



# Leveraging Knowledge & Research to Promote Agriculture, Natural Resources & Food Issues

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## LEVERAGING STEM KNOWLEDGE, NAVIGATING THE STATE POLICY ADVOCACY PROCESS

1. Introductions
2. Limits on Advocacy – *The UC “Rules of the Road”*
3. Effective Advocacy -
  - Wholesale vs. Retail: *Academics vs Elected Officials*
  - Policy Language – What Academics & Electeds Mean When They Say a Policy “Works”
4. Primer on California State Government (If time allows)
  - The Plural Executive, Legislature, Caucuses & Budget
5. Practical Tips –
  - Office Visits – Before/During/After the Visit
  - Office Meetings & Testifying – Be Brief, Follow UC’s “Rules”
  - Four Policy Advocacy Suggested Take-Aways



## UC, State/Federal Policies Prohibit Lobbying

- **CAN NOT** - Federal & state laws & UC Policy forbid lobbying (telephone, email, text, letters, or via testimony or communications) by UC employees in our official capacity as UC employees. (Students are exempted on testimony & group/student club activity). Could result in the loss of our ability to receive federal dollars (Putting Medicare/Medicaid at risk). UC Regents & UCOP can and do take policy positions.
- **CAN** – We can say UC has officially taken a position for or against said option; Or we can say that while UC/UCDHS has no official position on X *that speaking strictly on an individual basis as a professional in the field, we support or oppose X.*



## Differences in World View : Academics Vs. Elected Officials

Academics	Elected Officials
High Threshold for Ambiguity	Low Threshold/ Black or White
Info - <i>Wholesale</i>	Info - <i>Retail</i>
Methodology Important	Anecdote & Narrative Important



## *A Very Simple Question –*

**What are academics saying – what “claims” are we making – when we say a given policy or program “works” or “doesn’t work”?**



## **We have Good Traditional Academic Tools to Measure If a Program or Policy Works – Meaning Is It Efficacious?**

- Standard Measures of Statistical Significance
- Experimental & Quasi-Experimental Longitudinal Designs
- Sensitivity Analysis?
- Impact Analysis?





## **Policy Analysis – Additional Tools**

### **A Quick “Six Pack” Template:**

### **Back of the Envelope Calculations**

1. Qualitative measures – How well?
2. Quantitative measures – How many?
3. Cost measures (budget/outcomes)- How much?
4. Process efficacy measures – Improvement possible?
5. Leveraging program \$ measures, and
6. Growth of program clients & personnel?



**Policy Analysis - Elected & Appointed Officials – What are elected officials & top administrators asking when they ask if a policy or program “works”?**

**Criterion Alternative Matrix - CAM Analysis - Eugene Bardach**

Goldman School of Public Policy (UC Berkeley) *A Practical Guide for Policy Analysis*, 4<sup>th</sup> Edition (Washington DC: CQ Press, 2012)

They Will Ask Four Primary Questions:

1. Will it work? Has it Been Tried Elsewhere? – Early Adopters versus Second Adopters – Innovation’s “Second Wave”
2. Is it Economically Possible and Affordable? Side Costs, Opportunity Costs, Sunk Costs, ROI, Monetized Costs & Benefits?
3. Can it be administered/delivered appropriately?
4. Is it politically feasible? (Gun violence, smoking, alcohol and driving?) Who supports & opposes it?





## California's Executive Branch - The Governor + Seven

California's elected executive officers are:

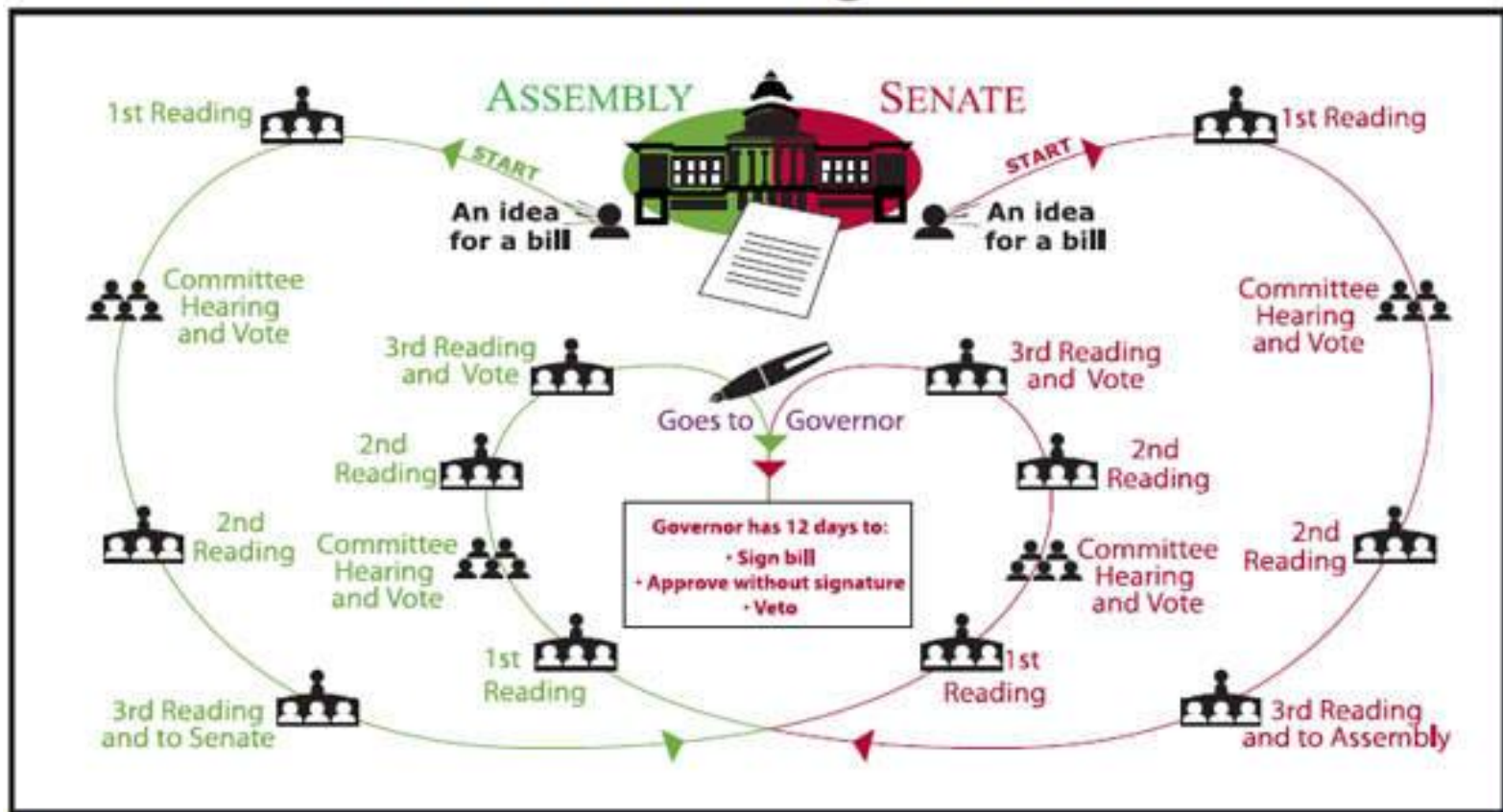
1. [Jerry Brown](#) (D), [Governor](#)
2. [Gavin Newsom](#) (D), [Lieutenant Governor](#) – candidate for Governor
3. [Kamala Harris](#) (D), [Attorney General](#) – candidate for US Senate
4. [Alex Padilla](#) (D), [Secretary of State](#)
5. [Betty Yee](#) (D), [State Controller](#)
6. [John Chiang](#) (D), [State Treasurer](#) – candidate for Governor
7. [Dave Jones](#) (D), [Insurance Commissioner](#) – candidate for Attorney General
8. [Tom Torlakson](#) (D), [State Superintendent of Public Instruction](#)
  - All offices are elected separately to concurrent four-year terms.
  - Each officer may be elected to an office a maximum of two times.
  - The Governor may [sign](#) or [veto laws](#) passed by the [Legislature](#), including a [line item veto](#); appoint judges, subject to [ratification](#) by the [electorate](#); propose a [state budget](#) (**Proposed in Jan, Revised in May, Enacted by June 15<sup>th</sup>**); give the annual State of the State Address (**in Jan**); command the state [militia](#); and grant [pardons](#) for any crime, except cases involving [impeachment](#).



- **THE LEGISLATIVE BRANCH** - Officers of the Senate and Assembly
- **President of the Senate, Lieutenant Governor, [Gavin Newsom](#) (D)**  
The only time the Lieutenant Governor is actually entitled to participate in the business of the Senate is in the case of a tie vote, when he or she casts the vote breaking the tie.
- **President pro Tempore, [Kevin de León](#) (D) – Los Angeles**  
The President pro Tempore, who also serves as the Chair of the Rule Committee, is the actual leader of the Senate.
- **Speaker, Assembly Member [Anthony Rendon](#), Ph.D. (D) - Lakewood**  
The highest ranking officer of the Assembly; usually elected by the Assembly Members at the beginning of each two-year legislative session.



# The Lawmaking Process





To those unaccustomed to the inside baseball of policymaking, politicians can sometimes seem like they speak a different language.

But fear not! This legislative dictionary will help you decipher how California Capitol creatures conduct business.

**Gut and amend:** To hollow out an existing bill and fill it with new language. A good way to sneak in new (or old, previously defeated) bills late in a session.

**Hijack:** To insert an existing policy proposal into a new bill. For example, transplanting a Republican idea into Democratic legislation and claiming ownership.

**Interim study:** A common tactic to kill bills without the messiness of a vote. Rather than vote an idea down, legislators decide to study it more – after the session ends.

**Suspense file:** Holding place for legislation that will cost more than a certain amount of money. Many bills never make it off the Appropriations Committee suspense file. Another useful way to let a bill quietly die.

**Roll (verb):** If you get a bill out of committee whose chair opposes it, you have “rolled” the chair. A good way to get kicked off a committee.

**Lay off:** To avoid voting on a controversial bill. Effectively the same as a no vote, for purposes of passing a bill, but can look better politically. Synonym for “take a walk.” A common tactic of **mods**.

**Stakeholder:** Anyone who wants something. Always seem to be meeting somewhere about something. Generally, synonym for “interest group.”

**Third house:** Sacramento’s lobbying corps, so named because some see them – and the special interests they’re paid to represent – as a coequal third branch of the Legislature.

**Sponsor:** An outside entity that writes a bill and then gets a lawmaker, or bill author, to carry the bill. Not always forthright about its role.

**Across the desk:** When a bill or amendment is officially introduced. Common to hear staffers or **third house** denizens ask, “Is that across the desk yet?”





**Work the floor:** When a legislator moves from desk to desk in the Assembly or Senate to talk to colleagues and build support.

**May revision (or the ungrammatical “May revise”):** Common term for governor’s May budget proposal. Unlike the January proposal, it reflects new tax revenue and therefore offers the starting point for serious budget talks.

**Blue pencil:** The governor’s line-item budget veto. Dreaded by lawmakers hoping to protect their spending priorities.

**Jungle primary:** Derisive nickname for the top-two primaries, in which top two vote-getters advance to general election regardless of party. As in the jungle, it leads to parties eating their own.

**District bill:** Legislation addressing a specific local issue of the legislator carrying the bill.

**Trailer bill:** Legislation that implements a specific part of the budget after the budget itself has passed. A useful way to change policy via the budget process.

**Two-year bill:** A bill that stalls in the first year of session and must wait another year.

**Spot bill:** A placeholder bill that remains devoid of detail until a lawmaker decides what to do with it.

**Free ride:** To run for a different office when your current gig is not up for re-election. Even if you lose, you get to keep your current job.

**Speakerize:** When the Assembly speaker intervenes on a tough bill, either to kill it or to ensure it advances, often to placate campaign donors.



**Per diem session:** Typically held on Fridays before a holiday weekend, these often-brief confabs fulfill the requirement to meet every three days, which allows legislators to keep their tax-free, \$168-a-day “per diem” stipend.

**Poison pill:** An amendment added to a bill so it will become indefensible and die.

**On call:** When the voting roll remains open after an initial count falls short of the needed number for passage, the bill is on call. The author will need to **work the floor** to get enough votes.

**Doghouse:** The Legislature’s smallest office, located on the sixth floor and generally assigned to an Assembly member who has angered leadership.

**Urgency clause:** A designation that makes a bill take effect immediately after it is signed instead of the following Jan. 1. Requires a two-thirds vote.

**Legislative advocate:** Often, though not always, a euphemism for a lobbyist.

**Robust:** The only type of debate that occurs in the Legislature.

**Job killer:** Something the California Chamber of Commerce, Republicans and moderate Democrats do not like. Typically affixed to priorities of organized labor, environmentalists and other Democratic allies.

**Mod:** A moderate Democrat. Friend to business, irritant to Democratic leadership. Not to be confused with 1960s subculture.

**Juice committee:** Committee that oversees wealthy or politically potent industries. Seen as a good source of campaign money.

**Superstaffer:** An experienced and therefore extra-effective staff member. More important in the era of term limits, when they outlast elected officials and can arguably have more influence than newbie legislators.

**“I wasn’t going to speak today”:** The most common sentence lawmakers say before they begin to talk.





- **Caucus Information**
- [Senate Democratic Caucus](#)
- [Senate Republican Caucus](#)
- [Assembly Democratic Caucus](#)
- [Assembly Republican Caucus](#)
- [Asian Pacific Islander Caucus](#)
- [Latino Legislative Caucus](#)
- [Legislative Black Caucus](#)
- [Legislative Environmental Caucus](#)
- [Legislative LGBT Caucus](#)
- [Legislative Outdoor Sporting Caucus](#)
- [Legislative Rural Caucus](#)
- [Legislative Women's Caucus](#)



- The Mission of the California Latino Legislative Caucus is to identify, promote and advocate on behalf of the professional, educational, social, political and cultural interests of the Latino Community.
- The California Latino Legislative Caucus serves as a forum for members from the State Senate and Assembly to identify key issues affecting Latinos and develop avenues to empower the Latino community throughout California. Following in the footsteps of generations of pioneering Latinos who settled and helped build this great state, Latino legislators united in 1973 to maximize their power notwithstanding their limited numbers.
- Since its creation 40 years ago, the Caucus has grown in both numbers and stature. It boasts a rich history of legislative and political success and serves as one of the most influential and strategic organizations in California.



## **California State Budget Timeline**

**July 1 - Fiscal year begins (end June 30<sup>th</sup>).**

**July 9 - September 15** – Agency/Department heads initiate detailed reviews & develop budget proposals for the next fiscal year. These requests are reviewed by the Department of Finance **(DOF)**.

**October - January 10** - Governor evaluates requests reviewed by DOF & sends his/her proposed budget to the Legislature.

**On or before January 10**, the Governor delivers a **State-of-the-State Address** and presents his/her **Budget**.

**January – February** The budget committee chairs in each house introduce the Governor's budget proposal in bill form. The Legislative Analyst's Office **(LAO)** prepares a detailed review of the budget bill.

**March – May** - Each house refers its budget bill to their respective budget committees.

**May** – The Governor/DOF issue a **"May Revise"** of the proposed budget.

**June 15<sup>th</sup>** – Constitutional deadline to pass State Budget (& Trailer Bills).

**July 1 – New Budget Year Begins.**



## Prepare for the Meeting

1. Review the bios & district information for all Members you are meeting.
2. Plan what you have to say & stay on message.
3. Arrive on time. You will have to plan for additional time to clear security.
4. Silence cell phones & pagers.
5. Bring a pen, pencil, I-pad to take notes.
6. Bring a business card & prepare brief “leave behinds”



## During the Meeting

1. Listen, listen, listen. It's their meeting, not yours.
2. Leave negative feelings about politics at the door.
3. Be brief. It's a conversation not a lecture.
4. Know your Elevator Speech (1 minute or less)  
& "Ask" ahead of time. Explain who you are, what you are researching or working on & what you hope this policy/program will accomplish.
5. Practice this "elevator speech" until you can do it a minute without seeming rushed.



## After the Meeting

1. Don't be put off if you met with staff or met in a hallway.
2. Send a brief note or email thank you.
3. Follow up. Provide any information requested by the Member or staffer.
4. Policy advocacy is a combination of information, expertise, timing and relationships. In many cases, you are building a lifelong professional relationship.





## Summing Up: First Key Message

The primary manner of speaking, analyzing & communicating we have been taught & used for years as successful university based research professionals from the time one is in a grad school PhD program, to professional conferences, to grad seminars, to professional peer-reviewed publications needs to be “unlearned” – and greatly shortened, then sprinkled with observations that many of us were taught are “journalistic, and not rigorous in order to be effective in the world of effective policy advocacy.

- *I say this as someone that persuaded the state legislature to spend \$15M two years ago to create Behavioral Health Centers (UCD & UCLA); and*
- *\$24M last year by the County of Sacramento to strengthen the current badly under-resourced crisis mental health facilities in Sac County.*



## Summing Up: Second Key Message

Remember – Politicians and top agencies heads are not risk-taking first-wave “early-adopters” of policy & programmatic innovations. *Rather, they are second-wave “early adopters”.*

- *They are creative and innovative but they want someone else, some other jurisdiction to pay the price for being a risk-taker, pioneer and innovator. They want something that sounds like a contradiction in terms. It's needs to be innovative, and cutting-edge but it also needs to be – to the extent possible – also tested and proved.*

*Remember -*

- *Will it work? Will it address, ameliorate or fix the problem?*
- *Is it politically achievable?*
- *Is it economically affordable? Cost? Sunk costs? Opportunity cost?*
- *Is it administratively feasible?*



## Summing Up: Third Key Message

It's about learning to listen strategically, *an extension of the Harvard "Getting to Yes" methodology.*

- *Learn to listen not to what people are shouting about today (their momentary complaints du jour) but instead for their long term core values/core interests, then craft an outcome that moves participants away from the issues they thought they came into the room to fight about, and back to consensus agreement about values they have always cared about all their life. Usually, in a complicated multi-stakeholder collaboration, if you listen carefully enough/long enough, you can find that place & use it as an emotional fulcrum point from which to craft a consensus "solution".*
- *Example : CA Water Supply: Delta Tunnels vs. No Tunnels – If the objective is about providing more H<sub>2</sub>O, why not shift the conversation to **Modify the current aqueduct system to trap 60-75% of H<sub>2</sub>O currently lost to evap? Change building, park and street codes to trap run-off? Test-pilot off-shore new-tech de-sal plants? Look for unanticipated allies (LA Fire Dept. & support for water storage).***



## Summing Up: Fourth Key Message

*More suggestions on incorporating the Harvard “Getting to Yes” strategies:*

- Don’t be afraid to go slow. Allow time for buy-in. Let stakeholders suggest evaluation criteria, success measures. Let them “own” the project & product. You don’t have to be the only expert in the room, and you don’t have to be the smartest expert in the room. Sometimes success depends on your being neither.*
- Stakeholder Agreement Not Possible? Prepare a BANTA, your best Alternative to a Negotiated Agreement. What’s your best fall back plan if you can’t secure agreement on Plan A or Plan B? Some days it’s not about “getting to yes.” Some days, it’s about “getting to maybe”.*



**Thanks!**

**Questions?**

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