

# policynotes



## policy works

Solutions and Innovations in Public Policy

SPRING 2018

Making Wise Decisions

Conversations  
Across the Divide

Making Government Work

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# Dean's Message



Dean Henry E. Brady

## Finding Policies that Work


**GENE BARDACH'S CLASSIC EIGHT FOLD PATH TELLS US** that doing policy analysis requires eight steps: identifying problems, assessing their severity, constructing alternative approaches, evaluating them, projecting likely outcomes, confronting tradeoffs, deciding, and telling a story. Some academics focus on the first four or five of these steps, and never confront tradeoffs, decide, and tell a story that leads to policy changes. GSPP's faculty excel at these first steps, but they also get to the finish-line and find policies that work. Consider these examples which led to state or national attention:

In a report published in March 2014, GSPP Professor **Steve Raphael** and UCLA Professor Michael Stoll brought the best available data together to argue that states should reduce "the scope and severity of truth-in-sentencing laws that mandate that inmates serve a minimum proportion of their sentences." Using careful cost-benefit analysis, they showed that incarcerating someone for minor property crimes or drug offenses at the cost of about \$50,000 per year doesn't make much sense because the financial impact of their crimes is much less than the cost of committing them to prison. California subsequently passed Proposition 47 that re-categorized some nonviolent offenses as misdemeanors, rather than felonies, and in November 2016, Californians approved Proposition 57 that allowed parole consideration for nonviolent felons.

Many economists argue that across-the-board increases in spending on K-12 education do not do much to increase student achievement, but Professor **Rucker Johnson** and GSPP PhD **Sean Tanner** argue that the missing ingredient is careful targeting of resources. They demonstrate that one of Jerry Brown's signature legislative initiatives, the Local Control Funding Formula, has led to "significant increases in high school graduation rates and academic achievement, particularly among children from low-income families." GSPP Professor **Jesse Rothstein** and his coauthors came to the same conclusion in a February 2016 paper that looked at school finance reforms across the nation.

In a series of path-breaking papers, Professor **Hilary Hoynes** has shown that government expenditures in social programs such as food stamps (now called SNAP — Supplemental Nutrition Assistance Program) are not only justified on humanitarian grounds, they also have long-term implications for children. She and her co-authors find that during the phased roll-out of food stamps fifty years ago, the children living in those counties where food-stamps were first made available are now, as adults, much more likely to be healthy and employed. The conclusion that we should fund these programs reinforces our humanitarian instincts — these program are not only morally the right thing to do, they are also economically a smart thing to do.

By the way, in mid-April, **Professor Hoynes** became the sixth member of the Goldman School faculty elected to the prestigious American Academy of Arts and Sciences started in 1780 by John Adams, John Hancock, and other founders.

*The full version of this note, including the citations of referenced papers, can be found online at <http://goldman.school/policies-that-work> *

Henry E. Brady  
Dean, Goldman School of Public Policy  
Class of 1941 Monroe Deutsch Professor  
of Political Science and Public Policy

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## Editor's Note

**THOUGH IT FEELS LIKE IT WAS AN EON AGO**, it was just last year that the news was filled with reports of efforts to repeal the Affordable Care Act, aka Obamacare. Suddenly "Congressional Budget Office" and "CBO score" became the stuff of headlines. I was surprised, to say the least.

That surprise turned to delight when Goldman School students welcomed CBO founder Dr. Alice Rivlin with shirts that read "Live Everyday Like Its CBO Score Day." (Read the full story on page 9). Policy analyst humor — you gotta love it!

The humorous slogan corroborates the underlying truth: whether it is researching how to help government workers avoid burnout (page 8), working on innovations in transportation (page 20), or helping disadvantaged communities that suffer from elevated levels of air pollution (page 25), the alumni, students, and faculty of the Goldman School are deploying their training to bring tangible improvements to government, nonprofit, and private sectors. Newsworthy indeed.   
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Bora Reed  
Editor



# Making Wise Decisions

## IT STARTED WITH SHOPPING FOR HATS.

Betsy Block (MPP '06, née Baum) first met Jamie Allison the week before the start of classes for their first year at GSPP. They bonded as they shopped for hats along Telegraph Avenue. Later, Betsy met Corey Newhouse (MPP '03) at a gathering for new students that Corey hosted with Debra Solomon (MPP '03) and others. Betsy and Jamie went on to work on their Introduction to Policy Analysis (IPA) projects together. The following year, Betsy did her Advanced Policy Analysis with Corey, founder and principal at the program evaluation firm Public Profit.

The friendships and collaboration established at the Goldman School often follow alumni into the rest of their careers. This was certainly the case with Betsy, Corey, and Jamie; they stayed in touch over the years, sometimes working on projects together.

Through her years in program evaluation, Corey noticed that many of her clients — from large, well-known organizations to smaller,

scrappy nonprofits — were unhappy with their data systems but did not know how to go about finding a better solution.

“I was also seeing huge mismatches between what organizations needed and the systems they had,” she says. “Many nonprofits and their funders know they need a better data system, but don’t know what kinds of questions to ask of potential vendors, or what kind of planning to do in order to be ready to adopt a new system.”

Betsy, who is an evaluation consultant with B3 Consults and the former Vice President of Evaluation and Insight at the United Way of the Bay Area, observed a similar problem.

“It’s gut-wrenching to watch nonprofits waste money on a bad database,” she says. “One organization I worked with had to spend \$60,000 to bail themselves out of a bad database. That translates into real services lost.”

As the Vice President of Programs at the SH Cowell Foundation, Jamie noticed a similar problem, but from a funder’s perspective. (Jamie has since been named the Executive Director for the Walter & Elise Haas Fund).

“Driven by the desire to demonstrate impact, attract funding, and continuously improve the quality of their work, every year I noticed that grantees were seeking Cowell support to implement database systems that would aid in performance management, evaluation and other critical functions,” she says. “As shoppers, however, nonprofits are often at a disadvantage because they lack the expertise to ask discerning questions — of themselves and of prospective vendors — that will get them the information they need to make the best decision. Typically, the only information available to a nonprofit seeking to implement a new database system comes from the vendors’ sales teams, who are likely to highlight the best of what its system offers without fully explaining what implementation will require of the nonprofit in terms of time and technical know-how. As a result, the search for an evaluation system can be frustrating for nonprofits, wasting time and money.”

In 2017, Betsy, Corey, and Jamie decided to work together to address this problem. Joined by 2015 MPP grad Justine Wolitzer, Senior Research Associate at Public Profit (and with support from the SH Cowell Foundation and the Y & H Soda Foundation), they set out to develop a toolkit that would help nonprofits choose the right database.

It was a challenging task.

“In the early days of the project we definitely struggled to wrap our heads around what the toolkit would and wouldn’t include,” says Corey. “We knew that we wanted to provide a set of planning tools for nonprofits to use, but what specifically those tools would be, and in what order, took some time to figure out.”

“People are so used to the Yelp-like world of ‘enter a few parameters and and you magically find out what kind of database you should get,’” notes Betsy. “We knew we couldn’t do that, exactly, but we did come up with a short quiz to point people toward some of the things they should be considering.”

Justine also notes the challenge of determining how different organizational features interacted to determine the best data system fit for a particular nonprofit.

“Our conversations with nonprofits about what worked for them — and what didn’t — helped us to clarify our own understanding about this immensely,” she says. “We also spent a fair amount of time with big whiteboards, just pushing things around until they landed in the right place. That’s an essential part of this kind of work, in my experience.”

To address these challenges, Betsy, Corey, Justine, and Jamie deployed their Goldman School training.

“Working with fellow GSPP alums is great because we have a common language like the Eightfold Path and similar standards for communication and organization,” says Jamie.

“We were very methodical and very thoughtful,” says Betsy. “We did a survey. We triangulated evidence. We built on the stuff that was out there and built stakeholder maps. We really went out there as analysts.”

“I also appreciate that our team was laser focused on creating a useful toolkit for the field,” says Corey. “We were able to critique one another’s ideas with a common goal in mind; that ego-free, intellectually-curious environment is one that GSPP cultivates so well.”

Justine agrees: “We all attended GSPP at different times, but the GSPP style of problem solving runs deeply through all of us.”

The result of their hard work is *Making Wise Decisions: A Step-by-Step Guide to Selecting the Right Data System*, a toolkit designed to help nonprofits choose the datasystem that best serves their needs.

The toolkit begins with a short quiz that leads to several categories of databases and a “good fit” “possible fit” or “unlikely fit” determination for each one. Participants are then prompted to download the full 80+ page toolkit which will help them develop a understanding of their organization’s needs and goals.

“This toolkit builds on the great advice of several nonprofits, funders, and vendors about what’s worked for them, laying out a clear path to success for other groups considering making a data system switch,” says Corey.

The initial response has been even better than anticipated. So far, about 200 people have taken the quiz and downloaded the planning guide.

“The Making Wise Decisions toolkit will help program officers ask better questions and provide more comprehensive advice, making the tool a trusted source of information for both nonprofits seeking to adopt new database systems and foundations that support these efforts,” adds Jamie. “I’ve learned that database vendors were thrilled about the development of the toolkit and want to use it with clients so that clients make good choices, are better equipped to implement a new database, and are happier customers.”

“I’m looking forward to meeting organizations that were able to use the toolkit to find and implement a data system that worked for them,” adds Corey. “Saving money and improving outcomes — that’s what this is all about.” **G**



**Clockwise from top left:**  
Betsy Baum Block, Corey Newhouse,  
Justine Wolitzer, Jamie Allison.







# Conversations Across the Divide

On March 20, a public conversation took place on campus between Goldman Professor Robert B. Reich and Heritage foundation economist Stephen Moore, an economic advisor to President Donald Trump. Moderated by Dean Henry E. Brady, this was the first in a series of “conversations across the divide,” an initiative of Chancellor Carol Christ as part of her efforts to promote free speech on campus and to educate students and faculty about the importance and complexities of free speech.

**By Dan Lindheim** *Faculty Director for the Center on Civility & Democratic Engagement and Assistant Professor of Practice*

Chancellor Christ has proclaimed this year as the Free Speech year. In addition to responding to inherited plans by student groups to bring controversial speakers like Milo Yiannopoulos and Ben Shapiro to campus, she planned a series of free-speech-related events, including numerous public panels and talks on free speech and First Amendment law, as well as meetings which brought together key student organizations on the issues of free speech.

Of particular interest to the Chancellor was bringing to campus prominent people with disparate views and from various parts of the political spectrum to engage in meaningful and substantive public conversations. She reached out to me as Faculty Director of the Goldman School Center on Civility & Democratic Engagement and after meetings about this proposal, she asked me to head up a faculty/student committee to plan a series of such events.

I felt it important to make the committee as representative of campus interests as possible and spent considerable time reaching out to a wide range of students and administrators. I met with the conservative students from Berkeley College Republicans and the Berkeley Patriot, the students who had sponsored Milo and Ann Coulter last spring and were planning on bringing Ben Shapiro and Milo in the early Fall. I met with elected student leaders and leaders of campus organizations from across

the political spectrum. I also met with students and faculty strongly opposed to bringing conservative voices to campus. From this process, a faculty student committee was created that spanned the political spectrum.

The idea of bringing left/right conversations to campus did not enjoy universal support. Some felt that whatever the importance of the First Amendment, this was time for active resistance to the Trump administration and not the time for balanced discussion and debate. Many saw Milo and Shapiro as analogous to the marchers in Charlottesville, and felt betrayed by the University for what they saw as complicity in bringing to campus people who they felt challenged their basic right to exist. Many felt that hate speech of any kind had no place on campus, regardless of whether it was permitted speech under the First Amendment. Many opposed the campus incurring massive security expenses to protect the free speech rights of those they found offensive.

Despite serious difficulties in bringing together students and faculty with highly incompatible schedules, the Committee held various meetings and a series of potential speakers and pairings were suggested. We have invited Supreme Court justices, former Secretaries of State, major economic figures, Silicon Valley leaders and political figures who have been successful in working together across the partisan aisle.

Regarding the latter, we are trying to schedule Governor John Kasich and former Congressman and Armed Services Committee Chair Ron Dellums to discuss how they were able to create left/right coalitions in Congress to oppose wasteful and purposeless weapon systems. We are finalizing for the Fall Berkeley Congresswoman Barbara Lee in conversation with Republican members of Congress about her proposal to repeal the AUMF (the justification for all uses of military force since 9/11) that passed the Republican controlled Appropriations Committee. We also hope to bring Cornel West and his conservative Princeton colleague Robert George in the Fall.

Interestingly, while such conversations take place with some regularity in Washington DC venues, it has proved difficult to get two discussants to Berkeley at the same time. In part, this is because prominent people are busy with tight schedules. It has also been particularly problematic getting Republican Congressmen to Berkeley in an election year.

Three brief comments:

First, Berkeley took a major hit in the national press last spring from the last-minute cancellation of Milo and the supposed blocking of Ann Coulter. Much was made of the apparent irony that this opposition to Milo and Coulter was occurring in Berkeley, the home of the Free Speech Movement. Whatever the rights of Milo and Coulter to speak at a public campus, and their right is almost absolute, the 1964 FSM was not about letting a thousand clowns speak their minds. Rather, it was about changing the world — primarily about the right to organize on campus to fight for civil rights (both in the South and in the Bay Area) and to organize for the 1964 Johnson/

Goldwater election. It was about the free exchange of ideas and about hearing from controversial speakers, but people who stood for something, albeit something controversial. Also, everyone with even minimal contact with the FSM understood that under Supreme Court interpretations of First Amendment law, any speech or organizing was subject to “reasonable time, place, and manner restrictions.” In particular, campus free speech advocates from the FSM period understood that Coulter’s assertion that she had such an absolute right to speak whenever or wherever was clearly incorrect.

Second, The Reich/Moore conversation was highly successful in allowing the Berkeley audience (and those who watch the event on UCTV) to hear the viewpoint of a Trump economic advisor — one who claims responsibility for much of the Trump tax bill. It was successful in showing the many areas where people of “left” and “right” actually agree — in this case, primarily in opposition to trade tariffs. It was less successful in getting real discussion about the merits (or lack thereof) of supply side economics, the value of tax relief for large corporations and the richest Americans, particularly in a period of “boom” and heated economy. While the conversation was generally of good humor, friendliness, and civility, it proved difficult to pursue issues of fact and evidence.



Third, interestingly, there is seemingly a marked student preference for hearing from cable news pundits rather than more “serious” political actors. Many, whatever their political views, see pundits as purveyors of ideas, while politicians are seen as part of the Washington morass. I asked conservative students why they wanted to bring pundit provocateurs like Milo and Coulter to campus rather than conservatives with real power — especially since Republicans control all three branches of the Federal Government. They offered two responses: (i) students prefer entertainment (i.e., verbal conflict); and (ii) serious Republican politicians don’t want to come to Berkeley. Now that President Trump is filling his cabinet with pundits, maybe students are on to something. **G**



## faculty **Elizabeth Linos**

*The Goldman School welcomes Elizabeth Linos, Assistant Professor of Public Policy. Professor Linos' research focuses on behavioral economics and public management. Policy Notes spoke to her about her interests in improving how government works, her current projects, and her impressions of the Goldman School.*



**Your research focuses on how to improve government and the workplace through the lens of behavioral economics. How did you get interested in this subject matter?**

I've been fascinated with how to make government work better ever since I worked for government myself. In 2009, I found myself working for the Greek Prime Minister during the worst financial crisis in its history. We had an incredibly dedicated team internally, as well as the best minds in the world thinking about policy design and public sector reform. However, I felt that not enough academics were thinking about all the people in government that were called to implement the changes that were being designed. I wanted to find ways to improve both the recruitment, retention and motivation of

public servants because I found that even well-designed policies can fail miserably if we don't support the government workforce in implementing them.

For anyone working in government with a limited budget and limited political capital, behavioral science is a particularly enticing approach because it has shown that even small tweaks to processes and programs can have a disproportionately large impact. As long as we're thoughtful about how people actually behave (rather than how we think they should behave), we can make meaningful change in government without breaking the bank or fully overhauling agencies and departments. It's certainly not the solution to all government challenges, but we still have a lot of behaviorally informed improvements to make before we can truly say we've exhausted the options.

**What are your current projects?**

I'm currently working on two strands of research. First: I'm continuing my work on how to recruit talent in government, with a particular focus on diversity. I've been working with police departments and other law enforcement agencies across the country who are eager to improve their hiring practices because they know that a more diverse police force can provide better services for the community. But I'm also doing more and more research on how to retain and support staff once they've been hired. Burnout is a really significant challenge for front line workers and so my second strand of research explores how reducing burnout for various types of government employees — correctional officers, social workers, 911 dispatchers — can improve their decision making and service delivery.

**You believe in good government. With the state of the world as it is, why should Goldman School grads — and others — devote their talent and energy to working in government?**

Working in government is really hard. For many people, it's almost impossible to get

anything done and the speed at which you work is incredibly frustrating: sometimes you have hours to make decisions that would require months and months of data-gathering to be fully thought through; other times you wait months and months to implement something that should've taken a day of work. But if we don't do it, who will? The business of governing affects all of us — it especially affects the most vulnerable among us. Whether it's making sure that people can get to work because the buses are running on time, or that families have food to eat even if a parent loses their job, those who work in government are making a difference at a scale that matters. So if the best and brightest Goldman grads avoid working in government, they're essentially leaving the business of governing to people who may not have the tools or the values to serve communities effectively. And even if a Goldman School grad doesn't spend their life in government, just a few years of work in the public sector will shed light on why government is currently in the state that it's in, and that should inform and improve any non-governmental or private initiative!

**You are a recent transplant to the Bay Area — how are you finding Berkeley and the Goldman school community? Anything surprising?**

I love the Goldman community and living in the Bay Area. As a new faculty member on the first day of class, I braced myself for a barrage of questions about what's going to be on the final, and how to get an A in the class. Instead, I got questions about how I was planning on incorporating issues of social justice and racial equity into teaching about public management. I was thrilled to be working with such a thoughtful group of students. The faculty are similarly thoughtful and passionate about making a difference — that's a rare thing in academia. I thought all public policy schools were pretty similar, but it turns out I was wrong. The Goldman School is a special place. **G**

## faculty **Honoring John Ellwood**



**THE GOLDMAN SCHOOL HONORED** the distinguished career and retirement of Professor John Ellwood with a panel on the work of the Congressional Budget Office's Health Policy Division with Holly (Hilliker) Harvey (MPP '86), Terri Gullo (MPP '83) and Kevin McNellis (MPP '14).

Dr. Alice Rivlin, the founder of the Congressional Budget Office, gave a keynote on Evidence and Policy Analysis in the Age of Fake News.

Professor John Ellwood joined the Goldman School of Public Policy in 1990. Initially trained as a political scientist, he has spent most of his career as a policy analyst. His scholarly interests are in three areas: public sector budgeting, the management of analytic staffs in a political environment, and the effects of recent changes in corporate laws and the market for corporate control on the relationship between corporations and their communities.

Professor Ellwood has been a member of the faculty group at GSPP that concentrates on public and nonprofit management. His experience in this area is derived not only from his past teaching in schools of public policy but also from his experience teaching business-government management at Dartmouth College's Amos Tuck School of Business Administration and five years on the management staff of the Congressional Budget Office (CBO). He served as a staff member of the US Senate Budget Committee and was a member of the original management team of the CBO, and served as the special assistant to its first director, Alice M. Rivlin.

Professor Ellwood is the originator of the "Budget Simulation" for PP250, which many students and alumni remember fondly. **G**

**Top:** Alumni panel on working in the Health Policy Division of the CBO

**Middle:** Dr. Alice Rivlin, founder of the CBO

**Bottom, from left:** Kevin McNellis, Holly Harvey, Dean Henry E. Brady, Dr. Alice Rivlin, Terri Gullo, Professor John Ellwood



## FACULTY NOTES

**Richard Scheffler** began a new study on the cause and consequences of anxiety disorder in Millennials. The study is funded by the Goldman School's Berkeley Institute for the Future of Young Americans. His initial research on the alarming spike of anxiety disorder on college campuses was published in the *New York Times* letter to the editor in October. In addition, he recently published two papers on the global health workforce, including "Forecasting Imbalances in the Global Health Labor Market and Devising Policy Responses" in the *Journal of Human Resources for Health* and "Projecting Shortages and Surpluses of Doctors and Nurses in the OECD: What Looms Ahead" in the *Journal of Health Economics, Policy and Law*.

**Eugene Bardach** published "Networks, Hierarchies, and Hybrids," in the *International Public Management Journal*, 20:4, 2017.

**Janelle Scott** was named as one of the leading education policy scholars in the Education Week/RHSU Edu-Scholar Public Influence Ranked Scholar List (recognizing university-based scholars in the US who are contributing most substantially to public debates about education research and development). She was also elected to serve as Vice President of the Politics and Policy Division of the American Education Research Association.

**Robert Reich's** new book *The Common Good* debuted on the *NY Times* bestseller list.

**Hilary Hoynes** was appointed to two committees addressing child poverty in the US and California: the State of California Task Force on Lifting Children and Families out of Poverty and the National Academy of Sciences, Committee on Building an Agenda to Reduce the Number of Children in Poverty by Half in 10 Years.

In September 2017, the Federal Commission she was on released its final report in an event in the US Capitol attended by Commission Sponsors Speaker Paul Ryan and Senator Patty Murray: Federal Commission for Evidence-Based Policy Making, July 2016 –September 2017. <https://www.cep.gov/cep-final-report.html>.

Hilary Hoynes also released a new policy paper with Jesse Rothstein, and Krista Ruffini: "Making Work Pay Better Through an Expanded Earned Income Tax Credit," in Diane Whitmore Schanzenbach and Ryan Nunn, eds, *The 51% Driving Growth through Women's Economic Participation, The Hamilton Project*. She also released two new academic papers: "Social Safety Net Investments in Children" and "The Impact of Childhood Nutrition Assistance on Child Health and Well-Being: Lessons from WIC."

**Jack Glaser** published, along with doctoral students Amanda Charbonneau (first author) and Katherine Spencer, "Understanding Racial Disparities in Police Use of Lethal Force: Lessons from Fatal Police-on-Police Shootings" in the *Journal of Social Issues*. Also with Char-

bonneau, he published a chapter on conducting research with police departments, "Finding Common Purpose," in the book *Making Research Matter: A Psychologist's Guide to Public Engagement*. He gave multiple presentations on bias in policing to law enforcement officials, attorneys and judges, as well as academic audiences.

A selection of **Dan Kammen's** publications include the following: "Mundane is the New Radical: The Resurgence of Energy Megaprojects and Implications for Emerging Economies," *IEEE Technology and Society Magazine*; "Carbon Footprint Planning: Quantifying Local and State Mitigation Opportunities for 700 California Cities," *Urban Planning*, in press; "A battery of innovative choices — if we commit to investing," *Bulletin of the Atomic Scientists*; "Misplaced Praise: US support of coal in Kosovo contradicts future health and prosperity," *Transitions Online*.

**Henry Brady's** new book, *Unequal and Unrepresented: Political Inequality and the People's Voice in the New Gilded Age* (with Kay Lehman Schlozman and Sidney Verba) will be published by Princeton University Press in May 2018. He delivered the Miller-Converse lecture at the University of Michigan on "Changing Cleavages and Coalitions in American Politics: 1952–2016: The Rise of Polarization and Populism."

## from the desk of **Martha Chavez** The Importance of the GSPP Alumni Network



Martha Chavez is Senior Assistant Dean for Academic Programs and Dean of Students

**GSPP'S ALUMNI NETWORK** is one of the most important sources of external support and connection for both alumni and the

Goldman School. On March 29, 2018, GSPP hosted an amazing event for newly admitted students at the University of California Washington Center in Washington, DC. The purpose of the event was to encourage newly-admitted students to accept the Goldman School's offer of admission.

After a brief presentation of GSPP's key points of distinction, an alumni panel featuring Teri Gullo (MPP '86), Max Aaronson (MPP '17), Brandee Tate (MPP '12),

and Jason Burwen (MPP '09), shared candid and valuable feedback about why each of them chose GSPP and how their training has prepared them for their careers. The event segued into a reception with School representatives and GSPP alumni. Many of the new admits commented on how important it was to hear from current alumni about their GSPP choice and experiences. Our best ambassadors are our very own GSPP alumni, and we hope to

## SCiPP's 2018 Race & Policy Symposium



SCiPP Steering Committee with some of the group's members

**THIS SPRING, STUDENTS OF COLOR IN PUBLIC POLICY (SCiPP)** convened its annual Race & Policy Symposium with the 2018 theme of *Reclaiming Our Time: The Importance of Identity in Policy Making*.

The week-long symposium included a keynote by Panama Jackson, co-founder of Very Smart Brothas; a conversation with Ryan Smith, Executive Director of the Education Trust-West; the annual Blacks in Public Policy debate; a conversation with Devi K., founder of Peacock Rebellion; and sessions on salary negotiations, advocacy training, race in artificial intelligence, and on Islamophobia and public policy.

One session entitled "Allyship for All," looked at what allyship looks like across sectors — from the private sector to academia to grassroots organizing — and in today's political climate. Among the topics discussed were addressing blind spots

within communities, both as students and as future policymakers/advocates.

The week concluded with the annual Environmental Policy Group alumni dinner.

The symposium was supported and co-sponsored by: Asian Regional Policy Group (ARPG), Thinking about Power and Privilege (TaPP), Black Students in Public Policy (BiPP), Environmental Policy Group (EPG), Food & Agriculture Policy Group (Food & Ag), Housing and Urban Policy (HUP), Migration and Refugee Policy Group (MRPG), Labor Policy Group (LPG), Muslims in Public Policy (MiPP), Queer and Trans Issues in Public Policy (QTiPP), Women in Public Policy (WiPP), Criminal Justice Policy Group (CJPG), ACLU of Northern California, private donors, and the UC Berkeley Graduate Assembly. 🍌

encourage more participation at events like these and also increase engagement and connections among GSPP alumni around the nation and world.

Currently, there are eight cities with GSPP Alumni Regional Coordinators who connect and organize alumni activities: San Francisco Bay Area (Jay Liao, MPP '11), Los Angeles (Corey Matthews, MPP '15), New York (Maureen Friar, MPP '90), Portland (Maura Boyce, '11), Sacramento

(Orville Thomas, MPP '13), Seattle (Bonnie Berk, MPP '79), and Washington, DC (Danielle Green, MPP '16). We also have an international alumnus, Armando Salcedo Cisneros (MPP '10), who is serving as the Regional Coordinator for international locations, such as Mexico.

With over 2,000 alumni nationwide and globally, our hope is that GSPP alumni will connect with each other in their regional locations for social and profes-

sional opportunities. If you are interested in getting connected to alumni in your area, contact your Regional Coordinator, or if there isn't a regional coordinator, you can contact the GSPP Alumni Board at [gsppaa\\_board@lists.berkeley.edu](mailto:gsppaa_board@lists.berkeley.edu) or volunteer to become a Regional Coordinator in your area. We invite you to join us in connecting with fellow GSPP alumni. The opportunity to strengthen our alumni network is a keystroke away! 🍌



# Can Worker Co-ops Reduce Inequality?

**By Gaelan Ash** (MPP Candidate '19)  
**DERIDED AS UTOPIAN** in the 19th century, the co-operative movement is experiencing a modern renaissance, popping up in low-income communities to address bread and butter issues like income inequality and economic exclusion. For Taye McGee, a worker-owner at Rich City Rides, a bike shop in Richmond, California, co-operatives are anything but utopian. His job in the co-op has enabled him to make a positive impact in his community of North Richmond through workshops and trainings, all while earning a living in a democratic, worker-controlled enterprise.



Gaelan Ash is a current MPP student. You can reach him at [gaelan.ash@gmail.com](mailto:gaelan.ash@gmail.com)

From the earliest days of the movement, there has persisted a notion that the economic system in which workers are paid a wage and capitalists pocket the profits is unjust and unsustainable. Abolishing the division between owners and workers, co-operatives effectively eradicate income inequality, at least within the very narrow confines of a particular co-operative enterprise. The question is, can they be scaled up to have a similar effect on the economy as a whole?

The 19th century boom in co-operative enterprises and communities was curbed by the rise of Karl Marx and Friedrich Engels' theory of scientific socialism, which helped to funnel radicals of the day

into labor organizing and political parties. The co-operative model in the US fell out of fashion for a time, until its comeback in the countercultural heyday of the 1960s. In contrast to the worker co-ops of the Spanish revolution in the 1930s, and post-war Northern Italian co-ops, these alternative-lifestyle American co-ops of the 60s were established by mostly white middle-class people with less of an ideological vision for the economy as a whole and without a strategic plan to get there.

By the 1980s most of the counterculture co-ops had either closed down or succumbed to market pressures, serving an increasingly wealthy and white clientele. The most recent wave of worker co-operatives, beginning in the 1990s, have bucked past trends in terms of both race and class. Mo Manklang, the Communications Director at the US Federation of Worker Co-operatives (USFWC), explains that the majority of worker co-ops are now run by women and people of color, and primarily serve low-income communities. She also describes a new focus of the Federation called "business conversions," in which retiring business owners are persuaded to sell to their employees, establishing a co-operative.

Co-op proponents point to the Mondragon Corporation in the Basque region of Spain, a "scaled up" federation consisting of 102 individual co-ops with roughly 85,000 worker-owners and employees. Executive pay is capped at eight times that of the lowest paid worker; as a result, Spain's crippling recession has impacted the town of Mondragon and the surrounding region more mildly. Compared to the national unemployment rate which topped 26% in 2013, the Basque region in which Mondragon is based had 13% unemployment. In the town of Mondragon, there is nearly full employment because Mondragon worker-owners take pay cuts in hard times, starting with those at the top of the payscale, rather than layoffs. However, Mondragon has faced withering criticism in recent years due to its two-tiered employment scheme in which certain workers are hired on a

temporary basis and without ownership and voting rights. Some of these workers and their supporters have blasted Mondragon for maintaining a structure in which some workers are "more equal" than others.

Perhaps the best records of success for worker owned enterprises lie in South America. In the wake of the 2001 financial crash in Argentina, hundreds of businesses were abandoned by their owners. Workers appropriated these companies and operated them collectively with either rotating or elected managerial roles and profits distributed equally among the workers. The legal framework in Argentina is such that these businesses were transferred to the workers through the courts and now exist as de facto legal businesses. Hotel Bauen in downtown Buenos Aires is emblematic of this new wave of *empresas recuperadas*, or recovered businesses. It went bankrupt under private ownership during the 2001 crisis, was seized by the suddenly unemployed workers, and has been run co-operatively ever since.

Venezuela's worker co-ops, cultivated by the Chavez administration through preference in awarding contracts and tax-exempt status, saw remarkable gains, outperforming their previous standards of productivity and worker satisfaction, and often posting higher profits than their non-co-op rivals. Between 2002 and 2008, the government invested heavily in worker co-operatives, although a lack of infrastructure and support meant that many failed to become independent, and eventually fell apart. Despite these challenges, Venezuela was home to roughly 90,000 co-operatives as of 2014, second only to China.

In the Bay Area, Co-operation Richmond serves as an incubator for new co-ops to empower low-income people by keeping capital in their communities. Puja Dahal, a program assistant, describes the work as transformative: "it's not only the loans," she explains, "but also the financial literacy, business planning, and coaching" that goes into each co-operative enterprise to ensure long-term success. The plan is to have five new co-ops operating in Rich-

# Balancing Audacious Goals with the Real-life Needs of Adult Learners

## The 115th Online Community College Proposal

**By Taylor Myers** (MPP '17)  
**ONE OF THE FIRST ACTS** of Governor Jerry Brown's last year in office was his final state budget proposal in January. In what's become typical fashion during his tenure, the proposal included not only a financial plan for California for the upcoming year, but a boldly comprehensive policy blueprint. Several innovative changes for California Community Colleges were part of that blueprint, including a proposal to create the 115th community college campus, fully online and under the stewardship of the California Community Colleges Board of Governors.

The current budget includes \$120 million in one-time and continuing funds to launch the new campus, which would not offer associate degrees but focus on certificates and industry credentials. The Community College Chancellor's Office strongly supports the idea as a way of providing highly specific mobility pathways for 2.5 million Californians who have graduated from high school and who may have attempted college but have not completed a degree — a group referred to as "stranded workers" by the Department of Finance and the Governor's office.

Undeniably, today's college students — especially returning and non-traditional students — face significant barriers to suc-

cess; employment, parenting, family responsibilities, and many other factors mean that reaching and supporting this group requires intensive resources and innovative collaboration to help them achieve their academic goals. However, as bold and innovative as the current proposal might be in its intentions, online learning is not without its challenges. To date, success of online programs of study are mixed. Given how important it is that this group of adults achieve economic success, there are some hard questions that need answering. The Governor's audacity cannot overshadow the needs of millions of Californians who face limited career mobility options due to their educational attainment. It's essential to the success of an online system to balance the real-life constraints faced by working adults with known best practices like deep instructor engagement, rigorous content, and opportunities for face-to-face interaction with the learning community.

The 115th California Community College campus could be part of an innovative strategy geared toward mobility by offering competency-based learning tied to industry recognized credentials outside of the traditional academic calendar. This type of offering isn't currently available through California's public offerings; in



Taylor Myers is Policy and Research Analyst at California Competes, a research and advocacy organization focused on California higher education policy. Her work centers around equity, innovation, and degree completion within the state's public higher education segments. You can reach her at [tmyers@californiacompetes.org](mailto:tmyers@californiacompetes.org)

fact, most adults looking for this type of schooling often turn to for-profit institutions. A public option, held accountable by the state legislature, and developed with the needs of students — rather than profits — in mind is the state's best chance at boosting mobility for millions of workers at scale. **G**

targeted at low-income communities with ample institutional support and funding. However, without the government support found in Venezuela or the property laws of Argentina, the prospects for large scale growth of worker co-ops in the US are bleak. Despite the big picture, for co-op workers like McGee, going to work and making decisions collectively is a small but significant act of daily economic empowerment. **G**



event highlights

**The Power of Public Investment:  
Improving Our Economy,  
Our Climate, and Our Future**

CA State Treasurer John Chiang spoke about how public investment powers innovative social policies that dramatically improve lives, reduce income inequality, and give the planet a fighting chance against global warming. This Michael Nacht Distinguished Lecture in Politics and Public Policy was sponsored by the Goldman School of Public Policy and the Berkeley Forum.



**The Good Neighbor:  
Addressing Global Poverty  
in an Age of Xenophobia**

Visiting Professor William Easterly of NYU explored ways global poverty is connected to the contentious issue of migration from poor to rich countries and how the connection perpetuates a stereotype of poor people as violent, unintentionally fueling xenophobia and restrictions on migration.

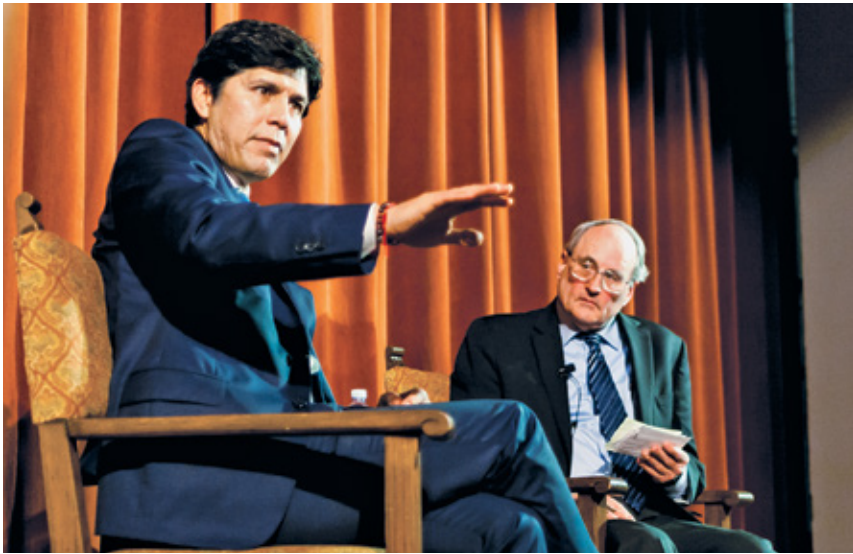
**Saving Capitalism:  
Film Screening and Q&A**

Chancellor's Professor and Carmel P. Friesen Chair in Public Policy Robert B. Reich and the directors and producers of *Saving Capitalism* followed up the Berkeley premiere of Professor Reich's latest documentary with a lively conversation with the audience and one another.



**Senator Kevin de León:  
Dispatch from the Resistance**

The Goldman School of Policy and the Berkeley Forum sponsored a public lecture with California State Senate President Pro Tempore Kevin de León on the State's climate policy leadership and its broader efforts to protect progressive policies, economy, and people from federal overreach.



**The 2016 Election: What Working  
Class Voters are Thinking**

Panelists Arlie Hochschild, UC Berkeley Professor and author of *Strangers in Their Own Land: Anger and Mourning on the American Right* and Steven Hayward, Ronald Reagan Professor of Public Policy at Pepperdine University and Fox News commentator discussed working class voters, their mindsets, and how our country can bridge its gaping political divide. The Homecoming event was sponsored by the Center on Civility & Democratic Engagement and moderated by CCDE Faculty Director Dan Lindheim.

**California Live! A Matter of Degree:  
California Spending on Prisons and  
Higher Education**

Professor Steven Raphael, Chancellor Emeritus Robert Birgeneau, and CA State Senator Carol Liu discussed why California has invested so heavily in incarceration while divesting from higher education in a panel discussion moderated by Kim Baldonado in Los Angeles.





# The Future We Want

**By Joseph Monardo and Henriette Ruhrmann**  
*Co-Editors-in-Chief of the Berkeley Public Policy Journal*

**NOW IS A FASCINATING TIME TO STUDY POLICY.** As the US and the global community are searching for policy approaches to the future, we at GSPP are discussing how we can advocate for the future we want as policy professionals. Our thoughts and conversations with current and previous students at GSPP shape our perspective on the world. For us, the *Berkeley Public Policy Journal (BPPJ)* is an opportunity to capture important ideas and structure nuanced assessments relevant to the policy issues that inspire us most.

This fall, under the guidance of outgoing chief editors Manasa Gummi and Anna Radoff, the *BPPJ* published its Spring 2018 edition featuring five articles across a spectrum of policy issues. The *BPPJ* strives to be a valuable reflection of the diversity of voices within the UC Berkeley student body, and this latest edition benefited from a cast of authors composed entirely of women or people of color. With topics including turnaround school strategies, enterprise development models, and the treatment of pregnant women in prisons, the Spring 2018 edition highlighted the quality of work being done within the walls of Goldman. Conversations with William Easterly, an expert on development and economic policy, and GSPP alumna Corey Newhouse, the Founder and Principal of Oakland-based Public Profit, extend the conversation into the real world of policy and complete the Spring edition.

Between the bi-annual publication of our print editions, we highlight incisive analyses of current policy issues in the US and around the world from within our diverse community at GSPP on our *BPPJ* blog. We are thrilled that the *BPPJ* blog serves as a platform for members of our community to share insights from their broad range of professional backgrounds or ongoing research to enrich our discussions.

Looking ahead, our editorial team is excited by the quality of writing within the upcoming Fall 2018 edition. Currently in the editing stages, this edition will present perspectives from our GSPP community on domestic social justice and correc-



**Goldman students (from left):** Emory Wolf, Emily McCaffrey, Daniel Lao-Talens, Henriette Ruhrmann, Joseph Monardo, Joony Moon, Randall Tran, Chenchen Zhang

tive policy measures. With the Fall 2018 edition, we hope to contribute to the important current debate on the role of social justice in our society. In keeping with the GSPP tradition of speaking truth to power, our student contributors have developed nuanced academic writing that identifies pressing policy issues and develops robust solutions. Our staff — composed of first-year MPP students Daniel Lao-Talens, Emily McCaffrey, Joony Moon, Randall Tran, Emory Wolf, and Chenchen Zhang — has been working all semester to ensure that each article reaches its full potential as a valuable contribution to the *BPPJ*, and to the broader policy conversation we seek to engage in and lead.

As we continue to work hard to do justice to the expertise and intelligence of our student community, we invite you to engage in our mission. We welcome submissions of policy analysis, opinionated viewpoints, and insightful assessments to the *BPPJ* blog (<https://bppj.berkeley.edu>). At this critical juncture for policy making, we hope you will feel empowered to engage with our editorial team and add your voice to a publication at the heart of our GSPP community. **G**

A GSPP tradition since 1999, the Alumni Dinner is an opportunity for the GSPP Community to come together to celebrate our alumni. We hope you will attend to reconnect with GSPP — with fellow alumni, faculty, staff; and friends of the School.

If you are celebrating a milestone reunion year in 2018 — Classes 1973, 1978, 1983, 1988, 1993, 1998, 2003, 2008, and 2013 — we especially hope you will attend! If you are interested in organizing your class to attend the dinner together, please contact Cecille Cabacungan ([cecille@berkeley.edu](mailto:cecille@berkeley.edu)) for information on getting in touch with your classmates.

## 2018 Goldman School of Public Policy Alumni Dinner

Friday, October 19, 2018  
5:30-10:00PM  
The Berkeley City Club  
<http://goldman.school/alumnidinner>

# Meet Anne Campbell Washington



**ANNE CAMPBELL WASHINGTON (MPP '00)** is the new Assistant Dean for the Master of Public Affairs (MPA) degree program. She is also an Oakland City councilmember and a Goldman School alumna. Policy Notes spoke to her about her passion for public service, what MPAs bring to the GSPP community and who should consider running for public office.

## You hold an MPP from the Goldman School. What initially drew you to public policy school? Did you have an interest in local government even then?

My passion in life is serving people, particularly children. The passion that brought me to the Goldman School was a desire to uncover ways to break the systemic barriers that hold back children who grow up in poverty — particularly children of color. I came to GSPP after a stint as Executive Director of the “I Have A Dream” Foundation with a desire to gain the skills to sustainably and systemically change the life trajectory of children and families living in poverty.

After graduation, a fellow student from my class told me about a job opening in the Budget Office in the City of Oakland. I had literally never thought about working in local government, but taking that job was one of the best decisions of my life. It began my now 18-year love affair with Oakland, Oakland children and families, and local government. When I started working in local government in Oakland, I soon realized it was exactly what I was looking for — the ability to change systems that impact the lives of families living in poverty.

Over the past 18 years, I have served Oakland residents as a Budget & Policy Analyst, an Assistant to the City Manager, Chief of Staff to the Fire Chief, Chief of Staff to two Mayors, Oakland Unified School Board Member and now as Vice Mayor and Oakland City Councilmember for District 4.

The lens that I use every day in my decision-making regardless of what role I am serving in is, “What can I do to make things better for Oakland children?”

## You’ve served as Chief of Staff to Mayors Brown and Quan and worked as a budget and policy analyst. Why did you decide to move from being a staff member to being an elected official?

I was encouraged and was asked several times to run for a seat on the Oakland Unified School District Board. I had never considered running for office, but when you are asked several times, you begin to think about it. We in Oakland are lucky to have many women in leadership in local government, so it seemed accessible.

The District 4 School Board seat opened up unexpectedly with only a year and a half left in the 4-year term. The School Board held an appointment process to fill the seat, so it was like applying for a job rather than running for office. I applied along with 17 others and was thrilled to be chosen. I intended to run for that seat again, but the District 4 City Council seat opened up when Libby Schaaf decided to run for Mayor instead. So, I chose to run for City Council instead of the School Board.

My decision to run for City Council was also driven by my passion to serve. I felt that my talents and experience working in city government would be best used in that seat. It has been an honor to serve the residents and families of District 4 as the City Councilmember.

## Would you encourage Goldman grads to run for public office? If so, why?

If your heart draws you to serve people with integrity and care — to stay true to working hard to understand people and their problems and develop systemic solutions to those problems — I highly encourage running for office.

## What drew you to the MPA program?

The MPA is an exciting program to lead because we have the opportunity to shape and assist future public sector leaders who are ready to make a big impact on the world upon graduation. For me personally, this is the perfect way to marry my passion for education, shaping policy, and providing leaders with the tools they need to make systemic change in our world.

## How is the MPA adding to the already-rich community life of the Goldman School?

The MPA is attracting individuals with on average, 10–11 years of work experience. These are very impressive people when they enter the program and they are looking for the skills and education to pivot to the next leap in their career. It brings rich discussion and real-world experience in to the classroom that benefits instructors and students alike.

## What’s it like to be back at the Goldman School as an Assistant Dean?

It is a true honor to serve in this capacity. I am so happy to be back on campus, and particularly back at GSPP. The students fill me with so much optimism for our future and for our world! **G**



## CLASS NOTES

About six months ago, **Dan Borenstein** (MPP '80) became opinion page editor for the *East Bay Times*. He welcomes commentary submissions for the *East Bay Times* and *The Mercury News*. He's looking for well-written and cleanly edited material, especially on policy issues that are local, regional or state-focused, or bring a unique or local insight into the national scene because of the writer's expertise.

Commentaries should be submitted to [ebcommentary@bayareanewsgroup.com](mailto:ebcommentary@bayareanewsgroup.com). Please, no attachments.

Submissions should be 600 words and include a tagline and daytime contact information. You can follow up with him at [dborenstein@bayareanewsgroup.com](mailto:dborenstein@bayareanewsgroup.com).



**Denise Bradby** (MPP '88) passed away at the age of 52, on March 10, 2017, after a courageous battle with pulmonary hypertension (PAH). For 26 years, Denise worked at MPR Associates, later bought by RTI International, as a Senior Research Associate. She also held numerous volunteer positions, including with the San Francisco AIDS Foundation and Pulmonary Hypertension Association. She led an active life of travel, scuba diving, gourmet cooking and photography, and even started her own business, DSB Artworks, specializing in custom jewelry. She had a wealth of family and friends, including dozens from her years at GSPP. Despite her 10-year battle with PAH, a heart/lung transplant in 2013, and a rejection episode in 2016, she remained strong in spirit and an inspiration to everyone she interacted with. She truly believed we are all in this world together and she made it her mission to spread that message of inclusion.

**Marian Mulkey** (MPP '89) is now an independent consultant. She has been fortunate to find a nice diversity of engaging and challenging projects with wonderful partners and colleagues. Recently she has served as lead faculty for a training academy at the California Department of Managed Health Care, co-authored a report to the California Assembly Select Committee on Health Care Delivery Systems and Universal Coverage, and served as Fellow with Philanthropy for Active Civic Engagement, a national network of foundations and funders committed to civic engagement and democratic practice.

Professor Steven Raphael recently completed a study about racial disparities in criminal case processing in San Francisco with the DA's Office. **Tara Anderson** (MPP '10, Director of Policy at the DA's Office) and **Maria McKee** (MPP '08, Principal Analyst at the DA's Office) supported the effort. They recommend reaching out to Professor Raphael for a summary of findings.

**Rob Moore** (MPP '17) is a researcher at Policy Matters Ohio. He was recently appointed by the Columbus, Ohio City Council to the Brewery District Commission and is writing a biweekly local politics column for *Columbus Alive!*, a newsweekly associated with the *Columbus Dispatch*.

**Dipti Desai** (MPP '10) has been at Uber for nearly a year and a half. She first started as a Product Management lead on the Data Platform team, and joined the Tech Strategy Team as a founding member. Since graduating from GSPP almost eight years ago her career has taken her across several technology startups in Silicon Valley, a path she could have never anticipated. She is grateful for the education and experiences she gained while at GSPP, which prepared her well for taking on ambiguous and difficult problems in her career thus far. She continues to live in San Francisco with her husband and stays in touch with several GSPP alumni.

**Chloe Brown** (MPA '17) led a US Government Accountability Office report on fintech, "Financial Technology: Additional Steps by Regulators Could Better Protect Consumers and Aid Regulatory Oversight." The report includes recommendations that aim to improve how the US regulates fintech. Chloe was also recently appointed as the newest member of the City of Oakland's Privacy Advisory Commission, which provides advice to the City on best practices to protect Oaklanders' privacy rights.

**Panha Chheng's** (MPP '03) startup, Medyear, participated in the Salesforce Accelerator (Batch 3). Medyear is one of 18 companies selected for an intensely accelerated go-to-market partnership with Salesforce around a new product: Medyear Pro. Medyear Pro will let doctors and nurses chat in real-time with their patients who are using Medyear on their Android or iPhone. Check out [www.medyear.com](http://www.medyear.com) for more information.

As of February 1, **Jamie Allison** (MPP '06) joined the Walter & Elise Haas Fund as Executive Director. Previously, Jamie was VP Programs at the SH Cowell Foundation.

**Michael Sieverts** (MPP '86) retired from his federal career after 32 years. He spent 5 years at the Congressional Budget Office and 27 years at the National Science Foundation, where he was the agency's budget director from 2010–2017. He is now taking a break and figuring out his next chapter. He received a Meritorious Presidential Rank Award in 2017 for his work as the agency's budget director; this award recognizes career members of the Senior Executive Service (SES) for exceptional performance.

He is currently the President-elect of the American Association for Budget and Program Analysis (AABPA) and will start a one year term as President this coming July.

Twenty-one years after retirement **Charnee Smit** (MPP '82) observes with terrible fascination the events taking place in the government, and tries to influence voters where she can. But her real passion for 10 years has been Hawaiian Hula, an ancient and sophisticated art form. Although her age prevents her from dancing as much as she wishes, she has found that she has talent as a choreographer of hula. Two hula groups are now performing one of her dances, she has choreographed two more, and is about to start on a fourth. In other news, she lives with her husband in San Leandro, CA and have two grandchildren, ages 19 and 23. Their son and daughter live not far from them, in the Bay Area.

**Jennifer Friedman** (MPP '97) recently returned to Washington DC after spending three years living in Tokyo with her family, where she was a Council on Foreign Relations Hitachi fellow, and then joined GR Japan, a government relations consulting firm. She is now Director of Health Policy and Reimbursement for Stryker, a global medical technology company, and is getting settled back into life in DC with her husband, Richard, daughter Jordana (age 8), and son Jacob (age 5).

**Sarah Martin** (MPP '08, PhD '13) was promoted to Deputy Director of the Kansas City, Missouri Health Department in late 2017, making her the youngest Deputy Director in the city. She oversees policy development, government relations, performance management and communications/marketing for the department and is currently working on policies related to predatory lending, housing, human trafficking and economic mobility. She recently spearheaded the city's first ever representative survey on social capital and has become obsessed with Spin classes. Her Berkeley-born kids continue to thrive in the Midwest and have big, expensive plans to return to their home state of California for college one day.

**Martha Ture** (MPP '85) has won several awards for her wildlife and nature photography on Mt. Tamalpais, and was thus encouraged to try to make some money off her art — she's working toward contracting with UC, state of California, federal government, etc. Her business is called Mt Tamalpais Photos. Prints on metal are the best — the Goldman School should have some on its walls. Her website: <https://mttamalpaisphotos.com>

**Chuck Nicol** (MPP '89) retired in June 2017 following a 28-year career with the California State Legislature — 10 years with the Legislative Analyst's Office and 18 years with the Assembly Appropriations Committee.

**Ronnie Cohen's** (MPP '92) all-consuming passion to fight the Trump administration and its enablers is now also her day job. She is the Chief Operating Officer for Flip the 14, a group that is offering campaign strategy and support to the Resistance in all 14 California congressional districts held by Republicans. Please check them out at [Flipthe14.com](http://Flipthe14.com).

**Charlotte Hill** (MPP '17) recently joined the boards of both Represent.Us and FairVote, two national leaders in political and electoral reform. She was also recently published in Vox: <https://www.vox.com/the-big-idea/2018/2/27/17051560/money-nra-guns-contributions-donations-parkland>

A self-appointed group of Sacramento-based 1978 GSPP alumni (**Nancy (Borow) Shulock, Buzz Breedlove, Ed Derman, Dale Shimasaki, Chuck Shulock**) have started planning their 40th — and first ever — reunion, to be held this October in conjunction with the GSPP Alumni Dinner. They have received an excellent response and are looking forward to a great time.

**Kim Malcolm** (MPP '82) has just published her book, *A Country Within*, about the refugee experience in Greece. Since retiring in 2015 from her 32 year career in government and nonprofit leadership, Kim has traveled internationally full-time, and spent 8 months in Greece supporting refugee relief efforts. Her book describes her life-changing experiences there, the lives of the refugees she met and the geopolitics of the refugee crisis in Europe.

**Farhat Popal** (MPP '09) is a 2018 Fellow at the Truman National Security Project. On February 27, 2018 she testified before the House Foreign Affairs Committee, Subcommittee on Terrorism, Nonproliferation, and Trade on the role of women and women's leadership in building resilient communities in Afghanistan. Webcast here: <https://foreignaffairs.house.gov/hearing/subcommittee-hearing-womens-role-countering-terrorism/>

**Kristin Homme** (MPP '94) has co-authored several more scientific studies that reveal highly significant links between vaccine mercury and neurodevelopmental disorders such as autism. These studies may be accessed via PubMed. It has been her pleasure to collaborate with other scientists of high integrity who are willing to investigate unpopular hypotheses, with no government funding, to try to elucidate some of the causes (including iatrogenic ones) that seem to underlie the epidemics of neurodevelopmental and neurodegenerative disorders today.

**Ailien Tran** (MPP '08) has been working in Vietnam since graduation. She got a Fulbright Scholarship to Vietnam in 2009 which allowed her to survey Vietnamese infant mortality and to study reporting issues in the country. After that, she stayed in Vietnam, founded a non-profit, called "Ban Cua Be" (Friends of children), and started advocating for children's rights. She pioneered the movement calling people to pursue parenting education in order to provide better guidance for their children. Since her first speech, "Un-tear discipline," in which she advocated for giving children discipline by love and reasoning, not corporal punishment, the number of people following this information online & offline is probably above 500,000. She is now a prominent public speaker in Vietnam. She has trained teachers of many different districts in Saigon, over 500,000 parents online, and 50,000 parents offline. She received the "Woman of the Year" award in 2013, from *Women* magazine and is invited

to appear on TV, radio, and magazines frequently. She hopes to continue improving the life of children by helping parents get better parenting education.

**Stephen Rosenbaum** (MPP '79) undertook a 15-month assignment last December as senior legal support officer and international team leader with BABSEACLE (formerly Bridges Across Borders in Southeast Asia), an NGO working in Myanmar/Burma on a EU-funded and British-Council-supported grant to strengthen university clinical legal education programs. He has made two side trips from Yangon. In January, Steve was a co-presenter on "Access to Justice for People Living with Disabilities" at the Asia Access to Justice Week in Chiang Mai, Thailand. In March, he was an Invited Speaker on "La possible participation des étudiants en droit au procès" at a symposium sponsored by the francophone legal clinic network at the Université de Lomé, Togo and was part of a team of trainers for prospective clinicians and advocates in West Africa. Steve is also co-writing an article for the *Touro Law Review*, tentatively titled "Ashley X Comes of Age: A Disability Rights Perspective on Autonomy, Body Image and Family Caregiving."

**Hector Rosekrans** (MPP '14) recently joined Messari as Director of Policy and Operations. Messari is a startup in the fintech sector focused on improving transparency in the nascent cryptoasset class. They believe that blockchain technology has the potential to foster a more open and inclusive financial sector, and are working with stakeholders in industry, government, and academia to improve disclosure and support best practices.

**Amanda Hong** (MPP '14) has been with US EPA since 2014, beginning with the San Francisco office and transitioning to the regional office in Denver last year. She recently started an interagency rotation program offered through the President's Management Council, and will be working for FEMA Region VIII until October. At FEMA, she will serve in an advisory capacity to the regional administrator, conduct a benefit cost analysis for the national flood insurance program, and assist in the development of a communications plan to engage the private sector in resiliency planning.



# Goldman Alums Shape the Future of Mobility

**TRANSPORTATION RECENTLY SURPASSED** electricity generation as the largest source of carbon pollution in the United States; it's the second-highest expense for most households, and how we move people and goods has profound impacts on our communities and our quality of life. The current transportation system is hideously inefficient. Internal combustion vehicles are only about 25 percent efficient in translating the energy content of gasoline into motion. The average American car today is parked over 90 percent of the time, and has an average occupancy of just 1.08 people when it is driven. Put those numbers together, and cars may just be the least efficiently used capital asset in our modern economy.

However, mobility is going through major disruptions from new technologies that are autonomous, connected, electric and shared (often referred to as "ACES"). Here are a few highlights and quotes from Goldman alumni who are at the heart of these new developments:



Jeff Allen

"Mobility hasn't seen change like this since cars replaced horses," notes Jeff Allen (MPP '93). He has a front-row seat for these changes as Executive Director of Forth, a trade association and advocate for new mobility based in Portland, Oregon that organizes the industry-leading Roadmap Conference each June. "I really got interested in transportation when I did my APA

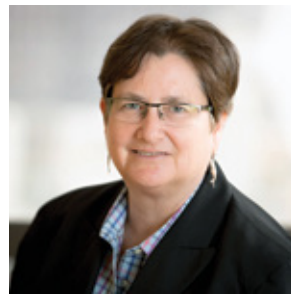
on per-mile 'pay as you drive' insurance with Debbie Gordon (MPP '89) and Roland Hwang (MPP '92) at the Union of Concerned Scientists. My first job after GSPP involved organizing international exchanges on transportation and the environment with Ned Helme (MPP '77)."



Roland Hwang

Roland Hwang is now at the Natural Resources Defense Council, and leads a team that is driving towards an electrified transportation future. "The electric vehicle revolution is under way, and the only question in my mind is whether US automakers will be leaders," he notes.

As a former California Public Utility Commissioner, Nancy Ryan (Econ. PhD '91 and GSPP instructor 1996–2008) has deep insight into the motivations and constraints utilities face. Now a Partner at consulting firm Energy and Environmental Economics (E3), she helps utilities and other stakeholders evaluate their options.



Nancy Ryan

ing as the electric and transportation sectors converge."

Lucy McKenzie (MPP '15), also at E3, has been working with stakeholders across the industry to enable the electric vehicle revolution. She just wrapped work with Hawaiian Electric to develop their Electrification of Transportation Strategic Roadmap, which proposes ten utility initiatives to boost EV adoption and provide economic and environmental benefits to EV drivers and other utility customers alike. Similar work for California, Washington, Ohio and New York has sparked EV action in those states. Lucy notes that the benefits from vehicle electrification are not limited to the light-duty passenger segment: "Battery electric buses and forklifts are seeing widespread adoption, and e-vans and trucks are close behind. There are even pilots training in electric airplanes in California's Central Valley."



Lucy McKenzie




Nick Nigro

"Transportation electrification doesn't just cut emissions and fossil fuel dependence," she says. "Done right, it can also help keep electricity rates low for all customers by spreading system costs and making it easier to increase the share of renewable energy. As a long-time student of regulation I find it fascinating to watch how commercial roles and public policies are evolving

as the electric and transportation sectors converge."

Nick Nigro (MPP '09) has started his own firm, Atlas Public Policy, to build tools that help policymakers make better decisions. The company works with a number of leading stakeholders in transportation electrification. "New mobility requires the greater use of data to drive decisions at car companies, electric utilities, government at all levels, and a host of

other stakeholders. We work to empower our customers to spend less time collecting various datasets and more time making sense of them!"

Surveying this rapidly changing landscape, with its difficult tradeoffs and complex stakeholder relationships, Jeff sums it up this way: "I can't think of a better way to prepare for this work than the training we received at GSPP." 

## Voting Innovations in Washington State

By Charlotte Hill (MPP '17)

**IT SEEMS POETIC THAT THE ANTITHESIS** of Washington, DC's political corruption and ineptitude can be found in Washington State, 2,493 miles away.

Maybe the physical distance between the two jurisdictions helps Washington State's legislators resist politics as usual. Maybe the shared name imbues them with an outsize sense of responsibility over the nation's political system — a desire to fix our broken democracy and get government right.

Whatever the reason, Washington State's commitment to political reform is a welcome change. While clouds of treason and scandal hover ominously over our nation's capital, America's 42nd state embraces one democratic reform after another, painting an alluring picture of what democracy might look like under a better set of political institutions.

I first started paying attention to Washington State politics back in 2015. Halfway through the MPP program at the Goldman School, I was intent upon applying the program's famous "Eightfold Path" — a set of eight policy analysis steps — to my pet issue of a broken campaign finance system. Clearly, privately funded elections provided the wealthy with disproportionate political influence, and I was eager to identify ways to correct this imbalance. Step 3 of the Eightfold Path, "construct the alternatives," urged burgeoning policy analysts like myself to develop a set of policy options that could, in theory, address the problem we had set out to solve — yet on the issue of campaign finance, innovative policy solutions seemed few and far between.

Enter Washington's biggest city, Seattle — home to the Space Needle, Amazon, and (my favorite) Grey's Anatomy. In 2017, Seattle implemented a ballot initiative that transforms how local political candidates raise their campaign money.

Here's how it works. In an election year, every Seattle resident who is eligible to vote gets \$100 in the mail in the form of "democracy vouchers." They can then

donate those vouchers to people running for office — but only if those candidates agree to only take small donations.

It's the proverbial killing of two birds with one stone: politicians have an incentive to court the donations of regular people, not rich donors and big businesses, and regular people can finance the campaigns of candidates they support without breaking the bank.

Initial data from Seattle's democracy voucher program is very promising. In 2017, vouchers made it easier for poor and middle-class residents to donate to campaigns; according to one early analysis, "Small donations of \$250 or less and Democracy Voucher donors made up 87 percent of the contributions to candidates running in the races eligible for Democracy Vouchers this year," up from "just 48 percent of the money backing candidates for city council and city attorney in the 2013 elections."

18,000 Seattle residents participated in the voucher program, out of 25,000 total donors — three times the donor base in 2013. Voucher donors were disproportionately younger, female, and more likely to come from low-income communities and communities of color. And all three winning candidates, including two incumbents, raised the majority of their campaign funds through vouchers, rather than sticking with the old fundraising system.

Once I learned about the voucher program, I started noticing other signs of Washington's commitment to democratic reform. The state holds its elections entirely by mail, saving precious time for voters and money for the state. Automatic and same-day voter registration and, two policies just passed this spring, will eliminate unnecessary barriers for people who want to exercise their right to vote. A recently signed bill requiring greater disclosure of political advertising will help Washingtonians learn who is trying to buy political power in their state. And pre-



Charlotte Hill is a political science PhD student at UC Berkeley and sits on the boards of national political reform organizations Represent.Us and FairVote.

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registration for 16- and 17-year olds, another recently passed reform, will let high schoolers sign up to vote while they are still in school and actively learning about the civic process, rather than once they've graduated and are more focused on navigating the complexities of college or full-time employment.

Another promising new bill that has yet to pass the legislature would let Washington localities choose their own voting systems. One such system is ranked choice voting. It gives voters more choice at the ballot, inspires candidates to run positive, issue-focused campaigns, and eliminates the need for "strategic voting" — that is, voting for the major-party candidate, even if you'd prefer to vote for an independent or third-party contender.

Put all these reforms together, and you can imagine the result. Positive campaigns run by a wide range of candidates with innovative political ideas. Candidates

Continued on back page





## Big Thanks to Everyone Who Participated in the Big Give!

By **Annette Doornbos** *Assistant Dean, External Relations and Development* and **Sarah Baughn** *(MPP '00) Director of Annual Fund and Alumni Relations*

**WE HAD AN EXTRAORDINARY TURNOUT** for the 2018 Big Give on March 8! Jen Hutkoff kicked off the idea of a class challenge for the Class of 2000, and it grew to include seven years of alumni classes — 1985, 1995, 2000, 2005, 2010, 2011 and 2012. Under the gentle (and often hilarious) exhortations of Shelly Gehshan, Aaron Estis, Avi Black (1985); Jaimy Chadam and Deb Leland (1995); Jen Hutkoff and Annie Campbell Washington (2000), Elisabeth Hensley, Anat Shenker-Orsorio and Cordelia Leoncio (2005); Evan White and Armando Salcedo Cisneros (2010), Julia Nagle, Jay Liao and Evan (2011); and Kody Kingsley, KeriAnn LaSpina and Evan again (2012); we raised \$13,272 from just these classes!

At the onset, the Class of 2005, self-described as “the greatest, most-spirited class to ever attend GSPP!” threw the gauntlet. In short order, Kody Kingsley begged his 2012 classmates to beat back 2005: “Do it for me. Do it for problem sets. DO IT FOR Dan Acland’s socks!” We are not entirely clear on the socks reference, but 2005’s comeback clearly put Dan’s socks in jeopardy: “That’s cute, ’12. Enjoy your near lead while you have it. Both you and ’11 will be wondering what hit you when the rest of ’05 comes to play! We’ll knock Acland’s stupid ’04 socks right off!”

Our personal favorites were the stalwarts of 1985. Avi Black kicked it off with “Hey ’85, we’re on the board — go time for Operation Fritzie — show ‘em what turtles do to hares,” and followed by Shelly Gehshan’s observation: “The class of 1985 is tiny but mighty — 15% of us (more or less) have donated!” But Elisabeth Hensley upped the game — Class of 2005 had a whopping 56%

participation rate. “It’s just how we roll...we just BRING IT! I think Dan Acland might need to think about switching to sandals!” Watch out, Dan. And our favorite, the mighty 1985’s Avi Black with his triumphant reaction at the end of it all: “We’re number 6! We’re number — er — we’re tied for number 6! Woo-hoo! Great job indeed, everyone, proud to be part of such a fine community.”

Our special thanks to these generous launch and day-of donors who made gifts totaling more than \$46,000: Marlene Keller MPP ’82, Joanne Kozberg, our GSPP Board of Advisors member and a UC Berkeley Foundation Trustee, Susan Chamberlin, the current chair of the UC Berkeley Foundation Board of Trustees, Dean Henry E. Brady and Patty Kates, and two anonymous donors.

With such outstanding alumni support, we succeeded in raising our participation numbers campus-wide — from 8th place last Big Give to 4th place this year. That is much more impressive given only one academic unit is more diminutive than GSPP! Our students, staff, faculty, alumni and friends overall made almost 250 individual gifts to support our fellowship program, along with our Annual Fund and our student group Students of Color in Public Policy. At the end of 24 hours, we raised over \$75,000 in total — winning \$7,000 in prize money for our participation numbers, and increasing the number of online gifts by 60% over last Big Give.

Next Big Give we will be challenging even more alumni classes to help the coming generation of GSPP students. Thank you all so much for supporting our community. **G**

## silver society **Bob and Sheryl Wong**

**BY INCLUDING THE GOLDMAN SCHOOL** of Public Policy’s Center on Civility & Democratic Engagement in their estate plans, Bob (B. Arch ’68) and Sheryl (BA English ’67, C.Mult ’68) Wong join GSPP’s Silver Society.

Bob, an architect and former UC Berkeley Foundation Trustee, is the Co-Chair (with D.D. van Löben Sels) of the Center that was founded by his class for their 40th reunion. The Center’s mission stems from a fundamental tenet of the Class of ’68: that real public participation coupled with meaningful, public debate, is critical for democracy. “We look to Berkeley for ground-breaking solutions to the world’s challenges,” says Bob. “Success will require a commitment to leadership and effective problem solving. Through research, teaching, fellowships, internships, and public events, we promote this debate, and encourage current and future leaders to engage people of diverse viewpoints and backgrounds in the development and resolution of public policy issues.”

Sheryl is the vice chair for the board of trustees of the San Francisco Foundation and a civic leader of education, arts, healthcare, and community organizations throughout the Bay Area. She is also a current UC Berkeley Foundation Trustee, and is past president and a current member of the UC Berkeley Library Board.

The Wongs are generous philanthropists and outstanding, dedicated volunteers who have served as reunion class campaign leaders over the years and have given of their time to support their wide-ranging interests across campus. The common thread in their philanthropy is a resounding commitment to supporting students. “Our family has established several student fellowship and scholarships at Berkeley,” says Sheryl. “We believe that giving back helps Berkeley provide future students with a quality education like we received.” Bob adds, “Sheryl and I also know that investing in Cal is a great way to stay connected to current students, faculty, other alumni, and everything Cal has to offer.” **G**



**Editor’s note:** In the last decade the Center has awarded financial assistance to 49 undergraduate students through our UC in Washington Program, and to 12 GSPP graduate students for their research projects that inform the Center’s mission.

## alumni board **What We’re Up To**

### 2017–18 Alumni Board

Chloe Brown (MPA ’17)  
Victoria Brown (MPP ’11)  
Brittaney Carter (MPP ’15)  
James Chadam (MPP ’95)  
Ginny Fang (MPP ’08)  
Mary June Flores (MPP/MPH ’15)  
Maureen Friar (MPP ’90)  
Shelly Gehshan (MPP ’85) *Chair*  
Jay Liao (MPP ’11)  
Andy Lomeli (MPP ’13)  
Corey Matthews (MPP ’15)  
Julia Nagle (MPP ’11)  
Armando Salcedo Cisneros (MPP ’10)  
Lauren Vargas (MPP ’14)

By **Shelly Gehshan** *(MPP ’85) ACC, (’85)*

*Chair, GSPP Alumni Association Board of Directors 2017–2018*

Every year I’ve had the pleasure of serving on the alumni board teaches me what our extended GSPP family is all about: the pursuit of excellence, making the world a better place, giving back and having fun while we’re at it. How does that show up?

- The most recent example is the Big Give March 8th, which spurred a fierce competition to see which class could generate the most contributions. The effort involved friendly banter, in jokes, hundreds of alumni, and succeeded beyond our hopes.
- For the past year, the board has been helping to encourage classes to plan reunions. At least four are likely to take place the weekend of October 19th in conjunction with the GSPP Alumni Dinner.

- In early April, we enlisted volunteers for the Alumni Phone Bank, ensuring that every newly admitted MPP student receives a personal call to encourage them to make GSPP their first choice.

- As we speak, we’re working on a new Alumni Board strategic plan for 2019–2021 that will build on our successes in serving the School, alumni and current students.

Please consider running for a seat on the Alumni Board! Elections for 5 board members will be held this June. We’re particularly looking for expertise in communications, fundraising, and working in the private sector. Nominations can be submitted forms can be found here: [goldman.school/alumniboardnominations](http://goldman.school/alumniboardnominations)



# California's Conflict Between Today's Costs, Yesterday's Promises

By Sarah Anzia, William Glasgall and Sarah Swanbeck

**CALIFORNIA'S LEAN DAYS** of a decade ago, when the state paid some bills with IOUs and almost tripled its borrowing via general obligation bonds, have faded into memory as the state's economy, revenues, and credit ratings have all bounced back smartly from the Great Recession. Yet the world's sixth-largest economy still faces daunting fiscal challenges, as outlined in Governor Jerry Brown's 2019 budget, his last before leaving office on January 1, 2019.

California's next Governor will inherit an uncertain economic landscape. About \$67 billion in deferred infrastructure maintenance; \$76 billion in general obligation debt; changes in the federal tax code that will penalize many high-tax states such as California; and at least \$174 billion in unfunded public-worker pension liabilities — all will pass to the next administration. Coping with these challenges will be especially difficult if the current US economic recovery, the third-longest since the 1850s, should falter.

The Volcker Alliance, a New York-based nonprofit organization founded by former Federal Reserve Chairman Paul A. Volcker, in cooperation with the Goldman School of Public Policy at the University of California, Berkeley, analyzed California's budgets for fiscal 2015 through 2017 as part of the Alliance's recently published 50-state study, *Truth and Integrity in State Budgeting: What Is the Reality?* The study's findings suggest that while California is reasonably prepared to withstand any future recession, it will still struggle. Even in a growing economy, the state will have difficulty delivering essential public services, especially infrastructure, classroom education, and MediCal (the local version of the federal-state Medicaid program), while also meeting legacy costs built up over the decades.

Taken together, spending on MediCal, debt service, pensions, and other post-employment benefits (OPEB) such as retiree health care already consumes almost thirty percent of the state's general

PACIFIC STATES SIDE BY SIDE: Three-Year Average Grades, 2015–17					
	BUDGET FORECASTING	BUDGET MANEUVERS	LEGACY COSTS	RESERVE FUNDS	TRANSPARENCY
Alaska	B	B	B	A	A
California	B	A	C	A	A
Hawaii	A	A	D-	A	B
Oregon	C	A	A	B	B
Washington	A	B	D	A	B
US AVERAGE	B	B	C	B	B

fund, according to S&P Global, the credit rating firm. While that is less than comparable spending by fiscally stressed states such as Oklahoma, Pennsylvania, and Illinois, it still may not be sustainable for the long term.

Already, these rising costs are crowding out spending on essential public services and important investments for the next generation of Californians. For example, Brown estimates that the state has close to \$187 billion in unmet infrastructure needs. Public higher education investment has also suffered: while state spending on pensions and OPEB have gone up 83% since 2011, state spending on for the University of California and California State University have increased only 27%. Cities, too, are struggling with rising pension and OPEB costs — new research at the Goldman School of Public Policy finds that increases in pension expenditures by local municipalities from 2005–2014 were associated with employment reductions as well as reduced capital outlays. Moreover, the research finds that these effects are more pronounced in states that require collective bargaining and have strong public-sector unions.

The Alliance's California Budget Report Card, one of fifty such state assessments released in recent weeks following the publication of the Truth and Integrity study, awarded California top A grades, on average, in three of five areas studied — reserve funds (a category Brown has

pledged to continue fortifying in 2019); budgetary transparency (for example, California discloses the cost of deferred infrastructure maintenance); and budget maneuvers. In some areas, however, California could do better. The state received a C in the category of legacy costs, because it has not set aside what state actuaries say is the full cost of funding public worker pensions and OPEB. The California Public Employees' Retirement System, for example, is only 68% funded — and that figure is based on what most finance experts agree are overly optimistic actuarial assumptions. The lesson is that even the biggest and soundest of states always have room to make their budgets more sustainable. With Governor Brown warning of "darkness, uncertainty, decline and recession," and as fiscal pressures mount, transparent and sustainable budgetary practices only become more important. **G**

Sarah Anzia is Associate Professor of Public Policy and Political Science at the University of California Berkeley. William Glasgall is senior vice president and director of state and local initiatives at the Volcker Alliance in New York. Sarah Swanbeck, is director of the Berkeley Institute for the Future of Young Americans at the Goldman School of Public Policy at University of California, Berkeley.

# Center for Environmental Public Policy



By David Wooley  
Executive Director

**HOW DOES A POLICY SCHOOL** make a difference in this complicated world? Look for the seams, then break them open or sew them up, as the public interest commands. That is what the CEPP did last year and the work continues.

### The Problem

Ned Helme, past Executive Director (now Senior Advisor to the Center), identified a public policy issue of huge importance. The future of California's cap and trade system to control greenhouse gas (GHG) emissions was threatened by concerns that people in poor communities living near refineries, maritime ports, warehousing and oil production suffered higher levels of air pollution exposure and sickness due to CO<sub>2</sub> emission trading. That is, the ability of industrial sources to meet GHG limits by purchasing emission allowances from sources located elsewhere, could allow them to increase local GHG emissions, instead of controlling both GHG and related air emissions at the local industrial source.

Controls on GHG emissions do not always affect emissions of air pollutants that cause asthma, heart and lung disease, but sometimes they do. For this reason, elements of the environmental justice community opposed legislation to extend the CA GHG cap and trade system to 2030. Failure to renew would have sent a shock wave through the CA and international GHG control world and could have disrupted progress toward climate goals of the Paris Agreement on Climate.

### A Solution

Through public and private dialogue with all the key players, CEPP identified then popularized a solution: reconcile the need for action on climate protection with the need to save people from exposure to air pollution hot spots. This could be done by filling gaps in the state's air pollution control programs that allow air pollution hot spots to endure near large industrial pollution sources.

### The Result

In July the California Legislature passed AB617, requiring state agencies to: 1) use new monitoring technology to identify disadvantaged communities that suffer elevated air pollution exposure, 2) develop plans to reduce emissions; and, 3) within three years begin to reduce those emissions to abate the problem.

### Now for the hard part

Passage of that bill was a huge achievement, a first in the nation, and GSPP played an important behind-the-scenes role during a very difficult political moment. But now everything depends on effective implementation. In the Fall, I joined CEPP to help out, succeeding Ned as Executive Director, with a goal to use my thirty years of air quality policy experience to help make this new law work.

With help from GSPP students, we assembled a work-group of scientists, engineers and public health experts to characterize the air pollution problem in West Oakland neighborhoods near the maritime port. These experts included professors from UC Berkeley who had deployed a dense network of stationary and mobile air quality monitors in partnership with the West Oakland Environmental Indicators Project, Google, Environmental Defense Fund and many others. This work-group developed a description of the air pollution problems in West Oakland, including detailed analysis of health data from area hospitals, as a basis from which to move quickly into abatement planning.

Then we started talking to a wide range of stakeholders with interest in, or powers to help abate the problem. These have included: citizen groups in West Oakland, the City of Oakland, Port Administration, Pacific Gas and Electric, Bay Area Air Quality Management District, CA Air Resources Board, diesel truck emission experts, ship terminal operators and others. Later this spring CEPP will help convene work groups to explore how to introduce zero emission electric engines, streamline port logistics, make land use changes and take other actions to gradually reduce exposure in neighborhoods near port operations. This work builds on regional efforts over the past 15 years to reduce emissions, but now for the first time, will focus on specific neighborhood hotspots and link air pollutant controls to greenhouse gas emissions.

That latter point is important for two reasons. First, while the regional air quality has been improving, people in some neighborhoods still suffer exposure to diesel emissions and other pollutants at 2–3 times that experienced in wealthier East Bay communities. Second, unless something is done, greenhouse gases from Port operations are projected to increase, thereby undermining the state's climate goals and also increasing related pollutants that cause illness in nearby neighborhoods.

The work in West Oakland will help establish a pattern of monitoring, health assessment, and abatement planning to be repeated across dozens of communities in CA over the next ten years. This work will unfold at the intersection between climate and public health, between state and local policy authority and between economic and environmental imperatives. Success will depend on breakthroughs in technology deployment, policy changes at the local and state levels, and a coming together of diverse interests to solve problems. The Goldman School hopes to be a catalyst for all this. That's one thing a policy school can do. **G**



# Berkeley Global Executive Education

## Custom Programs

In the last few months of 2017 the GSPP Executive Education Team hosted four global programs: *Making Leadership Count* for officers from the Comptroller General of India; *Value of the Public Good* for the Indian Economic Service; *Impartial and Effective Justice: Reimagining the Possibilities* for the very first cohort of Judges from India's Ministry of Justice; and *Our Environment: Intersectionality of Performance & Accountability* for officials from South Korea's Forest Service. Each of these programs were led by a distinguished group of UC Berkeley faculty and well-known Bay Area practitioners including several judges from the California Court System.

In January 2018, the GSPP Executive Education Team hosted the sixth *Ethics & Governance Training Program* bringing the total of high ranking Government of India officials who have graduated from this program to more than 150. This spring, the team will host a new training program in collaboration with the College of Environmental Design (CED) that will provide cutting-edge education about city planning, urban policy, construction and building technologies, and affordable housing design for 21 officers from the Maharashtra Housing and Area Development Authority in India.

This first of its kind collaborative training program organized by GSPP in partnership with CED kicks off the brand new *Small Schools Executive Education Consortium* venture.

## Small Schools Executive Education Consortium

Under the leadership and direction of Assistant Dean for International Partnerships & Alliances, Sudha Shetty, the Goldman School, the College of Environmental Design, the School of Education, the School of Journalism, and the School of Social Welfare came together this year to form the Small Schools Executive Education Consortium. The Consortium venture was set up under a joint MOU between the different schools and created with the idea



Global Fellows visit Recology, SF

of building a streamlined non-degree executive and continuing education program platform to connect smaller, professional schools at UC Berkeley and leverage their assets and capabilities for the executive education market, locally and globally.

The Consortium has already begun development of two collaborative programs on Housing & Energy with the State of Maharashtra (Government of India), and it promises to be an exciting year ahead.

## Scholar Programs

Fall 2017 was another successful semester for Berkeley Global Executive Education (BGEE) with the graduation of 17 Fellows: 12 civil servants from Hong Kong and 5 from the Government of India. These Fellows came to Berkeley from a variety of offices, departments, and bureaus. From Hong Kong this included the Police Force, the Financial Services & Treasury Bureau, and the Geotechnical Engineering Office.

From the Government of India, the Ministry of Defense, the National Institution for Transforming India, and the Department of Heavy Industry.

In January, we welcomed 9 new fellows for the Spring 2018 semester: 2 New Zealand practitioners sponsored by the Tuapaki Trust, 2 graduate students from the Universiti Brunei Darussalam, and 5 civil servants from the Government of India.

This is our second year partnering with the School of Social Welfare, who is hosting New Zealand Fellow Peta Ruha, a clinical manager of an NGO specializing in Maori Mental health in Kawerau, New Zealand. She is joined by a barrister and solicitor of the High Court of New Zealand.

Our current Brunei cohort of Concurrent Enrollment fellows include the Finance Officer at the Research & International Division of the Ministry of Finance Brunei Darussalam, and the Principal Assistant Director of the Tax Division at the Malaysian Ministry of Finance.



2018 Ethics Program Cohort

Both of these cohorts are joined by an impressive and diverse group of civil servants from the Government of India. These individuals come to us from the Provincial Civil Service (Uttar Pradesh), the Indian Railway Accounts Service, the

Atal Mission for Rejuvenation and Urban Transformation, the Ministry of External Affairs, and the Gujarat Subordinate Services Selection Board.

BGEE's semester programs provide GSPP's students with the opportunity to

establish long-standing relationships with emerging leaders from around the world. We are delighted to welcome these fellows to the Goldman School for this semester, furthering our mission to develop *Thought Leaders for a Just Society*. **G**



Spring 2018 Semester Fellows

# Food Labor Research Center

**THE FOOD LABOR RESEARCH CENTER (FLRC)** at UC Berkeley is now housed at the Goldman School of Public Policy and affiliated with the Berkeley Food Institute. The FLRC focuses on research and policy with regard to the 20 million workers in the food system.

This year, the FLRC is prioritizing research and policy interventions aimed at improving the wages and working conditions of tipped restaurant workers. Harnessing the power and momentum of the #MeToo and #TimesUp moment, the FLRC will have a special focus on women in the restaurant industry, who face the highest rates of sexual harassment of any industry in the country.

The Food Labor Research Center is led by Saru Jayaraman, director and Assistant Adjunct Professor at the Goldman School of Public Policy. She is also the Co-Founder and President of the Restaurant Opportunities Centers United (ROC United), which has organized restaurant workers to win workplace justice campaigns, conduct research and policy work, partner with responsible restaurants, and launch cooperatively-owned restaurants. Her most recent book is *Forked: A New Standard for American Dining* (Oxford University Press, 2016). **G**

**Right:** Actor Amy Poehler spotlighted Saru Jayaraman's work by bringing her to the 2018 Golden Globes.

**Below (from left):** Veronica Avila, Research Associate, Restaurant Opportunities Centers (ROC) United, Saru Jayaraman, Director, Devan Shea (MPP Candidate '19), Communications Coordinator, Teófilo Reyes, Visiting Scholar



**policy**notes

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**Voting Innovations  
in Washington State**

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funded by regular voters — and better transparency of that funding. Recent high school graduates getting a ballot in the mail as soon as they turn 18, without having to wait in a long line or show up to a physical polling place, and having the time to think carefully about their political decisions before dropping their ballot in the mail. And ultimately, elected leaders who are more accountable to their voters.

This isn't a pipe dream; it's a burgeoning political reality unfolding in a corner of the United States. I cling to this knowledge, because it reminds me that American democracy is not dead. Far from it. In Washington State — and in many other cities and states all across this country — creative policymakers are rewriting the political rules to limit special-interest influence and help their constituents have a stronger say. Thanks to them, our democracy has a fighting chance. **G**

## GET INVOLVED WITH GSPP

**HIRE Students**

Post jobs, internships, and policy project proposals on GSPPjobs, GSPP's on-line job posting system. <http://gsppjobs.net>

**ENGAGE with GSPP Student Groups**

Student groups range in substance including Students of Color, Environment, International, Women, LGBT, and Youth.

<http://gspp.berkeley.edu/student-life>

**CONTRIBUTE to Berkeley Public Policy Journal**

To achieve its full potential, BPPJ needs alumni input.

Visit <http://berkeleypublicpolicyjournal.org> for submission info.

**UPDATE Contact Information**

Visit GSPP's website to update your alumni directory information and reconnect with fellow alumni. <http://gspp.berkeley.edu/directories/alumni>

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