



## California Regions Take Action

The Emergence of  
California Civic Entrepreneurs

MAY 1998

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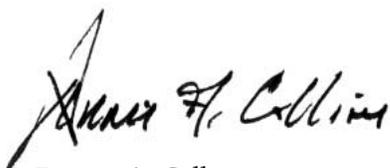
Dear Californians,

There is a new movement in California rising from the grass roots that has the potential to reshape our state in the twenty-first century. In communities across California, civic entrepreneurs are emerging to address the challenges and opportunities facing our economy and society. They are engaging in a new collaborative approach to solving regional problems. On the basis of a common set of values rooted in inclusiveness, collaboration, and trust, civic entrepreneurs are building comprehensive economic strategies that are essential for prosperity and quality of life.

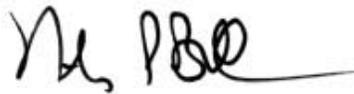
The James Irvine Foundation is dedicated to promoting the quality of life of all Californians. We believe that this “promising experiment” of civic entrepreneurs promoting collaborative regional initiatives should be encouraged for the good of our state. We have started by providing support to regional initiatives and helping to build a learning network among civic entrepreneurs. In September 1997, we hosted the first annual Civic Entrepreneur Summit in Santa Barbara, California. More than 80 civic entrepreneurs from 11 regions participated in the summit. This document summarizes the values and beliefs as well as some of the emerging lessons learned from and by these civic entrepreneurs.

We hope that this document will stimulate you to join this emerging movement. Working together, we can help build a new California for the new century.

Sincerely,



Dennis A. Collins  
President



Nick Bollman  
Senior Program Director

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## About This Report

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This report is both an introduction and an invitation. It is an introduction of California “civic entrepreneurs,” individuals who are helping lead collaborative initiatives that promote economic vitality and improve quality of life in their regions. They have shown us how to be entrepreneurial in the civic realm—finding new ways to bridge political jurisdictions, build public-private coalitions, rethink complex issues, and get results. This report is written from their perspective and with their words—describing why they are taking action, what they believe, what they do, and what they have learned.

The report is also an invitation to join a growing network of civic entrepreneurs working to improve the regions of California. Although a number of regional initiatives have emerged across California, only recently have their leaders begun to work together region to region. In September 1997, The James Irvine Foundation invited a representative group of these regional leaders to a Civic Entrepreneur Summit, where many met for the first time. Summit participants shared their experiences and

identified areas of common concern and collaborative action for the future. A list of these participants is in the Appendix.

From this summit, a new commitment to networking and supporting civic entrepreneurs and collaborative regional initiatives has emerged. A growing coalition of individuals and institutions is committed to sharing lessons, encouraging innovation, and expanding the results of collaborative regional initiatives across California. This effort is a bold experiment—one with both promise and challenge. For California, it offers the possibility of redefining how we work together at every level to ensure a better future—how we collaborate at the regional level, share best practices region to region, and achieve better complementarity among local, regional, state, and federal policies, programs, and investments. In this sense, the report is not only an invitation, but a call to action to civic entrepreneurs at all levels to join together to address challenges in their regions and to network with civic entrepreneurs from other regions to address statewide concerns.

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## Who Are Civic Entrepreneurs

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Civic entrepreneurs act in the spirit of two great California traditions: individual entrepreneurship and civic action. Like generations of Californians before them, they are stepping forward to meet the unique challenges of their era. Their mission is to promote the economic vitality and quality of life of their regions through collaborative regional initiatives.

*“What are collaborative regional initiatives? They involve people from business, government, and community in efforts to build both a strong economy and a more viable community—based on the fundamental assumption that you can’t have a robust economy absent a strong community. These initiatives are led by teams of civic entrepreneurs—a new type of leader with a can-do spirit, a visionary outlook, and an abiding commitment to work as part of a team to build a community that collaborates.”*

—Dennis Collins, President, The James Irvine Foundation

***Civic entrepreneurs act in the spirit of two great California traditions: individual entrepreneurship and civic action. Civic entrepreneurs come from all walks of life.***

Civic entrepreneurs believe that it is possible for their regions to compete successfully in the global economy while preserving or improving quality of life. The long-term vitality of regional economies depends on the long-term health of our communities. Civic entrepreneurs are innovative and persistent, willing to think creatively and act collaboratively. They do not act out of charity, to score political points, or to further a short-term business interest. They are motivated by the long-term interests of their regions—the enduring bond linking the destinies of our economies and communities.

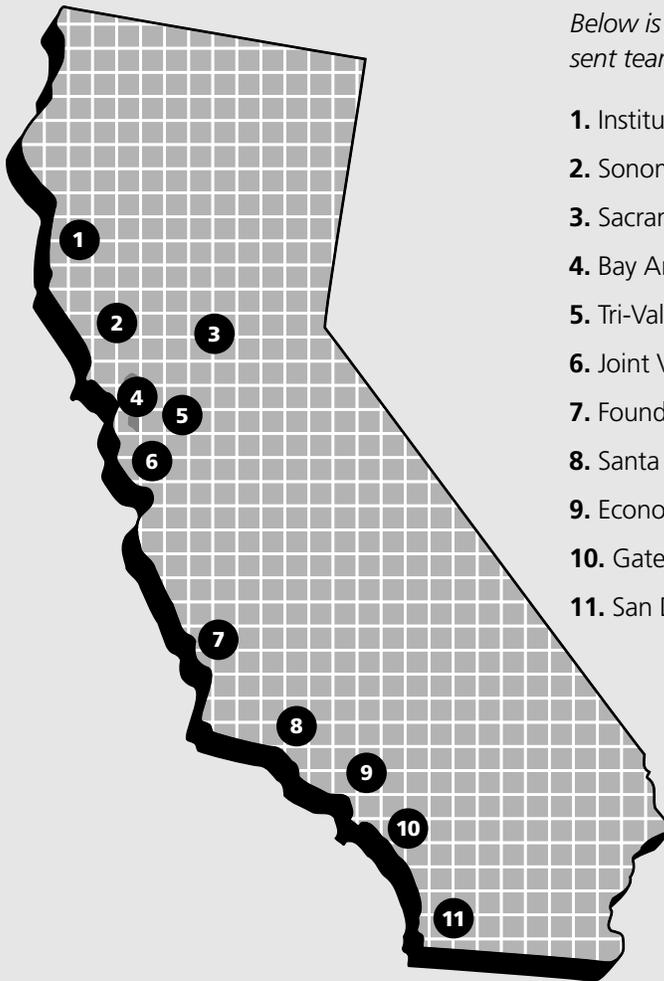
Civic entrepreneurs come from all walks of life. They hail from every geographic region of California, from the state’s largest urban centers to sparsely populated rural areas. They come from business, government, education, the nonprofit sector, and other segments of the community. Although they represent many interests, civic entrepreneurs work together as citizens for the common good of their region. They are taking responsibility for the future of our state, region by region.

*“There is a struggle for California not only as we rediscover ourselves as a federation of local autonomies, but as we reinvent ourselves. It is a struggle for California as exciting, as dynamic, and as historically significant as any other I’ve ever encountered in my more than 30 years of research into the California past.”*

—Kevin Starr, California historian and State Librarian

While civic entrepreneurs assume responsibility for their regions, they also seek allies. They look to state and federal governments and outside organizations as partners—not saviors—in helping their regions prosper. They value interaction with civic entrepreneurs from other California regions and other states, learning from one another’s successes and mistakes.

## Collaborative Regional Initiatives



*Below is a list of collaborative regional initiatives that sent teams to the 1997 Civic Entrepreneur Summit:*

1. Institute for the North Coast
2. Sonoma County Economic Vitality Partnership
3. Sacramento Region Cluster Project
4. Bay Area Council
5. Tri-Valley Economic Community Project
6. Joint Venture: Silicon Valley Network
7. Foundation for Community Design, San Luis Obispo
8. Santa Barbara Economic Community Project
9. Economic Alliance of the San Fernando Valley
10. Gateway Cities Partnership
11. San Diego Dialogue

*Collaborative regional initiatives take many forms. They emerge from a collaborative process and focus on specific regional concerns such as promoting economic revitalization, improving workforce development, and preserving quality of life.*

# 2

## Why They Are Taking Action Now

Civic entrepreneurs are stepping forward now to meet urgent needs in their regions. Strong forces are fundamentally transforming regional economies and communities. We must harness these forces for the good of California's regions; or we risk losing control of our destiny. Civic entrepreneurs recognize the need to work together in new ways to meet the challenges of economic globalization, new technologies, changing demographics, political devolution, regional interdependence, new approaches to governance, and a growing interest in community sustainability.

*"Restructuring, devolution, deregulation, consolidation, layoffs. These are blunt and unsettling tools for dealing with the new economy, changing demographics, and the ubiquitous influence of new information technologies. A parallel change perhaps in reaction to the uncertainties in the economy is the breakdown of civil society. A new kind of leadership is evolving in response to these times."*

—Blenda Wilson, President, California State University-Northridge

- **Globalization:** In a seeming paradox, the global economy has increased the importance of economic regions. By undermining the power of the nation-state, globalization has forced regions to compete for high-value jobs. Economic regions—often larger than cities or counties, but smaller than states or nations—have become the drivers of the new global economy. Regions are home to clusters of industries and concentrations of specialized labor that provide a competitive advantage in the global economy.
- **Information technology:** Information technology has transformed many hierarchical organizations into network organizations, with wider distribution of work responsibilities and decision making. It makes customers, suppliers, and information widely accessible, enabling diverse regions to participate in the new global economy.
- **Demographics:** The “old-boy networks” that controlled community decision making in the past are beginning to give way to changing demographics and the demand for more participation among a new, diverse generation of leaders. This change requires a style more collaborative than hierarchical. Increasing diversity puts pressure on traditional institutions to become more inclusive at the community level.
- **Devolution:** Top-down national government programs are giving way to more decentralized solutions as the nation moves toward devolution at both federal and state levels. Contemporary economic and community problems and opportunities require a grassroots response that can be supplemented by state and national assistance.

*Traditional adversarial approaches to governance have produced gridlock at the state, county, and city levels.*

- **Regional interdependence:** A growing body of research confirms that the destinies of our cities, suburbs, and neighborhoods are strongly linked. Decisions made in one part of a region often affect other parts of the region (e.g., transportation, zoning, education). Neighborhood development is not enough to address the growing isolation of people who lack skills to participate in the knowledge-based economy; nor can economies thrive in the face of growing, persistent poverty. Neighborhoods need to be connected to the larger region—its growing economy, diverse educational resources, and other opportunities.
- **Governance:** Traditional adversarial approaches to governance have produced gridlock at the state, county, and city levels. A fundamental mismatch between government jurisdictions and actual economic and settlement patterns is far too common. New collaborative models of governance—based on flexible, voluntary agreements among government, business, community, and other regional stakeholders—are emerging to address the realities of fast-changing, flexible, networked regional economies.
- **Sustainable communities:** Interest is growing in the “sustainability” of places—meaning the reconciliation and integration of approaches to economic development, the built environment, the natural environment, social and economic opportunity, and governance at the community and regional levels in a manner that leaves to future generations a community that is better than the one that we inherited from our forebears.

In the face of these daunting forces, civic entrepreneurs are optimists. They believe that the new realities facing their regions can be harnessed for good. Economic crisis is a common motivator. However, as nationally syndicated columnist and keynote speaker Neal Peirce observed, “the only thing more challenging than a crisis may be the lack of one.” In the absence of crisis, some civic entrepreneurs are nonetheless dissatisfied with the status quo and pursue opportunities to make their region a better place.

*Government is dealing with special interest politics and facing so many different issues that it can't be creative and solve problems. When our institutions don't work, then civic entrepreneurs have the opportunity and the obligation to rise up and fill the gap.*

—Carol Whiteside, President, The Great Valley Center

# 3

## What Civic Entrepreneurs Value

Although their regions and priorities for action may vary widely, civic entrepreneurs share several fundamental values. These values drive their actions. In fact, *how* civic entrepreneurs act is as important as *what* they do. They act regionally and collaboratively, creating opportunities to build trust while working toward tangible improvements in economic vitality and quality of life. This approach delivers near-term results and lays the foundation for future success. Although the processes and results may differ from region to region, the underlying methods and motivations of civic entrepreneurs are often remarkably similar.

### **They believe in regional approaches**

Civic entrepreneurs believe that regions are the right focus for action. Unfortunately, regions seldom align with political jurisdictions. Regions are a mix of geographically concentrated and interdependent communities and economies. A region is defined more by a shared labor pool and industry clusters (a physical concentration of inter-related firms and industries), than by city or county boundaries. Regions can be large enough to assemble sufficient resources and leadership to act, but small enough to ensure effective interaction among interested parties.

*“Regions are now the central economic unit. They are large enough for economies of scale and small enough for face-to-face relationships that build trust between businesses, between business and the public sector, between business and the community. There is a win/win in linking the concerns of neighborhood development and regional development. Regions do better when they pay attention to the needs of low-income individuals. Low income individuals do better when they link up and think up to the region.”*

—Manuel Pastor, Chair, Latin American and Latino Studies,  
University of California-Santa Cruz

### **They believe in the interdependence of economy and community**

Civic entrepreneurs believe that regional success is the product of both economic prosperity and community vitality—a blending of the economic, social, environmental, and other quality-of-life aspirations of the region. They are interested in the long-term health and sustainability of their regions. They are wary of narrow definitions of the “problem” or the “solution.” They focus on positive interdependencies, rather than pitting one regional aspiration against another. They work at the intersection of economy and community, seeking “win-win” outcomes.

*No longer can regions  
rely on a small group  
of leaders to act on  
their behalf.*

*“We are committed to involving underserved communities—making the table bigger and rounder. Balancing economic development with quality of life was a critically important message we heard from a lot of regional groups.”*

—Bill Allen, President and CEO,  
Economic Alliance of the San Fernando Valley

### **They believe in meaningful inclusion**

Civic entrepreneurs believe that a collaborative process is the key to effective action. No longer can regions rely on a small group of leaders to act on their behalf. Civic entrepreneurs operate in networks instead of hierarchies. They value inclusion, tapping the views and talents of a broad and diverse cross-section of communities. They value the contributions of established leaders and emerging leaders—and create new ways for them to work together. Their goal is meaningful inclusion—which means creating tangible opportunities for people to take responsibility for the future of their region. It also requires that participants transcend narrow interests for the greater good of the region and make real commitments for change.

*“We are concerned about inclusiveness, but have criteria. You are not a business advocate or an environmental advocate. You are here to think about where our regional economy is going.”*

—Mary Walshok, San Diego Dialogue and Associate Vice Chancellor,  
University of California-San Diego

### **They believe in building trust**

Civic entrepreneurs believe that trusting relationships are the key to success. Lack of trust between business and government, between city and county, and among different regional interests can prevent progress on even the most non-controversial issues.

Civic entrepreneurs try to create opportunities for individuals to demonstrate that they can trust one another as they work toward common objectives. Building a reservoir of trust across different sectors has a lasting impact on the ability of regions to work together over time.

*“What was really helpful in building trust was the approach. Beginning the process, no one got chased away from the table. Those who wished to continue to participate were allowed in throughout the process. It is a continual cascading, people involved at different levels. People are able to get involved where they have a passionate interest.”*

—Tom Lewcock, City Manager, Sunnyvale (retired)

### **They believe in measurable results**

Civic entrepreneurs know that an inclusive, regional process is not enough. They expect the collaborative process to deliver results—measurable improvements in their regions' economic vitality and quality of life. Some outcomes may be long term, others may be more immediate, but all should be measurable. Civic entrepreneurs know that persistence is critical, that many obstacles can appear on their way to achieving measurable results. They know that they must be creative and flexible in their methods, but single-minded in their commitment to results.

*"We realized early on that we had to be product-oriented, not just discuss process. That got people's attention. It also helped to point to the successes of other communities."*

—Rod Dole, Auditor-Controller, Sonoma County

# 4

## What Civic Entrepreneurs Do

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Civic entrepreneurs pursue collaborative initiatives to improve the economic vitality and quality of life of their regions. These initiatives vary widely in their origins, focus, and outcomes. However, they all emerge from a collaborative process, involving civic entrepreneurs drawn from public, private, and community sectors. These processes take many forms, reflecting the unique patterns of leadership, organization, and history of each region. They often represent a sharp departure from traditional approaches to regional problem-solving. Not surprisingly, they face uncertainty and setbacks along the way. Most have persisted in the face of obstacles.

While their efforts focus on a wide range of economic and quality-of-life concerns, civic entrepreneurs are pursuing some common priorities across different regions:

- **Making the case for regional thinking and action.** Many efforts are building a regional rationale for action where one did not previously exist. Examples include San Diego Dialogue's efforts to connect the cross-border region of San Diego and Tijuana, and the efforts of the Economic Alliance of the San Fernando Valley to unite the many local interests in their region around a common set of goals.
- **Creating new measures of regional success.** Some regions are organizing efforts around the development and use of indicators of economic, social, and environmental progress. These efforts are providing a new source of information about what is important in their regions and a guide to collaborative action. Examples include Santa Barbara, San Luis Obispo, the Sierras, and Silicon Valley.
- **Promoting economic revitalization.** Some California regions have been hard hit by economic restructuring, particularly in defense and natural resource-based industries. The Institute for the North Coast has used the collaborative process to initiate a multi-agency business retention program, the Gateway Cities Partnership is focusing on new business cluster opportunities, and Santa Barbara's Economic Community Project is promoting emerging industries to help offset job losses in the local defense sector.
- **Improving workforce development.** In response to industry's need for skilled workers and the community's need for quality jobs, some regions are organizing collaborative efforts to link people, education, training, and jobs. Examples include Silicon Valley's Challenge 2000 educational improvement initiative, Tri-Valley's workforce development initiative, and Sonoma's effort to enhance local engineering education.

*Many efforts are building a regional rationale for action where one did not previously exist.*

- **Working toward sustainable quality of life.** Some regions are addressing significant long-term challenges to their quality of life in areas such as transportation, environmental preservation, and land use. Examples include the Bay Area Council's multifaceted efforts to improve air quality and reduce traffic congestion, as well as the Sacramento region's focus on preserving its attractive quality of life in the face of rapid growth.
- **Aligning state and regional strategy.** Some regions are documenting how state tax and fiscal policy acts as a barrier to regional collaboration. Others are exploring ways that state policy can help promote smart growth. Examples include Los Angeles and Silicon Valley.

Regional collaborative efforts are in different stages of evolution. Teams of civic entrepreneurs representing 11 regional initiatives attended the first Civic Entrepreneur Summit in September 1997. Some were in the *initiation* stage, wrestling with questions of how to recruit leaders, raise funds, and start building trust. Others were in the *incubation* stage, generating ideas on what can be done to improve the economy or quality of life of their region. Others have begun *implementation*, launching specific action projects and achieving and documenting tangible results. And, some have begun working on *renewal*—shifting focus to new priorities as the needs of their regions change.

# 5

## What Civic Entrepreneurs Are Learning

At the September 1997 Civic Entrepreneur Summit, civic entrepreneurs from across California had the opportunity to share their experiences taking action through collaborative regional initiatives. Although the lessons learned were many, a number of common themes emerged.

### **Collaborative regional initiatives must make a unique and valued contribution**

Civic entrepreneurs recognize that many existing community organizations focus on issues that overlap with their regional efforts. Their “value-added” is to focus on regional outcomes, welcoming the participation of individuals and groups with a stake in those outcomes. By defining and pursuing a unique regional role, their efforts are able to attract and retain top-quality leadership and avoid unnecessary “turf wars” with other organizations.

### **Collaborative regional initiatives need leaders to fill different roles over time**

Civic entrepreneurs recognize the need for different kinds of leaders at different stages of their collaborative efforts. To initiate a regional effort, motivational, visionary leaders are necessary. To provide the right leadership during the incubation stage, credible convenors are required. To spur implementation, those who can drive for results and manage the details are at a premium. Also, leaders are required at different levels—for example, on boards, as organizational leaders, as project directors. As regional efforts mature, they need to go deeper into organizations and segments of the community to find and develop new leaders. Recruitment and orientation of new leaders needs to be ongoing. This step is especially important to prevent burnout among the core team and to bring in new talent.

*Civic entrepreneurs know that their efforts will ultimately be judged by their impact on regional economic vitality and quality of life.*

*“We need to continuously recruit and engage leaders, making sure we have measurable goals and a focus to keep them engaged. We have to be about the business of creating opportunities for people to stay involved in the process.”*

—Cassandra Jennings, Director of Economic Development,  
Sacramento Housing and Redevelopment Agency

### **Collaborative regional initiatives need to track results to build momentum, to learn for continuous improvement**

Civic entrepreneurs know that their efforts will ultimately be judged by their impact on regional economic vitality and quality of life. Thus, collaborative regional initiatives need to be careful about documenting their “wins.” They also need to document their shortcomings, so that, in the spirit of continuous improvement, midcourse corrections can be made and initiatives can get back on track.

Finding and documenting results will lead to further successes, and will have a direct impact on fund-raising and the ability to keep up implementation. If collaborative regional initiatives can achieve, document, and communicate small wins, they can build momentum to accomplish even bigger goals.

### **Collaborative regional initiatives need to balance big vision and small wins**

Real leaders want to work on big change, yet big change occurs through concrete steps. Managing this tension is a central concern. Small wins need to be put into the context of larger, long-term goals. And, long-term visions must be made real with credible, tangible steps in the right direction.

*“You need a discipline for results. Set up a system and process that says what you are going to deliver. Always underpromise and overdeliver. The worst thing you can do is to set out a bunch of climb-Mt. Everest tasks and fail.”*

—Bob Knight, President, Technology Venture Services, and Founding Chairman, Santa Barbara Economic Community Project

### **Collaborative regional initiatives need to communicate both internally and externally**

There is a strong need for public education around a focused message and a need to “market” collaboration to key constituencies. Internal communication among participants in a collaborative process is also important to maintain commitment. Collaborative regional initiatives must address both internal and external audiences, to build understanding and engagement in this new collaborative approach.

### **Collaborative regional initiatives must involve their investors**

Fund-raising is inevitably a major challenge for regional efforts. Civic entrepreneurs have found that participation often precedes investment—that asking for commitment and involvement sets the stage for financial contributions. Expertise and other in-kind resources from regional partners, though sometimes overlooked, have tremendous value. The most effective fund-raising is done primarily on a peer-to-peer basis, with civic entrepreneurs asking their counterparts to get involved and contribute.

### **Collaborative regional initiatives must be patient, but persistent**

Collaboration is hard work and requires patience. The key is to address obstacles while ensuring that the group keeps moving forward. As Roger Niello of the Sacramento Region Cluster Project noted: “Tenacity without patience is disruptive, and patience without tenacity goes nowhere.” Civic entrepreneurs recognize that they are trying

*Collaboration is hard work and requires patience.*

to organize across long-standing jurisdictional, sectoral, and ideological boundaries. It is a difficult process, but one with a potentially large reward.

*“Collaboration is messy, frustrating, and indispensable.”*

—Neal Peirce, nationally syndicated columnist

Although Summit participants each took away a different set of “lessons learned,” they agreed that meeting together helped in the following ways:

- Validated that they are on the right track
- Confirmed that they are facing similar challenges and that they are all learning
- Established new relationships for cross-region learning
- Showed that regionalism is a statewide and national movement
- Affirmed that long-term continuous effort is required to make a difference
- Gave them renewed motivation and resolve to continue.

*“The Summit created new networks, people to go to for problem-solving and brainstorming. These are invaluable, lending courage to those of us who have been working at this for a number of years. Others are coming along.”*

—Rebecca Morgan, President/CEO,  
Joint Venture: Silicon Valley Network

# 6

## Challenges Facing Civic Entrepreneurs

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The work of California’s civic entrepreneurs is a promising experiment. It is still very new, and evolving. Summit participants identified major challenges they still face, such as:

- **The benefits and costs of inclusiveness.** Why and how should regional collaborations involve more and different kinds of people? How can they achieve inclusiveness under resource and other constraints?
- **The lack of an immediate economic crisis.** With an improved economic situation in California, how do we motivate people to see and address new challenges and opportunities? Over the long haul, will we thrive through upturns as well as downturns in our local economies? In “good times,” how do we invest in our capacity to adapt to downturns?
- **Pressing quality-of-life issues.** What does quality of life mean? How do we address issues in sensitive and complex areas—such as land use, affordable housing, and infrastructure—in an integrated way? How do we build sustainable regions with livable communities and robust economies?
- **Working with elected officials.** How can we bring more elected officials into a productive, mutually beneficial relationship with our regional collaborations?
- **Fund-raising at different stages for different purposes.** How do we find the seed capital, core capital, and project capital at different stages of our development? How do we keep it coming over the long term?
- **Developing external allies.** How do we identify and recruit allies in our regions, statewide, and nationally?
- **Measuring progress.** How do we know if we are making a difference? How should we define community progress? How do we measure hard-to-quantify but critical improvements in the ability of a region to work together?
- **Reevaluation and renewal.** How do we know if we are still adding value? How do we change as our context and communities change?

# 7

## Where to Go from Here: 1998 and Beyond

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In response to Summit participants, The James Irvine Foundation has established a learning network of civic entrepreneurs across California, to encourage the sharing of best practices and lessons over time. Specifically, the following kinds of support and follow-up to the Summit are being provided:

- **Information network.** A mechanism to share information important to the ongoing development of collaborative regional initiatives, such as best-practice trends, case studies, practical advice on common challenges, and lists of resource documents.
- **Interactive network.** Opportunities for direct leader-to-leader interaction, bringing people together in California to share learning about best practices, leadership, tools, and the like, including more conversation around the meaning of and strategies for inclusiveness, about the link between regional development and poverty, and about the sustainability of places.
- **Coaching network.** Access to expertise to help us address specific challenges facing collaborative regional initiatives; a coaching network of peers and others with relevant experience to help capitalize on opportunities, identify potential pitfalls, and overcome obstacles to success.
- **State-level advocacy.** A vehicle for addressing state issues affecting California's regions, especially tax and fiscal disincentives to regional collaboration and quality growth.

*"This is a movement, not a program or a policy, or a top-down admonition from either the private sector or the public sector. It's genuinely rooted in community. Our purpose together is to serve the people of California and the communities of California, working with and through collaborative regional initiatives."*

—Nick Bollman, Senior Program Director, The James Irvine Foundation

## 8

## Appendix: Civic Entrepreneur Summit Participants

Below is a list of participants that attended the first annual Civic Entrepreneur Summit held September 1997 in Santa Barbara, California:

David Abel  
Abel and Associates

Bill Allen  
Economic Alliance of the  
San Fernando Valley

Cathleen Barnier  
Goodwill Industries of the  
Redwood Empire

Morgan Binswanger  
CAA Foundation  
Creative Artists Agency

Donna Blitzer  
Congressman Sam Farr's Office

Nick Bollman  
The James Irvine Foundation

Diane Bone  
The James Irvine Foundation

Wendy Brogin  
Economic Alliance of the  
San Fernando Valley

Bill Carney  
Stanislaus County Economic  
Development Corporation

Kurt Chilcott  
Community and Economic  
Development  
City of San Diego

Jon Clark  
The Community  
Environmental Council  
Gildea Resource Center

Dennis A. Collins  
The James Irvine  
Foundation

Joe Coomes  
McDonough, Holland,  
and Allen

Judy A. Corbett  
Local Government  
Commission

Becky Dennis  
City of Pleasanton

Rod Dole  
Sonoma County

Mark Dowling  
La Jolla Institute

Rob Elder  
San Jose Mercury News

David W. Fleming  
Latham and Watkins

Fred Gaskin  
Cerritos College

Kathy Gerwig  
Kaiser Permanente

Fritz Grupe  
The Grupe Company

Bruce L. Hansen  
Weber Metals, Inc.

William Hauck  
California Business  
Roundtable

Doug Henton  
Collaborative Economics

Robert Hertzberg  
California State Assembly

Craig Howard  
The James Irvine Foundation

Sharon Huntsman  
Joint Venture:  
Silicon Valley Network

Cassandra Jennings  
Sacramento Housing and  
Redevelopment Agency

Alka Joshi  
Alka Joshi Marketing

Ed Kawahara  
California Trade and  
Commerce Agency

Karen Keane  
The Keane Group

Trish Kelly  
Consultant

Maureen Kennedy  
Redefining Progress

Jim Kimbrell  
Arcata Economic  
Development Corporation

Robert Knight  
Technology Venture Services

Dee Lacey  
Lacey Livestock

Laurence Laurent  
San Luis Obispo County

Steve Levy  
CCSCE

Tom Lewcock  
The Lewcock Group

Kirk Lok  
Quality Inn of Petaluma

R. Barry McComic  
McComic Consolidated Inc.

Sunne Wright McPeak  
Bay Area Council

John Melville  
Collaborative Economics

Gary Mendoza  
Riordan Commission  
for Healthy Kids  
City of Los Angeles

Harriett Miller  
City of Santa Barbara

James Morgan  
Applied Materials, Inc.

Neil Morgan  
San Diego Union Tribune

Rebecca Q. Morgan  
Joint Venture:  
Silicon Valley Network

Kathy Moxon  
Institute of the North Coast

Charles E. Nathanson  
San Diego Dialogue

Roger Niello  
Niello Auto Group

Mike Noling  
Wavefront Technologies

George S. Nolte, Jr.  
Nolte and Associates, Inc.

Tom O'Malley  
Tri-Valley Business Council

Steve O'Meara  
Kokotat Inc.

Kathy Odell  
Karl Storz Imaging

Elliott Parks  
San Diego Association  
of Governments

Manuel Pastor  
University of California,  
Santa Cruz

Neal Peirce  
Citistates Group  
The Washington Post Writers  
Group

Michael E. Pfau  
Reicker, Clough, Pfau,  
and Pyle, L.L.P.

Ronald Raab  
City of San Ramon

Carl Russell  
Gateway Cities Partnership

Guillermo Rodriguez, Jr.  
Latino Issues Forum

Bob Scott  
Economic Alliance of  
the San Fernando Valley

Tom Sheffer  
San Diego Economic  
Development Corporation

Marcia Sharp  
Millennium Communications  
Group

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Maria Singleton  
Pacific Gas and Electric

Charles Slosser  
Santa Barbara Foundation

Benjamin G. Stone  
Sonoma County Economic  
Development Board

Kevin Starr  
California State Library

John Vasconcellos  
California State Senate

Kim Walesh  
Collaborative Economics

Mary Walshok  
UCSD Extended Studies  
and Public Programs

Robert K. Wheeler  
General Mills, Inc.

Carol Whiteside  
The Great Valley Center

Bob Wilkinson  
University of California,  
Santa Barbara

Blenda Wilson  
California State University,  
Northridge

Janice Wohltmann  
APREX

Julie Meier Wright  
San Diego Economic  
Development Corporation

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