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# California 2020

Responsible Land Use:

*A Path to a Sustainable California by 2020*

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## A PATH TO IMPLEMENTATION

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Presented by

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# TABLE OF CONTENTS

INTRODUCTION

METHODOLOGY

SUMMARY OF POTENTIAL OPPORTUNITIES

*Working with California Administrative Agencies*  
*Working with our Legislators*

RECOMMENDATIONS

- A. Partner with a Statewide Organization
- B. California 2020 as a Formal Coalition
- C. California 2020 as a Formal Coalition with Strategic Partners
- D. Academic Research and Review
- E. Public Policy Institute

CONCLUSION

BACKGROUND INFORMATION

*A word about non-profit status*  
*A word about coalitions*  
*A word about the role of convener*

APPENDIX A

*California 2020 Participants, Interviews and Focus Groups*

## INTRODUCTION

It was at the suggestion of a friend, Dan Kingsley, Managing Partners of SKS Investments that Doug Abbey, founder of AMB Property Corporation and Tom Steinbach, then Executive Director of the Greenbelt Alliance, met over lunch. Doug, the founder of a multibillion dollar industrial development company, wondered aloud what the two could possibly have in common. After all, as a developer it had been Doug's experience that environmental advocates only tried to derail new building. But what he learned that day from Tom was shocking. Yes, environmental advocates often opposed developing the greenbelt of natural areas and agricultural lands but more often than not they were playing a leading role in promoting good land use planning and encouraging the type of development that helps make cities more livable; development with attractive, walkable neighborhoods and a vibrant mix of homes, shops, restaurants, and offices.

That lunch proved to be a tipping point when Tom and Doug decided that they should try and work together to create a better future for California – one that would meet both their objectives.

California 2020 is the unique partnership that grew from that lunchtime discussion. It is an affiliation of seemingly competing interests – social equity organizations, businesses, developers and environmentalist who all champion organizational interests – but who also are firmly committed to creating a sustainable future for California; economically, environmentally and socially. Nearly every participant in California 2020 has taken part in a visioning or planning process in the last decade that has created a set of principles to produce a more sustainable California. And more often than not, that is what they have remained – a set of principles on a shelf.

During the course of this project we discovered that global competition, global warming, and continued population growth require a new type of direction for California. The challenges of this century require a collaborative and multi-dimensional leadership. However, we found that there is a vacuum of collaborative leadership in California today, and that means that the participants in the California 2020 project are uniquely poised to respond to the need for collaboration and to make real change for the future of our state.

## METHODOLOGY

The first kernel of California 2020, *Responsible Land Use: A Path to a Sustainable California by 2020* sprouted that day from lunch has begun a sea change in land use policy.

Tom and Doug assembled their friends and colleagues to work on a sustainable land use plan for the state, and the California 2020 working group was established. The group worked against the backdrop of a heightening global climate crisis and the passage of AB 32 – California's landmark bill that establishes a first-in-the-world comprehensive program of regulatory and market mechanisms to achieve real, quantifiable, cost-effective reductions of greenhouse gases. Toiling endlessly, the working group achieved consensus on a set of mutually agreeable goals and principles for sustainable land use.

The California 2020 plan proved to be quite good. However, with global climate change increasingly moving to the frontlines of state government, it was clear the California 2020 working group needed to increase its capacity to help refine it and craft a strategy to actualize it. They hired Cindy Chavez.

Cindy Chavez served 8 years on the San Jose City Council. She is not only held in high regard among Sacramento leaders, but she is also well schooled in both crafting policy compromise and creating innovative land use policies. Now serving as a Fellow at the University of California Santa Cruz Center for Global, International and Regional Studies, Cindy and her team were charged with the task of:

- (a) deciding whether there was interest from individuals and organizations in participating in California 2020;
- (b) determining the political will of advocates, administrators, and elected leaders to enacting legislative or administrative changes to impact sustainable growth; and
- (c) drafting recommendations for the best method of enacting that change.

Chavez and her team set out to research the California 2020 plans. They interviewed policy experts, builders, social justice advocates, economists, advocates of reducing greenhouse gas emissions and elected leaders throughout different regions of California. Focus groups were held both in Los Angeles and San Francisco with a diverse group of experts and the team was delighted at the candor provided through these sessions. Throughout these interviews and focus group discussions, not only did these experts feel that now was the perfect time for interested parties to come together and fashion a consensus but that generally a vacuum in leadership exists in pulling it together.

In the following report we will discuss what our research has revealed as well as our approaches to formalizing the California 2020 coalition in a way that it can be the leader in crafting a California sustainability plan that encourages responsible land use, efficient use of natural resources and an improved economic vitality.

## SUMMARY OF POTENTIAL OPPORTUNITIES

The membership of California 2020 has worked impressively to draft a bold vision for the future of California. To date the group has worked well together in an informal structure. The document, *Responsible Land Use: A Path to a Sustainable California by 2020* is a serious effort that provides a template for addressing actions that must be taken to achieve responsible and sustainable land use decision making.

### **THE CHALLENGE**

Our recommendations are structured to strike a balance between the need to take advantage of the current window of opportunity afforded us by the passage of AB32, the continued growth in the State of California and the continuation of globalization in all of its forms, and the long term need to make sure that the public interest in these issues is not a passing fad but rather a dramatic permanent change in the way we think and act. Given this complex reality, our recommendations address the issues raised by California 2020 in a series of steps that can be taken separately or together. In addition, each of these recommendations can be contracted or expanded based on the bandwidth and focus of California 2020.

The goals and philosophies put forward in the document are intended to be far reaching and long term. It will take a diverse group of participants to address the issues and to gain the attention of elected officials and administrators in a position to move from the status quo and business as usual. In the State of California; administrative agencies, the legislature and the governor must all play a role in pursuing the goals of California 2020. In an effort to create the most effective outcome for California 2020 to reach its organizational goals, we focused our efforts on distinct areas of opportunity within the legislative and administrative branches of state government.

### **WORKING WITH CALIFORNIA'S ADMINISTRATIVE AGENCIES**

The number of agencies involved in the areas of environmental protection, land development, transportation and resource management are considerable. They include, but are not limited to:

- The California Air Resources Board
- The California Department of Transportation
- The California Environmental Protection Agency
- The California Department of Water Resources
- The California Department of Housing and Community Development

Additionally, many of these departments work with advisory boards and appointed commissions. The decision making process must often wind its way between multiple agencies, each with its own guidelines for final decision making. Circumstances as they currently exist can prevent advancing the measures that these agencies support. These institutions will be responsible for rule making and implementation of AB32 and many other bills that follow. In addition, a number of these institutions will be responsible for monitoring and enforcing legislative intent and rule making.

## **WORKING WITH OUR LEGISLATORS**

California 2020 members can offer legislators a unique insight into their real world experience. Working with legislators, California 2020 can help lawmakers to understand the barriers faced on a regular basis when trying to work within state guidelines and at the local level. California 2020 has the potential to convene informational workshop-type sessions throughout the state to bring together the diverse membership of California 2020, state legislators and local elected officials in order to create a unique dialogue that not only promotes action but actually moves both the goals of California 2020, and the vision of forward thinking elected officials.

California 2020 can also offer a distinctively broad base of support to elected officials where there has historically been a lack of support to “do the right thing”. There are also likely opportunities for California 2020 to assist in drafting legislation in support of AB 32 and the goals of California 2020.

The varied backgrounds of the business and other organizational interests of the members of California 2020 afford policy makers access to a variety of resources. California 2020 has the capacity to provide an objective analysis of legislation respective to the systems and practices of the departments charged with enforcement. This type of third party review could prove quite valuable in the process of implementing rules and regulations that actually support AB 32.

As the document points out and as we learned from conducting the focus groups and interviews, responsible land use, the efficient use of natural resources and the perpetuation of the State of California as a vital economic engine share an interdependent bond. If sustainability is to be achieved all three legs of the stool must be afforded equal weight.

## **RECOMMENDATIONS**

Throughout our research, it was clear that there was genuine interest from nearly everyone that participated in California 2020 to work to develop the political will to help achieve the group’s goals. Unfortunately, a vacuum of leadership currently exists. As we determined what next steps are required to remedy this situation we looked for a solution that could balance California 2020’s need to stay enough above the political fray to maintain its strong coalition, while being involved enough to drive significant positive change.

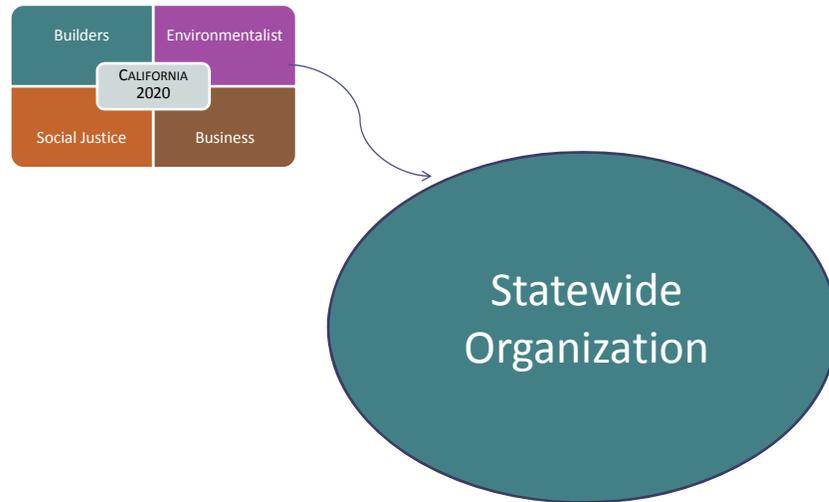
Following are the various options that our team has researched that will provide the opportunity to enact the bold agenda California 2020 envisions. They are as follows:

### **A. PARTNER WITH A STATEWIDE ORGANIZATION**

#### **Description**

The current membership of California 2020 could decide to partner with an existing organization that has a statewide reach. It is likely that the primary function of the California 2020 group would then be to provide critical policy direction for legislation that would impact the goals and vision of California 2020. Members could determine to act as individuals or collectively to weigh in on legislative bills or administrative actions.

## PARTNER WITH A STATEWIDE ORGANIZATION



***The pros and cons of partnering with a statewide coalition would include, but are not limited to:***

### **PRO**

- working with an established organization means not having to develop a new organization
- minimal investment of funds, sharing in an established fund development plan
- sharing of staff time and costs
- potential for improved access to Sacramento
- potential for improved access to resources

### **CON**

- assuring that a partner organization shares the California 2020 mission and vision
- the real possibility that an appropriate full-time organizational partner does not exist
- sharing staff
- choice of partner could potentially have negative political implications

### **Staffing**

A partnership would likely include the opportunity for shared staffing. Staffing cost could be shared equally or determined by the amount of staff time spent specifically on California 2020 projects. Costs would depend on the agreement reached with a partner.

## **Resources**

It is likely that in a partnership the question of resources dedicated to California 2020 would be determined by negotiation and a written agreement or memorandum of understanding. The membership of California 2020 may be called upon to support existing fundraising efforts as well as bring new funders to the table. Depending on the status of the partner organization, resources might be sought from a mix of public and private sources such as foundations.

## **Outcomes**

The team has researched statewide organizations and many do exist. The team has found information about an assortment of statewide coalitions that are organized around health care issues, educational issues, food and farm issues, water issues, wild land protection, cycling and youth advocacy to name but a few. Some coalitions have been/are designed for the short term but many do have a long and successful history.

It is possible that a partnership could expand the reach of California 2020 and be helpful in the distribution of the California 2020 document. Depending on the nature of the partner organization, California 2020's access to Sacramento may be improved and that access may further the goals of CA 2020. A partner organization which has an established infrastructure that includes media access could also be helpful in broadcasting California 2020's efforts.

## **Next Steps**

To move this forward immediately, the next steps are to identify and evaluate statewide organizations for potential and assess their interest in partnering with California 2020.

## **Recommendation**

In the opinion of the team, the unique character of California 2020 and its current membership would be diluted by partnering with one statewide organization and could therefore limit its effectiveness.

## **B. California 2020 as a Formal Coalition**

### **Description**

The California 2020 document provides a clear vision and tangible goals for the current membership. The group could determine to further define its longer term mission and goals as the first step in organizing as a more structured coalition and to assure that the current and future membership fully comprehend the nature of their commitment. The group could identify strategic partnerships that would further strengthen the coalition but are not currently involved with CA 2020. An adopted method of inviting new members to the table would further enhance the membership.

A primary focus of such a coalition would likely be to actively follow legislative bills and administrative proposals that have a potential to impact California's 2020 goals. The group may choose to advocate on behalf of bills and administrative changes, to oppose them or even to sponsor legislation.

Additionally the coalition would publish the California 2020 document and plan and implement the strategic distribution to elected officials and administrators in key decision making positions. The current California 2020 membership would determine the distribution list and process but it could include professional associations, trade groups, environmental organizations, educational institutions and public policy organizations. A combination of hard copy and email distribution methods could be used and would be less costly than hard copy only distribution, though a cost is yet to be determined and would most likely be borne by the membership at this juncture. The document should be published in a manner/design that makes updates and additions uncomplicated.

It is highly likely that the document would create a buzz and interest but without an organized effort to follow up, it is likely to be a well written report on a shelf.

However, the team believes that with the goals expressed in the document and the sincere commitment expressed by the current California 2020 membership that the option of simply producing a report to face an almost certain shelf life is not an avenue that should be seriously considered. As a formal coalition, California 2020 could assure that the document is used as intended at the outset -- as a set of guiding principles for action.

The document will also be valuable as a method to garner attention from media outlets and as a tool to educate and attract funders and donors in support of the organization.



***The pros and cons of creating a formal coalition would include, but are not limited to:***

**PRO**

- Current membership is strong in its diversity and could be retained and expanded
- Current membership shares a set of common goal
- Manage direction of the organizational mission/vision/goals/actions
- Method to achieve California 2020 goals

## **CON**

- It will take time and effort to create a new, formalized organization
- Staff management
- Maintaining a clear vision, goals and objectives
- Coalitions require a great deal of effort and energy to maintain/sustain

### **Staffing**

It will be critical for the organization to have paid staff to track the process for legislative bills and administrative changes. Although a bill may originally start life in support of California 2020 goals, it is common for bills to undergo minor to significant alterations prior to final adoption or ultimate failure.

It will be necessary for paid staff to understand the legislative process and communicate modifications to the group as it will be necessary for the group to understand such changes and determine whether they alter the position of the coalition on specific bills.

The coalition may determine to:

- Contract only with staff/lobbyists on particular bills
- Support part or full-time staff to assist with communication and outreach efforts
- Have a combination of the above staffing/lobbying efforts

It is possible that amendments to legislative bills will so change the character of a bill as to make it difficult for all or some of the members of the coalition to continue to support or oppose it. That is a situation that can disrupt a coalition but forward thinking about the design of the coalition as well as strong staff support can help to foster thoughtful discussion rather than a splintering of the coalition.

### **Resources**

This coalition could fund itself as a membership based coalition with a structure of dues and fees. The organization could incorporate as a non-profit with a designation to be determined by the extent of lobbying activities.

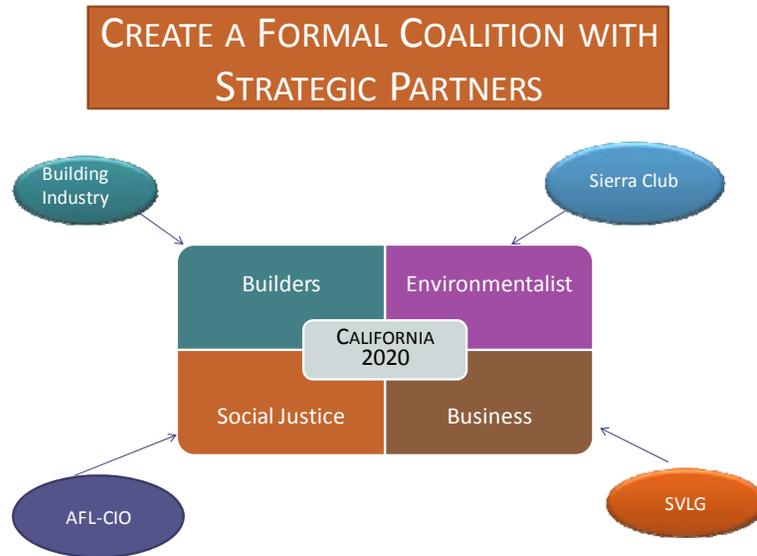
### **Outcomes**

A well designed and planned coalition that builds upon the foundation of the current California 2020 membership has the potential to have significant influence on the direction of land use and sustainability in the state and could achieve many of the goals stated in the California 2020 document.

### **Recommendation**

In the opinion of the team this is a viable option for consideration by the membership of California 2020 but it is not the strongest option.

## C. California 2020 as a Formal Coalition with Strategic Partners



### **Description**

This type of coalition would retain a constant core membership based on the current California 2020 group. The core group would set the parameters for the organizational function. Flexible membership would come into play when temporary partnerships are formed to address specific legislation or administrative actions. These strategic partnerships could extend the reach of California 2020 by developing partnerships over specific issues. Partners could fall into categories such as the following:

- Diversity by Issue Sector; those immediately connected to an issue but not necessarily connected to all of the broader California 2020 goals
- Diversity by Civil Society Sector; those affected by the issue or historically marginalized
- Diversity by Geographic Region; those attempting a regional impact and needing the strength of a California 2020 coalition

Without a strong staff/staff person, this coalition would likely be too time-consuming for the membership of California 2020 to sustain. Additionally, the organizational structure would have to be very clearly outlined. However, with the correct approach, this method can build a strong coalition with the broadest diversity thereby increasing the likelihood of successful California 2020 campaigns.

An important project of the coalition would be the production of the current document Responsible Land Use: A Path to a Sustainable California by 2020 in order to distribute to elected officials and administrators in decision making positions. The current California 2020 membership would determine the

distribution list and process but it could include professional associations, trade groups, environmental organizations, educational institutions and public policy organizations. A combination of hard copy and email distribution methods could be used and would be less costly than hard copy only distribution, though a cost is yet to be determined and would most likely be borne by the membership at this juncture.

***The pros and cons of creating a Formal Coalition with Strategic Partners would include, but are not limited to:***

**PRO**

- Creation of a uniquely diverse and credible coalition with the potential to address and impact legislation in support of sustainability as guided by the California 2020 document.
- California 2020 would be recognized as a convener of individuals and organizations.

**CON**

- Developing California 2020 into this type of formal coalition will require time and effort.

**Staffing**

This type of coalition structure would require paid staff. The attributes of staff for this type coalition would include the ability to motivate and mobilize individuals or organizations; demonstrate initiative and drive; have superior organizational skills, superior communication skills and a finely honed knowledge of the legislative processes. At a minimum the coalition would need one full time coordinator and a half time administrative assistant.

**Resources**

Resources would depend on the organization structure. A variety of organizational structures should be considered because the structure and activities, particularly lobbying, of the coalition will impact its fundraising options. The coalition could be a membership based entity, but the burden of membership cost would rest with the core membership as it may not be feasible that temporary partners would pay a membership fee. There is the potential for private funding by the membership outside of a membership fee. And there is the option to review incorporating as a non-profit organization. The most common designations for non-profit organizations are 501c3 and 501c4.

**Outcomes**

The potential to achieve the goals stated in the California 2020 document is greatly increased by organizing as this type of coalition. There is great opportunity to expand the reach of the organization by having a strong and diverse core membership with the ability to establish temporary partnerships on specific issues that move the goals of CA 2020. The possibility exists to develop a model coalition that encompasses the broadest of constituencies to affect responsible public policy.

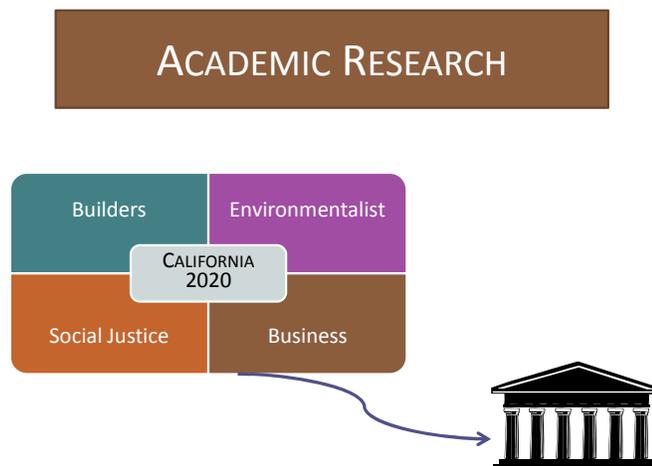
### Recommendation

For the reasons mentioned above, it is the recommendation of the team that the California 2020 membership carefully and with due diligence consider option “C” as their organizational model.

### Next Steps

There are two critical steps to move this option forward. The first is to identify and hire a skilled staff person with the experience to build an organization. Additionally, funding opportunities will have to be identified to start up, sustain and grow the organization.

## D. Academic Research and Review



### Description

The California 2020 group could develop a relationship with and provide the California 2020 document to an academic institution that has research capacity as well as the ability to study and perform a peer review of the document. The ideal academic relationship would be with an institution that has strong schools of public policy, urban planning, environmental studies, and real estate.

The institutional review process would result in a report that generates public policy recommendations.

The stature of the ideals of California 2020 would be elevated by the relationship with an academic institution and likely increase the influence and impact on public opinion regarding the California 2020 principles.

Additionally, information provided by this process would support the updating of the California 2020 document on a regular cycle, keeping the document current and the guidelines relevant to legislators and administrators. The regular updating of the document also provides opportunities for media coverage that

could be useful in support of the goals of California 2020 with legislators and also with potential funders and donors.

***The pros and cons of an Academic Research and Review process would include, but not be limited to:***

**PRO**

- Prestige and credibility of an Academic “partnership” supporting the goals of CA 2020
- Independent substantiation of California 2020 objectives

**CON**

- Institutional process may be time consuming
- Loss of control over process and document review

**Staffing**

If the California 2020 group were to form a coalition as recommended above, it is likely that staff of the coalition could track and support the academic process. If the California 2020 group remains an informal group, a core group of members could form a committee to work with the academic institution.

**Resources**

An institution that is interested in working with the California 2020 document may consider funding the research and review of the California 2020 document as part of its academic process. It may be that matching funds would be required, but a project that challenges the status quo of land use practices and seeks to truly combine land use decision making with long term economic and environmental sustainability is likely to attract funders.

**Outcomes**

Enhanced reputation and visibility for the California 2020 goals and objectives; meaningful impact on public policy decision making, impact change toward smart growth.

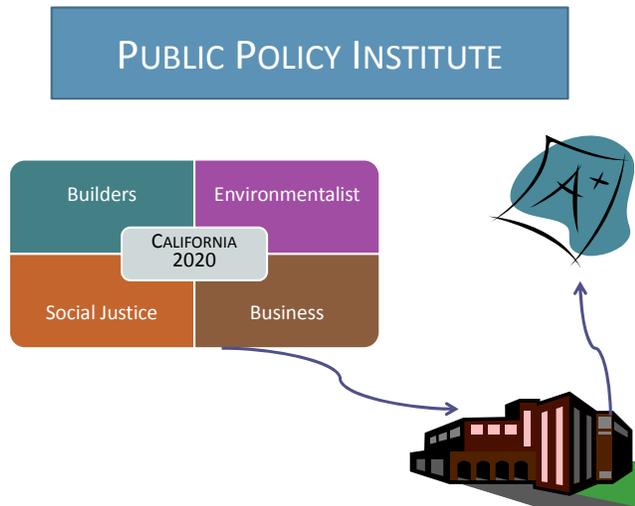
**Recommendation**

It is the team recommendation that a core group of California 2020 members form a committee to take the next steps in researching the effort/output required in forming a relationship with an academic institution in order to further the goals of California 2020 through the academic review process.

**Next Steps**

Research institutions that meet the criteria mentioned above determine relationship parameters; determine program budget and need, if any, for fundraising efforts.

## E. Public Policy Institute



### **Description**

California 2020 could develop a partnership with a non-partisan, non-profit public policy institute that would provide a policy review of legislative and administrative proposals and/or actions using the California 2020 document as a guideline.

To move this idea forward, the California 2020 membership would select a well regarded non-profit and impartial organization such as the Public Policy Institute to develop the review process.

The review process could provide the California 2020 membership and other statewide leaders with information necessary to allow the groups to make a determination about taking a particular stance on bills and administrative actions. Additionally, information provided by this process would support the updating of the California 2020 document on a regular cycle.

Additionally, the stature of the ideals of California 2020 would be elevated by the relationship with a public policy institute as well as increasing the influence and impact on public opinion regarding the California 2020 principles.

Working with a public policy institute, California 2020 could have a major impact on future legislation by becoming a partner in the creation of a 'seal of approval' for bills and administrative actions that support the principles as stated in the California 2020 document. Held to the standard of the document, this 'seal of approval' could ultimately be a coveted determination. And again, this creates an opportunity for positive media coverage and would appeal to funding organizations and donors.

***The pros and cons of working with a Public Policy Institute would include, but not be limited to:***

**PROS**

- A well respected public policy institute will base much of its research on scientific data and will be more credible to administrative boards and commissions that will have decision making authority about process changes
- California 2020 could be regarded as a convener of excellence in public policy through the awarding of a 'seal of approval'

**CONS**

- The possibility exists that an independent, impartial public policy institute might not always agree with the California 2020 perspective

**Staffing**

If the California 2020 group were to form a coalition as recommended above, it is likely that staff of the coalition could track and support the academic process. If the California 2020 group remains an informal group, a core group of members could form a committee to work with the public policy institute, and it may be possible that staff of the institute would have the capacity to perform analysis, review, research and assist in updating the document.

**Resources**

A public policy institute may consider incorporating this type of review process into its existing budget/resources, however it is likely that an institute would require funds to take on additional activities. But as stated previously this type of project would be an attractive option to receive foundation funds.

**Outcomes**

Enhanced reputation and visibility for the California 2020 goals and objectives; meaningful impact on public policy decision making, impact change toward smart growth.

**Recommendation**

It is the team recommendation that a core group of California 2020 members form a committee to take the next steps in researching the effort/output required in forming a relationship with a public policy institute in order to further the goals of California 2020 through the academic review process. The California 2020 group would likely want to consider a relationship with either a public policy institute or with an academic institution at this time and the research into forming those relationships should help to inform that decision.

**Next Steps**

Research institutes that meet the criteria mentioned above determine relationship parameters, program budget and need, if any, for fundraising efforts.

## CONCLUSION

California 2020's *Responsible Land Use: A Path to a Sustainable California by 2020* is a serious document that provides a guideline for addressing actions that must be taken to achieve responsible and sustainable land use decision making. Its goals and philosophies are intended to be far reaching and long term. Implementing it requires a careful balance. That is why we are recommending a combination of three pronged approach for implementation.

1. California 2020 as a Formal Coalition with Strategic Partners (Section C)
2. Academic Research and Review (Section D)
3. Public Policy Institute (Section E)

Our reasoning is that there is no one action alone that will help create this change. Instead to make a lasting transformation toward sustainability in California's land use policies it will require action at many levels including advocacy, administrative, evaluative, and ultimately legislative and administrative.

To achieve transformative change, one level alone will not innervate the revolution required to realize more sustainable land use policies in the state. California 2020 has loosely cobbled together many of these interests, but now must act in a more coordinated way to maintain the coalition's unity and continue the process moving forward. This includes working on political advocacy, academic research, analysis and development of proposed legislation.

Our recommended three pronged approach includes:

- California 2020 as a Formal Coalition with Strategic Partners allows for direct involvement in the political process which is necessary to generate real long term change.
- Academic Research and Review creates an opportunity to generate long term solutions using concrete data. This would allow for more voices to way in not only on legislation but on rule making as well. This is particularly needed in areas that require scientific expertise.
- The Public Policy Institute allows for another voice to weigh in on specific legislative actions and legislation that is under consideration in a non partisan voice. This becomes particularly important as new legislative ideas are being designed and the benchmarks for success are being developed – especially in the era of term limits.

The opportunity for change begins now. California 2020 has three distinct paths to travel to facilitate achievement of its sustainability goals. Each of these paths can be expanded or contracted based on focus, bandwidth and other resources available to the group including partner institutions and funding. They can also be pursued on their own timeline. Each component of this plan allows for the continued development of a broad base of support for the California 2020 Vision.

## Background Information

### ***A Word about Non-Profit Status***

501c3 and 501c4 organizations are very similar in many respects. In fact, any organization that qualifies for a 501c3 tax-exemption would also qualify for a 501c4. However, there are important differences:

Non-profit status:

- Both 501c3 and 501c4 organizations must be run as non-profits
- Neither 501c3 or 501c4 earnings may benefit a private shareholder or individual

Tax-exemption:

- Both 501c3 and 501c4 organizations are exempt from paying federal income tax. California non-profits are exempt from paying state taxes as well.

Lobbying (trying to affect legislation):

- 501c3 organizations are limited in the amount of time and/or money they can put into lobbying
- 501c4 organizations can do an unlimited amount of lobbying but then are ineligible to receive certain grant monies

Political campaign activity:

- 501c3 organizations cannot in any way support or oppose anyone running for public office, though they may be involved in political campaigns by way of non-partisan public forums, voter registration drives, etc.
- 501c4 organizations can engage in political campaign activity, so long as this is consistent with the organization's purpose and is not the primary activity

Charitable donations:

- Donations to 501c3 organizations are deductible to the full extent of the law
- Donations to 501c4 organizations are not deductible

A California 2020 coalition could have the ability to raise funds through charitable donations and have the ability to lobby on behalf of the coalition by having two separate but affiliated organizations – one a charitable 501c3 and the other a 501c4.

### ***A Word about Coalitions***

A coalition is a collaborative union of individuals and groups working together to achieve a shared goal, in this case the stated goals and principles of the California 2020 document. Characteristics of strong coalitions include recruiting and nurturing memberships of diverse interests, developing a structure and guidelines for day to day operations and having an institutionalized system for regular and consistent information sharing.

Coalitions expand the numbers and expertise of those working on an issue; they can unite unlikely allies and bridge essential gaps. Effective coalitions mass and focus the collective skills, resources and energies of their constituents.

A broad-based coalition can add tremendous power to an effort. Decision-makers take notice when organizations representing multiple constituencies are unified on a position.

A well organized coalition can also give decision-makers added incentive to negotiate because they will be meeting the demands of a number of their constituencies at once.

Coalitions can be formed for the short or long term. However, there are some key considerations in forming a coalition:

- Clear goals, having a clear vision that brings people with divergent agendas together
- Effective leadership, you need a strong center such as a core group of members acting as an executive committee to do the lead thinking, plan/approve meeting agendas and supervise staff
- Resources and staff, you need resources and staff, coalition members just don't have the time to do the necessary work to secure funding and provide day to day operations for the coalition
- Clear expectations of participants, the coalition could consider having members sign a memorandum of understanding that spells out what groups/individuals will provide. Within a flexible coalition you may want to provide for flexibility of how members can contribute through time, money and/or expertise
- Regular meetings and communications, meetings and communications should be consistent and on a regular basis
- The right people at the table, careful thought should be given to both long and short term strategic partnerships that will further the goals of the coalition
- Clear process for making decisions, the decision making process, whether by consensus or majority rule, should be clearly spelled out
- Ways to measure success, annual evaluations can help collaborative efforts assess both external and internal progress. Victories should be celebrated, leadership should be shared and members effectively involved.

### ***A Word about the Role of Convener***

A successful convening group will bring together organizations that do not have existing connections and may be skeptical about whether or not they share common interests. Conveners with that ability will be able to move ideas from a position of strength. By connecting businesses and organizations of varying interests and skills, a convening group can meet the challenge of easing the tensions between building political power, engaging in policy advocacy and engaging administrative leaders.

A convening group that not only brings together organizations but the leadership of those organizations is a group that affects decision makers and rule making; it is a group that inspires change.

## The Role of a Convener

- The convener, whether a group or individual, fills the role of leader first and manager second.
- The convener develops a network to identify people/organizations with the skills and talents they will help the group achieve its goals in an acceptable timeframe.
- The convener determines the best options for effective and consistent communication within the group and with the broader community, including media outlets.
- The convener prepares agendas for meetings and organizes meetings to come away with an outcome, not just to plan an outcome.
- Prepare, distribute and archive summary meeting notes.

## Appendix A.

### California 2020 Participants, Interviews and Focus Groups

Below is a list of people who have contributed to this process through interviews, commenting on the California 2020 document or participating in focus group discussions.

Alberto Torrico, Assembly Member  
Jim Lawson, Chief of Staff, Valley Transportation Authority  
Douglas Abbey, Founder, AMB Property Corporation  
Tom Adams, Chair, CA League of Conservation Voters  
Jim Andrew, Attorney, Ellman Burke Hoffman & Johnson  
Andy Barnes, Board of Directors, Greenbelt Alliance/ULI San Francisco  
Gary Binger, Lecturer, University of California at Berkeley  
Alan Billingsley, Vice President, Research RREEF/DB Real Estate  
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Susan Smartt, Executive Director, CA League of Conservation Voters  
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Tom Blalock, Director, BART  
Michael Burns, General Manager, Valley Transportation Authority  
Colleen Crowley, Aide, Mayor Gavin Newsom  
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Carl Guardino, CEO, Santa Clara Valley Leadership Group  
Greg Sellers, City Councilmember, City of Morgan Hill  
Tom Torlakson, Senator, State of California  
Will Travis, Executive Director, SF Bay Conservation and Development Commission  
Bob Wieckowski, Vice Mayor, City of Fremont  
Lance Williams, Executive Director, Green Building Council  
Libby Williams, Executive Director, Los Angeles Economy and Jobs Committee  
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Mary Nichols, Chair, California Air Resources Board  
Gary Patton, Executive Director, Planning and Conservation League  
Stuart Cohen, Executive Director, Planning and Land Use Coalition  
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- *partial list* -