s education system.** California’s education system must be improved in order to strengthen the state’s infrastructure, develop leaders, and make the state attractive to the business community, which views education as one of the essential elements of a strong business climate.
- **Exploring pension reform.** A growing number of Californians understand that the current pension system for public and private employees is not sustainable. While many proposals exist, the issue will require creative solutions in the near future.
- **Pursuing legislative and constitutional reform.** Panelists argued that term limits, large districts, low levels of accountability and tepid voter engagement contribute to a broken legislative system that prevents bipartisan cooperation. Others called for a constitutional convention to reshape the state’s system of government. Panelists agreed that reform is necessary in order to break gridlock in Sacramento.



Audience members at the Governing California symposium.

## California's Business Environment

THE SYMPOSIUM BEGAN with a keynote address by Lucy Dunn, president and chief executive officer of the Orange County Business Council. With the ongoing recession, municipalities, government agencies, thought leaders, and businesses believe that changing the regulatory environment is vital to encourage the state's recovery. For many companies, regulatory flux results in an uncertain environment that pushes them to move their operations to states with "friendlier" business climates.

In her introduction, Dunn described how CEO Magazine once again ranked California as the worst state in which to do business for the seventh year in a row. "Our state remains with 10.7 percent employment, one of the highest unemployment rates in the nation," said Dunn. Some parts of central California have unemployment rates in the 40 percent range. She also described the efforts by other to recruit businesses to their states, including Texas, New York, and Nevada.

At the same time, California remains a center of high tech, entertainment, biotech and social media. "In a nutshell, the perspective that business has of California can be summed up as follows: they are intrigued by California, but recently have been subject to mixed messages from California," Dunn said. On January 1, 2012, seven hundred new laws — out of the two thousand that were proposed — went into effect. Over 125 ballot initiatives passed through the attorney general's office in one year. This rapid pace of legislation means that new laws

pass before businesses can comply with the latest regulations, Dunn argued. She provided the example of Toshiba, which spent six months attempting to obtain a permit for a solar power installation that California wanted to use as a model project. Unfortunately, Toshiba's project was delayed because regulators flagged the use of bolts from a German company that passed European standards. Although they were equal in quality to American bolts, it took over a month to determine that the bolts were indeed up to American standards. In addition, some major job creators, like Boeing, do not interact with government agencies if they are debating between relocation or remaining in California.

Dunn described a promising development within the Southern California Association of Governments (SCAG), a metropolitan planning organization that represents over two-thirds of state's population. SCAG has developed its first recovery and job creation strategy because a "stronger economic growth will help every community," said Dunn. The group also pledged to oppose new legislation that negatively affected jobs. "Businesses loved this," she concluded.

Dunn also addressed California Environmental Quality Act (CEQA) reform, which is a topic of conversation within the business and development communities. Businesses want to comply with existing rules, but they are concerned with consistency of regulations and environmental standards, said Dunn.

Finally, Dunn remarked on the importance of education, a top priority for businesses and a focal point of their philanthropic efforts. Ironically, this large

investment in education is not captured as investment in education. At a recent Orange County Business Council event, Governor Jerry Brown spent 15 minutes discussing education measures. “Businesses want reforms to make education work,” said Dunn. “Businesses need to predict what its government is going to do,” she said. “It needs certainty and continuity in processes so they can assess risk and reward.”

### **How Did We Come to This and What Should We Do?**

MODERATOR KEITH CURRY, director of the Center on Public Policy introduced the speakers, and began the panel with the esteemed former California education secretary and state senator, Marian Bergeson, who was once described as “a pit bull wrapped in a St. John knit” by an admiring legislative opponent. Bergeson recounted how local solutions on transportation and state and local partnerships were once commonplace. She also described how the passage of Proposition 13 shifted funding policy from local government to the state and birthed the Community Facilities Act (known as Mello-Roos). Ironically, said Bergeson, “the property tax is the most stable source of funding for local programs,” but county governments are not structured properly. This structural challenge has meant that businesses and nonprofits are left to bridge funding gaps. One solution, she said, is the formation of partnerships at the state level that can influence local entities. “We need to elect leaders that can look to the future, and not for the NIMTOs (Not In My Term of Office),” she concluded.

Curt Pringle, former California State Assembly speaker, discussed term limits and legislative district size. “The biggest issue we have to face is government accountability,” said Pringle. “Citizen engagement and involvement by politicians in local issues is most important.” But because officials do not feel connected to their communities, “there is not a need for local accountability in era of term limits.” Pringle viewed the open primary system as a positive development, especially because those in “safe districts” face the possibility of being challenged. He stated that he supports an extension of term limits and also the voter-established initiative that allows for serving in one office for twelve years, which was enacted in November, 2012. In addition, the next steps include limiting district size in order to move toward greater accountability.

Pringle also discussed his local perspective as the mayor of the city of Anaheim, and how local government should provide core services more efficiently while sharing resources. For example, he proposed creating partnerships and sharing resources for libraries and parks and recreation departments rather than each municipality creating their own systems. He challenged Orange County elected officials to overturn the status quo and ensure that “we are not running the DMV of the 1960s.” which unfortunately is the case. If leaders do not spearhead changes, he warned, citizen groups will lead more aggressive changes across the government sector.

Supervisor Bill Campbell of Orange County cited numerous examples of ideas that were not proving effective, including the shifting use of California’s

Vehicle Licensing Fees (VLF). Campbell said that the legislative analyst reported that between 1972 and 2010, there were 26 propositions, statutes, or budget bills passed to attempt to balance the funding between state and local government. These items were the result of a “lagging effect to something going on in the California budget,” but the economy had already shifted before legislative changes could catch up. “We’ve been operating a de facto budget deficit in the state of California with the dream that next year it’s going to get better, using phony accounting or false assumptions,” he said. This has resulted in the state operating in “crisis mode,” forcing us to “do stupid things.” For example, the state attempted to raid California Children and Families Commission funds, so the commission had to go to court to prevent their reserves being raided. Last year in Orange County, after passing a balanced budget, the state passed legislation that took \$48 million in VLF funds from Orange County. However, after they took the state to court and the state ultimately had to offset \$72 million in property tax funds as a result of taking the VLF funds. The state sued the county and prevailed in 2013 on the VLF question.

Campbell also cited successful examples of realignment that both reduced costs and lowered the criminal recidivism rate. As a result of issues with the state prison system, Governor Brown decided to send prisoners back to county jails along with some funding. The state sent 293 prisoners per month back to Orange County, but many of those have not remained incarcerated. The probation office has broader latitude with parole violators and has a range of discipline with them. As a result, the county has only sent

back 15 percent of those prisoners, as opposed to the typical recidivism rate of 67 percent. Another local model was the local government’s ability to react more quickly to economic shifts. Because Orange County leaders recognized the downturn in the economy, and reduced the county’s workforce by 10 percent over the last few years in order to keep a balanced budget and continue “living within our means,” said Campbell. “The state should also do the same.”

Finally, Councilman Robert Ming of Laguna Niguel discussed the balance between government regulation and individual freedom. There is often a “lack of belief that people outside of government will do the right thing unless we tell them what to do and then force them to do it,” he said. Freedom and safety exist on a continuum, but making regulations more difficult or uncertain for businesses results in paralysis, especially for small businesses that do not have the same capacity as large corporations to adjust to an uncertain regulatory environment. “Freedom is allowing people to make stupid choices,” Ming argued. “Government should focus on giving people good information so they can make good choices for themselves.” He blamed apathy and dismal voter participation rates on a sense of futility that citizens can impact government. This would change if the locus of power was shifted from the state level. Local governments should have the ability to make decisions. Thus, “power needs to be moved to the smallest possible government body that can effectively handle regulation.”

## New Ideas for the 21<sup>st</sup> Century

RICK REIFF, journalist and host of PBS So Cal, moderated a session on new ideas with a panel of California observers: two journalists, Dan Walters and Brian Calle, and David Crane, president of the organization Govern California.

Dan Walters, *Sacramento Bee*, the dean of California reporters, opened the panel by stating that some, including Governor Jerry Brown view some columnists as “declinists” or “dystopian journalists.” But, said Walters, “we are realists.” Historians will look at the late 1970s and 1980s as a period of immense change because of population growth and demographic changes in the state, including large scale immigration. The decades marked a “transformation of California’s cultural and socio-economic profile.” The shrinking industrial economy culminated in the decline of aerospace at the end of the Cold War. In the midst of this change, Walters began to realize that California’s government was becoming “irrelevant and distanced from the social and economic reality around it. “California was becoming if not ungovernable, at least dysfunctional,” he said, a view that is now conventional wisdom. Walters argued that a structure of government created in the 19th century based on principles from the 18th century (where only white male landowners could vote) no longer makes sense in the 21<sup>st</sup> century. The second longest state constitution has been amended over 500 times and includes numerous contradictions within it. Attempts to reform the constitution have failed and the state structure of government with its diffused authority is not working. “We have taken the concept of checks and balances and California

and put it on steroids,” said Walters. The only way to change this system, Walters said, is through a constitutional convention that would be ratified by the voters. “What’s magical about having 120 legislators? Or a two house legislature?” he asked. He called for bold changes and a system that allows elected officials to make decisions and holds them accountable. “We have a wonderful system for passing the buck; we have a terrible system for having accountability.”

David Crane, president of Govern California and director of the Volcker-Ravich Task Force on the State Budget Crisis spoke next. “Here’s a new idea: identify the problem. Identify the root causes” and create solutions, he said. In 2010, he received a call from Paul Volcker, who wanted to find out about state and local governments to prevent another possible meltdown along the lines of the 2008 housing bubble. State and local governments implement 75 – 90 percent of the services to ordinary citizens, including public health, education, public transportation, water quality, and other services. To examine the root causes, they launched the State Budget Crisis Task Force.

Crane argued that the problems are very clear. California’s budget is broken into three parts: non-discretionary spending that is constitutionally or contractually mandated (K-12 education, community college, or debt service), spending that is fiscally protected (Medi-Caid), and discretionary spending, \$28 billion, about which the legislature and governor argue about how to spend. Ten years ago the discretionary amount was \$34 billion, according to Crane. Over the last ten years, the way that these funds are

allocated by the governor and legislature has changed. “Ten years ago if you took the pie of discretionary spending... the allocation was: 40 percent to corrections, 45 percent to University of California and Cal State University, 13 percent to retirement benefits, and 2.4 percent to parks,” said Crane. “Ten years later, they allocated 46 percent to corrections, 25 percent to the University of California and Cal State University, 27 percent to retirement benefits, and 2 percent to parks.” Ten years ago, pensions and retiree health care consumed 5 percent of discretionary spending, and now the amount is 18 percent.

Rather than holding a constitutional convention to address these issues, he argued that the core issue is electing better representatives, an idea that has solved many issues since the foundation of the United States. In California, “The single most important factor that is missing for the people who run for office...is financial literacy.” He argued that an open primary system and redistricting would encourage better people to run for office, but it takes courage and money to elect those who do not represent a special interest.

Brian Calle of the *Orange County Register* agreed that increased financial literacy at the state level is vital and found it “astounding” that many legislators do not understand education and bond funding at the state level. Calle said that there is no political will in Washington, D.C., to bail out California from its financial woes. Also, as local municipalities (e.g., San Bernardino) go bankrupt, they cannot look for an economic rebound or the state government to bail them out. The Pacific Research Institute and Or-

ange County Register have identified the sentiment within the state government and local municipalities view constant growth as a necessity, but Calle disagrees. “There needs to be a mindset shift where cities and state government are figuring out ways to provide essential services as frugally as possible,” he argued. Rather than change being initiated at the state level, Calle believes in a “bottom up effect and that the local governments have to lead the way and show the state what needs to be done.” He also pointed out that many state representatives have emerged from local office elected office. For example, Governor Brown’s first office was a community college board in Los Angeles. These local offices are a “farm team” for developing experienced elected officials in Sacramento.

Calle also called for local governments to advocate at the state level for the local private sector. “If our state would change its labor code to match federal standards on overtime, there would be a huge effect on labor.” This simple change would result in more hiring in the state.

He also presented five ideas:

1. Establish a sunset commission (state and local). Anaheim is forming a citizen board, of five people, that would assess what works and what should be eliminated. A similar commission would improve the efficiency of local and state governments.
2. Pension and compensation reform. Government should look to the private sector, which has long understood that defined benefit pension packages are not sustainable.

3. More local governments need to invest in independent negotiators for contract negotiations. Unions have professional negotiators, but local municipalities do not. Rather, independent negotiators should represent both sides.
4. Some privatization or outsourcing is necessary. For example, some counties outsource their TSA staff (e.g., San Francisco) and others have federal TSA staff, (e.g. Orange County).
5. Lastly, the issue of transparency has an effect on accountability and local engagement. Local elected officials must challenge closed meeting laws.

The panel concluded with a discussion on private interests, the budget crisis, and the issue of voter turnout. “The budget crisis, the pension crisis, the water crisis, the education crisis, the transportation crisis are all symptoms of the problem of governing ourselves,” said Dan Walters. “We’re not going to fix those issues until we fix the governmental crisis and we’ve got to stop talking about symptoms.” He argued that the government structure represents an underlying cause of the state’s problems. Because of high taxes and a “dense regulatory structure” the state is not competitive for the investment capital that will launch the next business boom and provide jobs for the unemployed.

## California Forward: What Are Californians Thinking?

ED COGHLAN of California Forward presented an overview of findings from a survey of Californians. (Five foundations joined together to establish California Forward in order to reshape the future of California by changing the way government operates.)

One of the first findings was that Californians stated, “We want the old California back!” Native Californians remember the “glory days,” said Coghlan. In addition, the younger generation is more optimistic about the future, even though they haven’t experienced the good days of the past. Findings also indicated that Californians experience a high degree of “economic anxiety.” Yet, Californians also know that fixing the government can improve the economy. (The government needs to be fixed because the state needs to be fixed, because people need jobs.)

The state is growing larger and is more diverse, but there is “increasing micro-management and hyper-partisanship,” said Coghlan. “The freeze between Democrats and Republicans is at the core of what is wrong with the state.” Numerous interest groups and the “Byzantine complexity of systems, agencies, and programs” also contribute to the state’s issues.

Coghlan reported the following findings:

- 80 percent of Californians say that the dysfunction of the government affects them and yet, because we are optimistic, 86 percent believe that California can be governed.

- There is a trust deficit: 47 percent rarely/never trust state officials. 36 percent rarely/never trust county officials. 32 percent rarely/never trust city officials. “The distrust of government is seeping through California life.”
- 60 percent believe “the problem is with the electeds.”
- 40 percent believe that “the problem is with the system.”

“Age matters,” the group found. A number of polls indicate that the older one is or the longer one has been in the state, the more skeptical one is about anything being changed. Those who are younger or newer to the state have a greater sense of hope. In addition, Millennials are diverse, tolerant, optimistic, and have a sense of power, and are less polarized, but they do not vote much.

Regarding the budget, Californians are “understand that we spend more on prisons than on higher education, that doesn’t sound right,” said Coghlan. Instinctively, Californians want to cut spending, yet they also want to increase education spending. They also believe that infrastructure development is important because it is an area that will increase jobs, which will insure the state’s future.

Coghlan summarized California Forward’s work. The organization is “creating a smart government framework” that focuses on outcomes that “align authority with responsibility, adjust the state’s role, foster regional cooperation where appropriate, and evaluate the efficiency of the operation.” California Forward works to help Californians get answers about the following questions:

- What is government doing for us?
- Do the programs really work?
- Are we spending our money wisely?
- Is the system transparent and accountable?

California Forward explores issues such as performance and accountability (e.g. top two primary and redistricting), partnerships for community excellence to support the county as they prepare for realignment, and partnerships for economic prosperity in order to restore California’s competitiveness around the world.

## **Sacramento as Seen from the Community**

BRIE LOSKOTA, managing director of the USC Center for Religion and Civic Culture, moderated a session on community views of Sacramento from three local Orange County community representatives.

Mary Anne Foo, executive director of the Orange County Asian and Pacific, Islander Community Alliance (OCAPICA), described some of the demographic changes occurring in Orange County. Foo, an eighth generation California, has seen the ebbs and flows of immigration in the state. Today, Asian Pacific Islanders (API) represent nearly 20 percent of Orange County’s population and the third largest concentration of API in the nation. Orange County has the second largest number of API-owned businesses, second only to Los Angeles. Nearly 70 percent of the API population consists of immigrants, but a large number become citizens. “Asian Pacific Islanders are seeing that they have a voice and they have a

growing voter turnout and higher civic engagement,” said Foo. For example, in the 2008 election, 22 Asian Americans ran for office and 15 won. “Traditionally, Asian Pacific Islanders did not have trust in government because they came from communities where they were being killed by the government. So now, to understand civic engagement has been key. You’re seeing an increase in interest in Sacramento.” At the same time, Asians are confused about Sacramento because it is difficult to understand federal and state legislation and its impact on the local level. For many years, APIs did not feel that elected officials represented them, but now that many officials are hiring API staff, Foo said that accessibility has increased.

In recent years, OCAPICA has receiving funding from The James Irvine Foundation to conduct non-partisan voter engagement. Through this, the community has developed a voice and has seen an impact on several elections. Asian and Pacific Islanders are beginning to see the importance of local issues, and are seeking election to school boards and planning commissions. For example, the Irvine City Council is beginning to reflect the city’s 47 percent Asian population.

The Asian community has its contrasts, said Foo. “Yes, we do have a high rate of access to higher education, but the numbers are decreasing.” She also described low levels of enrollment among Laotian, Cambodian, and Samoan individuals at colleges. “In Orange, Pacific Islanders have some of the highest dropout rates, so do Vietnamese, Lao, and Cambodian,” she said. “In addition, they also have high poverty and increased housing and food insecurity, a fact that

surprises many activists.” Nearly 70 percent of the youth they work with are living on the street or living in hotels, or in overcrowded housing. There are many hidden needs that local and state policy-makers, must understand. “Communities want representatives who include all of us and understand how policy impact them on a daily basis,” she concluded.

Rev. Mark Whitlock, senior pastor, Christ our Redeemer Church in Irvine, and executive director of the USC Cecil Murray Center for Community Engagement commended the event organizers for “creating programs that empower and engage our community because the transfer of knowledge increases our core capacity and currency for us to make a better community in which to live, work, and worship.” Rev. Whitlock has been a pastor in Irvine for 14 years. He described his journey from the First African Methodist Episcopal Church in L.A. with 18,000 members, to his “promotion” to become pastor of a once small congregation in Orange County. “In OC, our community has assimilated and taken on the norms and ideals of the larger community,” said Whitlock. In South Los Angeles, his church was accustomed to legislators calling not just during elections. Churches collaborated on legislative issues, participated in civic engagement rallies, and challenged public policy. They sent teams of people to Sacramento and Washington to demand resources for poor people who wanted a piece of the American dream. But when he arrived in Orange County, he was “surprised to find that some people still suffered from poverty on the well-manicured streets.” There was a silence in the faith community about how government works and how to access funds. But

the greatest silence came from elected officials in Washington, D.C. and Sacramento. “There are approximately 2,000 religious institutions serving in Orange County and yet many of them are experiencing budget shortfalls and laying off staff. Thus, they have smaller impact.” Traditionally, congregations have stood in the gap in service provision. He stated that poverty rates in Orange County were African Americans (10.5 percent), Latinos (14.6 percent), and whites (4.6 percent). He also said that African Americans are not represented very well among elected officials. “We are beginning to see Asians. We don’t see Latinos represented nationally or in Sacramento,” added Whitlock.

In conclusion, Whitlock offered several recommendations:

- Representatives should visit local congregations, teaching about public policy and programmatic solutions instead of only seeking the votes during elections.
- Representatives should host policy forums and hearings in local congregations and religious institutions, teaching the congregation and the leader of the congregation about introducing new public policy and thus impact a greater number of people and influence beyond the immediate community.
- Finally, congregational leaders know what is going on at the grassroots level and their voices should be heard during debates on governance and civic engagement.

Dr. Jose Moreno discussed the importance of understanding our communities and how they are perceived internally

and externally. For Latinos, the concept of the working poor is becoming increasingly salient. The idea that “someone could work full time in Anaheim and still be in poverty,” is both perplexing and disturbing idea, he said. “We presume that those in poverty don’t have a strong work ethic....So we create a narrative that these folks want to simply leech off of the good hard-working tax payers of California,” said Moreno. He discussed the striking demography of the Anaheim school district, the fourth largest district in the state.

- 86 percent of elementary students are Latino
- 85 percent receive free and reduced lunch.
- 18 percent are categorized as homeless without stable housing.
- 65 percent are categorized as English learners, which means that they have not become proficient in academic English. (Surprisingly, 90 percent of those categorized as “English learners” are born in the United States but “speak non-academic English.”)

That demography presents a wonderful opportunity to “build on this diversity that’s always been here, but that now we can’t avoid,” said Moreno. As with other districts, budget cuts represent another challenge.

Moreno stated that state elected officials rarely come into Anaheim’s neighborhoods to listen to local needs and ask how government can make their lives better. In addition to the financial illiteracy, those in Sacramento are also “culturally illiterate.” For example, in school budgets, people often say that

teachers are overpaid, but if one were to add up their hours, including those out of the classroom, their hourly pay is comparable to subsistence wages. Social dynamics represent another factor that must be considered in legislative decision making.

Moreno said that schools are being asked to prepare students for the 21<sup>st</sup> century and praised the partnership of the Orange County Business Council with the Anaheim School District. Along with organizations such as P21.org, districts and reformers are “putting the four Cs in the three Rs. (The four Cs are collaboration, critical thinking, creativity, and communication.) Many believe that “education systems are failing because we’ve been doing the same thing for 40 years: more math and more English in the interest of increasing test scores.” Businesses across the country are asking for high school and college graduates who have these skills in order to help them develop a competitive 21<sup>st</sup> century workforce, said Moreno. “When you push for better schools, ask us if we are doing a high quality job of high-quality learning, not just high test scores,” said Moreno. Communities must push for policies that enhance creativity and for budgets that “make sense” in the 21<sup>st</sup> century, concluded.

The panel ended with a question and answer session with the audience and a wide-ranging discussion on issues such as the emergence of second-generation immigrants in politics and government. Mary Anne Foo said that she was “excited” about young people and their increased levels of engagement, especially as members of the second generation are becoming more active in the policy

arena, seeking elected office, and creating new linkages between older Asian communities. Jose Moreno concluded with a discussion of two fatal police shootings of Latinos in Orange County. He said that the events were “not a flash point, but a moment of reflection” for all. “We are aspiring to nurture a leadership of humility,” said Moreno. “Do we govern to empower or to control?” he asked. “Many of us are pushing to empower to help people live sustainable lives. Do we really engage with communities about what they want?”

## Conclusion

AT THE BEGINNING of the Governing California symposium, Keith Curry quipped that the event marked the first time that some of the participants were in the same room. The symposium gathered these disparate voices to demonstrate the possibility of assembling community members, experienced state and local elected officials, members of the business community, journalists, and experts in legislative reform in conversations about recalibrating California’s current dysfunctional system. While the challenges seem insurmountable and the voices dissonant, the symposium demonstrated the groundswell for change that is present in every sector in the state. Dystopian visions of California’s future remain, but alongside these are glimmers of hope and the strong will of pragmatic and capable Californians who are not easily daunted. The Concordia University Center for Public Policy and the USC Center for Religion and Civic Culture envision future gatherings that advance the conversation and bring together those with an interest in improving California’s future.

## Governing California Speakers

*Governing California was made possible with grant support from The James Irvine Foundation.*

### Keynote Address

Lucy Dunn  
*President and Chief Executive Officer  
Orange County Business Council*

### How Did We Come to this and What Should We Do?

Moderator: Keith Curry  
*Director, Concordia University Center for Public Policy*

- Marian Bergeson  
*Former California Education Secretary and State Senator*
- Curt Pringle  
*Former Assembly Speaker*
- Bill Campbell  
*Orange County Supervisor*
- Robert Ming  
*Laguna Niguel City Councilmember*

### Expert Panel: New Ideas for the 21<sup>st</sup> Century

Moderator: Rick Reiff, *PBS So Cal*

- Dan Walters  
*Sacramento Bee*
- David Crane  
*Lecturer, Stanford University; President, Govern California; Director, Volcker-Ravich Task Force on the State Budget Crisis*
- Brian Calle  
*Orange County Register*

## What Are Californians Thinking?

Presenter, Ed Coghlan  
*California Forward*

### Sacramento as Seen from the Community

Moderator: Brie Loskota  
*Managing Director, USC Center for Religion and Civic Culture*

- Mark Whitlock, Senior Pastor, Christ our Redeemer Church, Executive Director of the USC Cecil Murray Center for Community Engagement
- Mary Anne Foo, Executive Director, Orange County Asian and Pacific, Islander Community Alliance
- Jose Moreno, Board of Education, Anaheim City School District; President, Los Amigos OC

### Symposium Co-Sponsors

Orange County Business Council

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California Forward

Pacific Research Institute

## About the Sponsoring Institutions

### Concordia University Center for Public Policy

The Center serves both students and the greater community by providing a forum focusing on real-world solutions to public policy issues and presenting relevant and compelling programming.

Center activities include the following:

- Present the “Orange County Annual Report” by the Chairman of the Orange County Board of Supervisors
- Bring nationally known experts in government performance to Orange County
- Host periodic programs on important issues for local government professionals
- Conduct “brown bag” discussion with notable elected leaders and policy makers
- Host debates by major candidates during the election season
- Conduct research on critical issues of local importance

In conjunction with the Concordia School of Business, the Center enables students to earn an MBA with an emphasis in public policy.

[www.cui.edu/cpp](http://www.cui.edu/cpp)

### Center for Religion and Civic Culture, University of Southern California

The Center for Religion and Civic Culture at USC was founded in 1996 to create, translate, and disseminate scholarship on the civic role of religion in a globalizing world. CRCC engages scholars and builds communities in Los Angeles and around the globe. Its innovative partnerships link academics and the faith community to empower emerging leaders through programs like the Faith Leaders Institute and the American Muslim Civic Leadership Institute.

Since its inception, the Center has managed over \$25 million in grant-funded research from corporations, foundations, and government agencies. In 2002, CRCC was recognized as a Pew Center of Excellence, one of ten university-based research centers. Currently, the Center houses more than 20 research initiatives on topics such as Pentecostal and charismatic Christianity, faith-based non-governmental organizations, and the connection between spirituality and social transformation.

[www.usc.edu/crcc](http://www.usc.edu/crcc)





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