

THE HONORABLE WILLIE BROWN, JR., KEYNOTE ADDRESS
MARCH 24, 2009

Kurt, thank you very much for that very kind and generous introduction. The only thing you didn't say is that he hired me to work for fun and in the last three or four years, we've had a good time, not only here in California, but all over the nation working on behalf of many of the projects and the programs that you are part of through the Pharmaceutical Manufacturing Associations of America and I'm frankly going to miss Kurt. I don't know anybody in the business world now that wouldn't look more closely at my expense accounts. So I got to clean up my act with Kurt now leaving. Those lists of people, heavy-duty dinners and what have you, I've got to. If he leaves, I don't know, maybe I'll have to leave as well.

I do want to welcome each and every one of you, however, to Sacramento. It is always good to be in a place where, for so many years, I had something to do with many of the issues that were discussed on an ongoing basis and I was always very impressed when civilians came up to dialogue. Kurt is correct about the world of lobbying. Yes, we knew and understood all of the existing advocates who were here on a daily basis, focused and like lasers on the issues of concerns to the people that hired them to represent them, but what was really impressive is when some of their fellow workers, people who would come from the associations at the local level, would come to visit. And so when I saw the invitation that was extended and Harrook and Merrill that you were going to be here on Life Science Day, you didn't have Life Science Day as I was in the legislature. That was not something that we ever experienced or were exposed to because the world of biotech and the research and the process that was going on was just in its formative stages and now, as evidenced by the people in this room and the people that I've met and been associated with, you are a very important part of the delivery system. As a matter of fact, I became more exposed to you while serving as Mayor of San Francisco because we developed a whole new section of our city.

There is a section of our city that was called Mission Bay and Mission Bay was just a stop-off place to park trains that would pick up passengers and freight and go to other parts of the nation. Well as the business of moving equipment and goods and people began to dramatically change, slowly but surely that section of San Francisco was virtually abandoned, abandoned except for all the tracks that were there. Abandoned except for all of the kinds of things that are represented some aspects of Brownfills (?) that was there. And so when I became Mayor, we came up with the idea since the University of California wanted to move a part of its campus for research purposes to other places, either Alameda or down to Brisbane, and said no way. Why don't we take those tracks and remove them and see if we can't get Mission Bay to become a reality home for the University of California and see if we

can't provide space for six million speculative feet of work space that biotech companies, research firms, that would want to surround the University would do.

And lo and behold, we worked at it, we worked at it. And one of the most amazing processes for me was to find biotech companies, in particular, located over in a place called Emeryville. Why would anybody want to be in Emeryville I couldn't figure out when you have much better Starbucks down on King Street near the ballpark and I began to sow that idea. And, of course, the companies over in Emeryville were incredibly helpful. They came forward and said, yes, that kind of vision will work. Go ahead and do it. And so the city, on its own, with my administration hopefully leading the parade, produced 43 acres of free land for the University of California. Simultaneously, we were here in Sacramento arguing to get the legislature to allow in its science creation program to locate some of their facilities in that 43 acres. And lo and behold, it began to take shape. It began to become the reality of what it would be if people actually put earth and turned the earth and turned that earth in such a way that it produced buildings. And I would invite you if you haven't been there to go take a look at what has occurred in Mission Bay with reference to the whole world of life sciences and I tell you that we raided every location, even South San Francisco, had some companies that were located down there. We went down and, of course, we did exactly what we could to steal their people and their operations and to bring them into Mission Bay.

I assume when you're here in Sacramento, you would like to employ some of the techniques that we employed at the local level to put Mission Bay together. Well I got to tell you, the State is not organized that way. Unfortunately for us, with the advent of term limits, the whole process of what happens at the State level has been dramatically changed. You do not have the stability of people holding legislative office who will spend years and years and years developing their skills, developing their level of interest, the Jack Knox's of the world, the Allan Sieroty's of the world, the late Leo McCarthy's of the world, the John Vasconcellos, who's not late, but John Vasconcellos of the world. The whole host of people who really did offer the opportunity for people to visit with and to get some directions from and to have some input with.

Now with term limits, you hardly get to know the names of the people who are here. I feel sorry for the lobbyists who have to work here in Sacramento because the stock and trade in the lobbying world has always been the trust, the confidence and the relationships that are built up. Don't have time to do that anymore. It's literally almost like one-night stands. It's in and out and forget first names as well as last names and, for God's sake, don't get my email address. That's the way the process works now with the business of term limits and it makes, frankly, for an end product that is not very good because you see let's take in the years that Ken Maddy from Fresno was here. No one knew who in hell Ken Maddy was back in the 60's when he first arrived in Sacramento. By the time Ken Maddy left in the 90's, however,

everybody in the State of California knew who Ken Maddy was and everybody that wanted something done, no matter what the subject matter was, no matter what the area of interest was, they would always make sure that they included Ken Maddy in the delivery system and Ken Maddy in the informational chart.

If you were visiting Life Science Day in Sacramento, I think you'd be pushing to get to visit with Ken Maddy because you're advocate would have told you here is the laundry list of people in the health delivery system and here's a guy who was a doctor. Here's a guy who was a lawyer. Here's a guy who was an economist. Here's a guy who said they would all tell you no. You want to see Ken Maddy, the horse player, the guy who really has an interest in almost every subject matter, has a keen wit and a keen sense of understanding and is pleasurable to work with. What you were looking for when you were here on Life Science Day are those kind of individuals.

And as indicated by Kurt, the new members of the Legislature, are hesitant, frankly, to see anybody. The good thing, however, is they acknowledge that in many cases the subject matters are so foreign and so new that they are eager to receive information. One would say, from my perspective, if I was giving advice on how best to influence what they would do, I'd say be very direct and very candid, provide the information and you can start with it is in my interest if the final decision was thus and so, but I don't know for sure whether or not that's the best public policy decision. Let me tell you what the other issues are. Let me tell you who else is affected by virtue of it and let me tell you why I think what I told you at the outset of this conversation is best for everybody. If you approach it in that fashion, the eagerness to learn will come forward. The questions will be asked by the individual legislators and the end result may very well be what you so desire. In the old days, that discussion with Ken Maddy would have been one where your intellect would have been stimulated. Where in every fashion there would be an exchange because there would have been 10, 12 years of experience on the issue. There would have been some history with Ken Maddy and other people on the issue, all of which he would bring to bear as he engaged in dialogue. You won't get that in the halls of the legislature. So don't develop the attitude that you're talking to somebody who knows absolutely nothing. The people who are over there are just as innately taloned as their predecessors. What they don't have is an absence of any institutional memory, an absence of any previous exposure and so, therefore, you are dealing with virtually a newcomer. Not someone who is limited intellectually, but truly, in fact, new. And, therefore, you're providing information becomes a good thing. It becomes something that can be utilized, but under all circumstances, the providing of information must be rooted by you ultimately in what's in the best public interest.

Now I know sometimes your client or whom you represent will say I don't know what you're arguing about in the public interest. Let me assure you, legislators are

far more impressed when it is clear that what you are recommending has a public benefit. It may have a specific benefit for you or your client whether you are a Pfizer, whether you're a whomever, Roche, whomever you are. It may have an individual benefit, but make sure that under all circumstances you indicate that there is a public benefit.

Then, of course, there are some lobbying activities that go on involving personal relationships and no one is more effective at exploiting personal relationships than the dental world. I was frankly amazed at how effective the dentists were really and it became a reality for me when I am in the dental chair in my own city with my own friendly dentist whom I've known for years, whom I didn't even know reads the newspaper let alone know anything about the world of politics, but after administering the usual pain reduction into my jaw and after propping my mouth open and leaving it propped open, he started talking to me about a Bill in the halls of the legislature and, of course, he was clearly, without threatening in any fashion, he made it very clear that he would love to make sure that I understood the Bill was important. It was important to him, to his wife, to his children, to his mother, to his mother-in-law, to everybody connected with him and that he would hope that I would see it that way. Well, under the circumstances, the alternative would be that, no, you don't say no. And so when I got back to the halls of the legislature, I mentioned it to a couple of my colleagues and they told me, you know, when I went to my dentist, I had the same experience and it turns out that the Dental Society decided some time ago to do a survey among its membership and every one of its members that treated somebody holding public office, they made that a resource bank and that resource bank said every dentist that had a patient who was a legislator immediately went on a political committee, the PAC committee or any other committees that dealt with the halls of the legislature. In the membership, you are only required to take direction from your Sacramento contact so you contacted your patient and called them in and made sure that the argument in the case was made. You never saw any lobbyist standing up and say, I represent the Dental Society. You never saw anybody. Every legislator said, I represent the Dental Society and the Dental Society managed to get its way.

Well you may have a similar kind of contact relationship. I would say that in the process, make sure you understand that that's an important tool that can be exploited, can be used and ultimately it can be somewhat persuasive.

There's also incidentally on a day like Life Science, you really should know that knowledge is absolute king. When I said earlier about the absence of quality information readily available at one time and Kurt will remember this in his days back in the 80's here, you had staff people who were really equally as talented as anybody in the private sector on almost any issue that affected the lives of people on the public policy-making side. You don't have that today because you see just as term limits affected who becomes the elected official, it likewise affected who

becomes the staff for the elected official. Very few elected officials hire people smarter than they are. The real smart ones hire people who are smarter than they are and make sure you never see those persons and the work product becomes his or hers. That's what I did. Anyway. But now you don't have that. You have equally as green and in many cases, equally as uninformed, but eager staff people and as a result of that, the quality of the legislation and the quality of the knowledge you provide as you walk through the halls over there, make sure that you establish an information source relationship because when you go back home, many persons over there will not want to say they called and got the information from a lobbyist, but they will treasure the fact that they got it from a constituency in their district. It could be the same identical information. It could have the same quality. As a matter of fact, it could be a lesser quality, but nevertheless, the source becomes important. The source becomes important because the news organizations would raise holy hell if they thought the information was coming only from the lobbyists. The news organizations play a great role in the whole business of what happens in the halls of the legislature. They call themselves the fourth estate. They operate under a protective coat. They really do have almost an immunity status when it comes to reporting.

I'm now one of them. I do a column for the San Francisco Chronicle and I can tell you that it's fun doing the column because I can say anything I wish. I can be as opinionated as I want to be and if you get mad, you got to know that I'm going to do it a second time so that it's highly emphasized your shortcomings in that regard. Well, the press and the press organizations, in many cases, play an important role in the delivery system. They write the story and legislators, particularly inexperienced legislators wishing to be seen as somebody who's important, wishing to be seen in the most attractive light, in the most positive light, will be responsive and don't let it be an editorial. If there's an editorial on the issue, many legislators will be prone to be responsive. And so when you visit with the legislators, make sure you've made the effort to seed from the district from whence you come, the news organizations that exist in that district. You spend some time prepping those news organizations so that the advocacy issue which you are pushing becomes one that becomes acceptable at least from the written word. As a matter of fact, you can actually do op-ed pieces to get it going so that when you come on Life Science Day, you're, in fact, engaging in dialogue that a member will see reflected in his or her local reporting. All of that represents a way in which you can have most affected means by which to lobby the most affected means by which to advocate and the most affected means by which to produce a quality result.

And then finally, of course, some of you will have had an occasion to visit with members of the legislature in a social environment, in a social environment being some event that they have had in their district or some event they should have in their district. What do I mean by that? Joe Parker from down in San Bernardino County was probably the king at doing Saturday events at least once a month on

subject matters of concern, as he put it, to his constituency. The opportunity was there for private sector organizations like yours to partner up with Joe, particularly on a health delivery system. As you talk to these legislators, I hope representing your individual companies and your associations, you will make it clear the individual members of the legislature, if they're doing a health fair, you will be there. If they're doing an educational program, you would like to be there. You would like to be their partner in contact with constituents on an ongoing basis and so suddenly you will discover that you have a working relationship that gets you to the point where you're on the call list of individual legislators where you are, in fact, sought out by the individual legislator in your district when there's an issue that you may not even already know about, but he may call to get a reference and that's one final offer you make as you're about to exit the door. And whatever you do, don't be offended by the apparent inattention. Many people have very short attention spans. I, above all else, had the shortest attention span. So when you come to see me in the halls of the legislature, I'd start out by saying, tell me what you'd want me to do if I sit here and listen to you all the day. At the end, tell me exactly right now what you would want me to do and if you said I'd like for you to do these things, I'd say I'm not going to do those things so good day. No explanation needed under those circumstances. I was never really that discourteous, but it is amazing how much more you can get done if you open, as I said at the outset, with what you would like to see occur as a result of the visit. You also would know that at that very moment, the business of utilizing peoples' time in a more quality way becomes what it is. Because if you each spent time discussing things like something you did with Obama or something you did with Boxer or something you did with some other legislator or at some other occasion before you got around to the real reason why you were there, the attention span may very well be gone.

We had a guy named John Burden whose attention span was even shorter than mine and his tolerance for using words other than curse words was frankly the worst I've ever seen and so you'd have to start out literally with curse words in order to get his attention because that was a translation of reality for him. There are some legislators whom your lobbyists will tell you that have similar kind of quirks. Listen closely to those who work here every day, particularly with this crowd. In some cases, in my world, you had an opportunity over years to observe the avenues, to observe the approach, to observe the area of interest because a legislator was around long enough to demonstrate that. That is not the case anymore. So you do have to listen to your representative who's here, who's laboring every day to bridge the gap of the absence of relationships that were so pricely treasured when Kurt was here full time, the absence of those relationships makes the individual who was here more important than ever because they become the window for the one day out of the year when you come to become effective on behalf of what you are.

I hope you have a wonderful day in Sacramento. I know that persons over at the Capitol are struggling very hard, including the Governor, to try to make things work,

but each of them are fully aware, as I said a moment ago about Karen Bass, I said the day Karen Bass was elected Speaker, that's the day, the very day people start speculating on who would replace Karen Bass. Now if that doesn't make you feel comfortable and good, when they said to me years ago in classroom 7, some kid in the back of the room raised his hand and he said, "You have now been Speaker for four or five years, tell me who do you think will replace you as Speaker?" I said, "Young man, how old are you?" He said, "14." I said, "You know what and tell me whether or not you understand how I am about to answer this question. What I would guess, young man, that as the evening unfolds, my replacement is being conceived."

Thank you.