

# Carl Shapiro



**Address: 55 Galleons Reach**

**UBL: Unit 3, Block 1, Lot 10**

**Email: [carlxshapiro@gmail.com](mailto:carlxshapiro@gmail.com)**

## **\*Why are you running for a seat on the Board?**

To help preserve **Sea Ranch, as a place and as a state of mind**, in a changing environment.

## **\*Tell us a little about yourself.**

My primary home is in Berkeley, where I live with my partner Marti Hearst. I am a lifelong environmentalist. I have two children, Eva and Ben, both of whom live in the Bay Area.

I am an emeritus professor of economics at UC Berkeley. I served in the Clinton and Obama administrations. I have testified as an economic expert witness for the government in a number of major antitrust cases. If you want to know more about my career as an economist, go here: <https://faculty.haas.berkeley.edu/shapiro/>.

## **\*What is your connection to Sea Ranch?**

After visiting Sea Ranch for many years, Marti and I purchased our house at Sea Ranch in 2017. That turned out to be a great decision. Very quickly, I came to love Sea Ranch for its beauty, its spirit, and its community. Marti and I can often be found walking the trails, Marti looking for birds and Carl taking pictures.

Sea Ranch now holds a big, secure place in my heart. Every visit gives me joy and renewal, even if I have to do some maintenance. I have enjoyed delving into Sea Ranch's history and architectural heritage. I love exploring the Sea Ranch trails. I was a member of the Trails Committee until the pandemic disrupted that service.

## **\*Why should we vote for you?**

By nature, I am someone who **listens carefully and seeks compromise**. When I have knowledge to share, I convey it clearly and answer questions fairly. I am good at going to the heart of the matter and asking probing questions in a respectful manner. I am always open to other viewpoints and very much willing to change my mind based on new information or persuasive arguments. I also understand that fair-minded people may not agree, even after a thoughtful debate, so compromise is often essential for making progress. Arrogance and rigidity are never welcome. I enjoy the process of interacting with colleagues to find common ground.

**I am experienced at working collaboratively to reach smart group decisions** that yield good results because they are well-reasoned and have widespread support.

- **Academic Setting:** decisions involving hiring, promotion, curriculum, and resource allocation. Maintaining good ongoing working relationships with colleagues is critical. I served on the Budget Committee at UC Berkeley, many other *ad hoc* committees, and the editorial boards of major journals.

- **Government Setting:** policy decisions that require input from career staff and multiple constituencies. I led the working group at the Department of Justice when we issued new merger guidelines, which involved extensive outreach to the public as well as interaction with career staff and other government agencies. I was involved in many policy decisions as a Senate-confirmed Member of the Council of Economic Advisers under President Obama. I am currently chair of a working group giving advice to the California legislature on reforms to California's antitrust laws.
- **For-Profit Setting:** business decisions that require input from employees, investors, and clients. I co-founded a small consulting company and then served as a member of the Board of Directors of a larger, publicly traded consulting company.
- **Non-Profit Setting:** decisions that require input from staff, leadership, and external constituencies. I am a member of the Board of Directors of Save the Redwoods League. I am also a member of the Visiting Committee that reviews the Economics Department at MIT.

**My values align well with those of Sea Ranch.** I have always been drawn to the outdoors and wanted to preserve the natural environment. I have focused my volunteer activities and philanthropy on environmental groups, notably the League of Conservation Voters, the Natural Resources Defense Council, and Save the Redwoods League. I am a card-carrying tree hugger, so "living lightly on the land" resonates with me.

As a member of the Board, **I will act as a steward, taking a long-run perspective.** I will endeavor to help the Board see around corners to address problems before they become acute.

**The timing is now good for me to join the Board.** As an emeritus professor, I now have more time and flexibility for volunteer activities. My connection with Sea Ranch has deepened since I purchased my house here six years ago. I am prepared to devote the time necessary to do my level best as a member of the Board.

**\*That all sounds pretty good. But what is your platform?**

I am not putting forward positions on specific issues in this first statement. In the weeks ahead, I will be listening carefully to learn more about the issues that matter most to the members.

In my second statement, I will say more about how I will approach some of the major issues that TSRA currently faces. Ultimately, my vote as a Board member will depend upon what I learn from the input the Board receives, the arguments made by other Board members, and the compromises needed to move forward and solve problems.

**\*What do you see as your main weakness?**

My main weakness for this position is that I do not have as much experience as a TRSA volunteer as some of the other candidates. As a result, I am not yet as versed in some of the issues as others. I am a quick study, but I acknowledge this as a weakness.

**\*Anything else you would like to add?**

If you are open to voting for a relative newcomer who is level-headed, listens well, respects others, seeks compromise, and will bring old-fashioned good judgement to the Board in keeping with Sea Ranch's core values, please vote for me.

If you have any questions, or views you would like to convey, please email me.

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## \*Why are you running for a seat on the Board?

To help preserve Sea Ranch, as a place and as a state of mind, in a changing environment.

“To Help” – as part of a team, **collaborating and seeking consensus** where possible.

“Preserve Sea Ranch” – reflecting **our central role as stewards looking to the future**.

“As a Place” – the physical space is **what we share and love and where we come together**.

“As a State of Mind” – Sea Ranch is not just a stretch of coast, it is **a unique community and a retreat**.

“In a Changing Environment” – we need to plan for **climate change and demographic change**.

## \*Remind us about yourself.

My primary home is in Berkeley, where I live with my partner Marti Hearst. I am a lifelong environmentalist.

I have owned my home at Sea Ranch since 2017, during which time Sea Ranch has really grown on me.

I am an emeritus professor of economics at UC Berkeley. For more about my career, go to my website at <https://faculty.haas.berkeley.edu/shapiro/>. For more about me, see my first statement, at <https://bit.ly/43gGep8>.

**For fun, check out some of my photos of Sea Ranch** at <https://faculty.haas.berkeley.edu/shapiro/#personal>.

## \*In a nutshell, why should we vote for you?

Vote for me if you would like to add to the Board a relative newcomer who is **level-headed, listens well, respects others, seeks compromise, and will bring old-fashioned good judgment to the Board in keeping with Sea Ranch’s core values**.

Vote for me if you want the Sea Ranch Board to come together **to make smart investments that will protect and enhance the value of our homes and be praised by the Sea Ranchers of the future**.

## \*Can you be more specific about these investments? You can drop the nutshell requirement.

Over the past 60 years, Sea Ranch has made many smart investments. We built a reliable water supply system. We added the beautiful pool at Del Mar Center. We rolled out Sea Ranch Connect. We are in the process of replenishing our hedgerows. Today’s Sea Ranchers owe a huge debt to our predecessors for these wise choices.

**Now, in 2024, we need to make a new round of investments in the face of climate and demographic change.** We need to invest in our forested commons to reduce the threat of fire and to help them recover from prior logging. We need to remove many dead and dying trees to make Sea Ranch more resilient to powerful winter storms. We need to make Sea Ranch welcoming to families and attractive to people working from home even while making it easier for seniors to age in place. These investments may not be sexy, but done wisely they are well worthwhile and will enhance and protect what we have at Sea Ranch.

Put simply, I worry that Sea Ranch has lost the knack to make smart investments. That’s the Board’s job.

**\*How do you see yourself working with other Board members?**

As a Board member, I will listen with an open mind to input from members, volunteers, experts, and staff. I also will engage in respectful dialogue with other Board members. My goal is to help the Board (1) make strategic decisions without rancor, (2) provide clear directions to the Community Manager about strategic priorities; and (3) follow up to make sure the Board's decisions are successfully implemented. Hopefully the Board can reach consensus regarding our major strategic priorities, but in cases where that is not possible the Board should not be paralyzed and certainly should not descend into bickering.

**\*Now some nuts and bolts. How would you handle some of the major issues that TSRA currently faces?**

- **Climate Change and Resilience:** We need to make investments in our commons to reduce the risks from fires and winter storms. I always want to learn from the experts and follow best practice. Here, that means the best science about forest management. My experience as a member of the Board of Save the Redwoods League will be helpful regarding how best to manage our forests, which are in nothing like their natural state. Sea Ranch is not a wilderness area, it is a residential community with a very strong environmental tradition. In addition to managing our commons, TSRA should look for ways to help members maintain their home insurance coverage.
- **Short-Term Rentals:** Short-term rentals are a basic part of Sea Ranch and have been from the start. Many people rent for years before they buy a home at Sea Ranch. I did. Moreover, rentals make buying a home affordable for many people and allow many more people to visit and enjoy Sea Ranch than would otherwise be possible. **The way to handle renters who do not “get” what Sea Ranch is all about and who behave in ways that are inappropriate is to have better education and to strictly enforce our rules in the relatively rare cases of bad behavior.** My sense is that the changes made in the last few years were reasonable and are working well. I favor collecting data so we know how many homes are rented out and how often. This will also help us collect fees. Armed with the data, we can solve real problems and not chase phantoms.
- **Solar Array:** I am dismayed that we have made so little progress building a solar array to reduce TSRA's use of fossil fuels and save money. As a Board member, I will work with the Community Manager and other Board members to get the job done. For this issue and others, I welcome a transparent process, with robust input from various constituencies, but **at some point the talking needs to end and shovels need to be put into the ground.**
- **Burbank Housing:** The economics of low-income housing on the Sonoma Coast are extremely challenging. That is why there are very few such units and why the Burbank Corporation is looking to sell individual units to the tenants. As I Board member, I will approach this issue based on my fiduciary responsibility to TSRA. Based in part on my experience as a Member of President Obama's Council of Economic Advisers during the financial crisis, I am skeptical that home ownership at Sea Ranch is sustainable for the current Burbank tenants, especially given the poor condition of the Burbank units and the high local construction and maintenance costs that we all experience. **Put simply, I do not favor allowing the Burbank Corporation to shed its historical duties as the owner of these units.**

**\*Anything else you would like to add?**

If you have any questions, please email me at [carlxshapiro@gmail.com](mailto:carlxshapiro@gmail.com). Ask me anything!

**If you would like to meet me in person, you are welcome to drop by my house at 55 Galleons Reach on Sunday April 28<sup>th</sup> between 1pm and 6pm. I will be happy to listen to your concerns, answer your questions (as best I can), or just hang out.**

Please vote for me, at least once!