RICHARD AND RHODA
GOLDMAN SCHOOL
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PP200: Introduction to Policy Analysis
Project Menu, Round I
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INTERNATIONAL PROJECTS

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21	**11**	Design Analysis of CA Proposed International Forest-Sector Offset Program (REDD)	Berkeley Carbon Trading Project, UC Berkeley	Energy & Environment
33	**20**	Developing a scaled housing solution for LGBTI migrants in the Middle East	Rainbow Street	LGBTQ Rights
39	**23**	Puerto Rico's Fiscal and Economic Challenges	Government Accountability Office (GAO)	Economic Development
52	**33**	How should New Zealand pay for the infrastructure for record numbers of tourists?	The New Zealand Treasury	Economic Development
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65	**43**	Improving Tanzania's Anti-Corruption System	Adam Smith International	Rule of Law
66	**44**	Improving Ethiopia's Educational System	Adam Smith International	Education
xx	**46**	A Music in the schools project for Haiti	Music Heals International	Education
xx	**47**	Food security project for the US State Department	U.S. State Department	Food & Ag

1. Undergrounding Public Utilities in Berkeley: A Funding Analysis and/or a Benefit/Cost Analysis & Social/Geographic Equity analysis of running Berkeley's utilities underground

Client: Berkeley's Public Works, Fire and Safety and Transportation Commissions

Project Description and Goals:
The Berkeley City Council has asked the Public Works, Disaster and Fire Safety, and Transportation Commissions to develop a comprehensive plan for the funding of undergrounding utility wires in all major and collector streets in Berkeley.

The City of Berkeley is investigating the cost and advisability of moving overhead wiring underground. This action will have a number of benefits, both in terms of a friendlier environment, and in increased safety for the city as a whole. However, the process is fairly expensive, and the construction process will be disruptive to the neighborhood while being undergrounded. The primary technologies being undergrounded are power (which includes power for street lighting), telephone, Internet and cable TV. At this time, the primary study area to consider is the undergrounding process on arterial and collector streets in Berkeley. A further discussion is also ongoing about undergrounding the remainder of the streets in Berkeley. As part of the investigation, we are looking into the benefit versus cost of the project, which raises a number of issues.

One of these issues is funding. This project will evaluate the range of funding alternatives for Berkeley to consider in implementing an undergrounding program.

Funding alternatives that have been discussed include:

Range in the amount of funding needed
Long term bond financing
Transfer tax on real estate sales
Revenue generation potential from utility corridors
Utility service charge funding
Options for homeowner funding
Pros/cons of funding alternatives used by other cities
Potential private sector funding options
Any other options not included above, but which seem appropriate

Along with the sources of funding, there should be at least some evaluation of the equity of the funding. For instance, should the entire population be responsible for paying for the undergrounding even if parts of the city are not undergrounded? How does timing of the project (possibly a thirty-year project) affect this?

Two other issues are the evaluation of the overall benefits and costs of and social/geographic equity of an undergrounding program. The costs and benefits being evaluated should be looked at both in terms of the entire city, but also in terms of individual neighborhoods. The benefits shall include:

- Value of greater emergency access in an emergency
- Value of avoided catastrophic financial losses from an emergency
- Increase to property values
- Value of prevented power loss due to undergrounding
- Aesthetic value of undergrounding power lines

A consideration of the benefits to those areas already undergrounded may be possible if real estate sales in a particular neighborhood are studied before and after undergrounding but it gets complicated when one considers that every house is different. Berkeley, like the rest of the country, has had to work our way out of a recent housing bubble bust, and we haven't had significant power outages or disasters to compare one neighborhood to another. Traditional methods of calculating benefit/cost ratios shall be used, although alternatives may also be discussed.

Also included will be the social and geographic equity of any proposed undergrounding project. Where will the undergrounding have the greatest benefit to the city? Where will it have the least impact? What are the benefits and costs to the city as a whole, and what are the benefits and costs to the local neighborhood being undergrounded? If only part of the city is to be undergrounded, what benefits are gained by those not being undergrounded? For that matter, what have the benefits and costs of undergrounding been in those areas of Berkeley where it has already been accomplished?

A student team would work with the coach and client to appropriately delimit this project.

Client Information:
The three City of Berkeley Commissions, Public Works, Fire and Safety, and Transportation make recommendations to the City Council. The Council then votes on those recommendations.

Policy Areas: Public Infrastructure / Finance

2. Providing Mental Health and Substance Abuse Services for Jailed Individuals

Client: ACLU of Northern California

Project Description and Goals:
Currently, there are significant numbers of people incarcerated in County jails throughout California who have mental health or substance abuse issues. It is clear that jails are not fully equipped to provide the depth of support services to match the current need. Given the ACLU-NC's objective of reducing the prison and jail populations, we are interested in identifying workable diversion and intervention opportunities between the County Health Services Agencies, District Attorneys and Sheriff's Departments in order to reduce the number people who are currently in jails but should really be provided with mental health/substance use disorder services.

The project will address the following research questions:

- What are the full extent of the current mental health/substance use disorder services provided to people in **two (one Bay Area and one Central Valley) County** jails?
- What diversion/intervention programs do the District Attorney, Sheriff's Department, and Health Services Agencies provide to system involved people?
    - This will include details on eligibility criteria, how many people are served at each stage of the CJ process (pre-booking, pre-trial, post-sentencing etc.), and any evaluations of impact
- Examine the cost differential between putting someone with mental health/substance use disorder issue in jail versus providing them a wrap-around support services, including analysis of county and non-county funding streams that can be used to pay for such services (e.g., Medi-Cal)
    - This will include a break down based on eligibility and analysis on how cost-savings would differ based on offenses that qualify for diversion.
- Examine the Health Services Agencies and Sheriff's budgets in general and in mental health/substance use disorder services for system involved people in particular
    - This will include an assessment of existing treatment services, their capacity and waiting lists.
- Identify, analyze, and recommend alternatives to jail for people with mental health/substance use disorder issues at the County level (consider cost, implementation feasibility, potential models, and political will)

Students will analyze Public Health's and Sheriff's Departments' documents and services, county budgets, models and cost of wrap-around services, and multiple county databases to get a precise sense of the number of people in county jails with mental health/substance abuse problems. This will include the offenses for which these people are incarcerated for as well as their current status (pretrial or sentenced).

Client Information:
The ACLU of California Criminal Justice and Drug Policy (CJDP) team's mission is to reform California's approach to community safety to achieve effective community-based solutions and opportunities, sensible and proportionate interventions, and rehabilitation and transformative justice over punishment. We strive to end over-criminalization and ensure fair treatment of all people, inclusive of all races, genders, gender identities or expressions, sexual orientations, economic statuses, religions, national origins, immigration statuses, abilities, health statuses, or other identity characteristics.

Policy Areas: Criminal Justice / Public Health

3. Impact on Small Scale and Direct Marketing California Farmers of Changes in State and Local Employment Laws

Client: Pacific Coast Farmers' Market Association

Project Description and Goals:
PCFMA would like to engage IPA students to address this question:

What is the best information strategy to help small scale and direct marketing farmers in California understand the pending changes to minimum wage and agricultural overtime laws and the local labor ordinances that impact them when they sell in a farmers' market in an urban area, even if their farms are not located in that urban area?

Over the past 10 years the number of farmers' markets in California has increased exponentially. These farmers' markets are primarily in our state's urban areas, providing a vital connection to the farmers of California's rural communities where the bulk of the food sold in those markets in grown. These farmers rely upon farmers' markets for their livelihood. The increasing complexity of employment law, especially the increase in local ordinances that apply to all work within a jurisdiction regardless of the headquarters of the business, is making it difficult for these farmers to remain in legal compliance.

Some of the particular areas of concern include:
How might the intersection of an increasing minimum wage and changing overtime laws affect small scale farmers? How does overtime intersect with portal-to-portal rules when a farm employee is spending considerable time driving from the farm in the Central Valley to a farmers' market in an urban area? For farms that rely on labor from members of their extended family, what family exemptions are available? Does a farm employee who sells in a farmers' market in an urban area for four hours per week fall under the rules of that local jurisdiction? How can farmers living and working outside of an urban area keep informed about the laws that impact their business when sell their products in those urban areas?

PCFMA hopes that the information developed through this project will help farmers to remain in compliance with employment laws. Also, the California Food and Agriculture Code has created a definition of an "Authorized Representative" who is able to sell products for a farmer at a certified farmers' market. If the current employment laws have the potential to make it impossible for farmers to continue to staff farmers' markets, PCFMA might be interested in examining potential exemptions for those authorized representatives.

Client Information:
PCFMA operates more than 50 farmers' markets throughout the Bay Area that provide direct marketing sales opportunities to over 350 California farmers. PCFMA plans to communicate the results of this IPA project to its farmers to help them make better-informed employment decisions.
PCFMA is developing a grant application to the Western Center for Risk Management Education that would support PCFMA to take the results of this work and develop both an in-person training and web-based remote training for farmers on employment compliance.
In addition, PCFMA is a member of the Board of Directors of the California Small Farm Conference and a member of the Steering Committee of the California Alliance of Farmers Markets. PCFMA will encourage both organizations to also promote the results of this project to farmers statewide.

Policy Areas: Labor / Food & Ag

4. Resolving Regulatory Conflicts in California – Air, Water, Greenhouse Gases, and the Compost Industry

Client: Community Alliance with Family Farmers

Project Description and Goals:
CAFF was part of a group of organizations that passed legislation in Sacramento in recent years that will require the diversion of all green waste and food waste from landfills by 2025, or 14 million tons of organics, in order to reduce methane emissions. Although this waste could be burned in bio digesters, it was our intent that it be composted and used as agricultural and urban soil amendments. In fact, we have recently created a Healthy Soils program at California Department of Food and Agriculture, a major component of which is to promote the use of compost on farmland and rangeland, under the assumption that much more compost would become available with the new diversion goals.

The compost industry projected that 200 new compost facilities would need to be permitted and built in the state by 2025 to accomplish the diversion goals. However, the State Water Resources Control Board, the California Air Resources Board (or regional Air Quality Management Districts), and CalRecycle all created new regulations on compost facilities, which have stalled the construction of new facilities because the cost of compliance exceeds the expected return.

In essence, the state's overriding goal of reducing greenhouse gas emissions is being undermined by various regulatory agencies that are seeking to protect air or water resources according to their own legislative mandates. The question that we need the students to help us with is: which of the conflicting policies and regulations do we need to change in order to move forward and achieve the state's goals and how would we go about that? New legislation? AB 1045 (Irwin) in 2015 required Cal-EPA to coordinate the various agencies and that may be an entry point into finding a solution.

Students will have to become familiar with the various pieces of legislation and regulatory schemes that have been enacted to govern the compost industry. They will speak with responsible parties at the various agencies as well as with members of the compost industry. They will also speak with members of the Legislature who have been responsible for the waste diversion goals. We hope that they will be able to identify the key policy conflicts and propose resolutions that will enable us to act in Sacramento.

Client Information:
The students will interact with Dave Runsten, policy director for CAFF, Neil Edgar, Executive Director of the California Compost Coalition, and Justin Malan, Sacramento lobbyist for both of these organizations. We are prepared to take whatever action is necessary in Sacramento, whether through new legislation or regulatory relief at specific state agencies. CAFF represents family farmers and sustainable agriculture in Sacramento and we are one of the founders of the California Climate and Agriculture Network (CalCAN), which focuses on climate change and agriculture. CAFF and CalCAN sponsored legislation that led to the creation of the Healthy Soils program at the CA Dept of Food and Agriculture, which seeks to sequester carbon on farms and ranches and minimize greenhouse gas emissions from agriculture.

Policy Areas: Energy & Environment / Food & Ag

5. Ensuring High Quality Instruction Every Day in Every Class: A Policy Agenda for Strengthening Substitute Teaching in California

Client: Substantial Classrooms

Project Description and Goals:
Substantial Classrooms is a new non-profit and we're asking the question: how we ensure that students have a quality learning experience, every day in every classroom?

Today, to become a substitute teacher in California you need a BA and proof of meeting the basic skills requirement (a qualifying score on the CBEST or other tests like the SAT). Even if you meet these requirements, becoming a substitute teacher in California costs prospective substitute teachers an average of $300 and around 10 hours of time. Most substitute teachers make $120-180 a day, which means that it will take new subs 3 days of work to recoup those initial costs. At its present state, the requirements process seems to assess perseverance and patience more than ensuring the quality of potential substitute teachers.

Our question for the IPA team, is could this work better? Does the current set of requirements meet the policy goal of ensuring high quality subs in every classroom? Are there opportunities to rethink the state-level infrastructure related to substitute teachers to remove barriers and ease the administrative burden on school districts? We are hoping that this research project helps us to define a policy advocacy agenda for substitute teachers in the State of California. Looking across the nation, California has some of the most onerous requirements for substitute teachers. We also face a significant shortage of substitute teachers, particularly in urban centers where some districts have up to half of all substitute requests go unfilled.

In particular, we hope the team will examine the basic skills requirement. If someone holds a BA (or like the GSPP alum submitting this, a BA + professional degree), does the basic skills requirement actually help to improve the quality and skills of the substitute teaching pool? It creates a barrier and added cost for prospective substitute teachers at a time when schools are struggling to attract enough substitutes. It also adds an administrative burden on school systems, who assist substitute teachers to apply for the substitute teacher permit.

<u>Resources for the team:</u>
-We have already preliminary research on substitute teacher requirements in all 50 states
-Ability to interview sub office managers and other district leaders in local districts (including Oakland Unified and West Contra Costa, and Alameda County)
-Access to substitute data from local districts (but very limited data on substitute candidates who do not become active subs)
-State and national education-related databases have information on teacher absence, which helps with understanding the demand-side of the substitute teacher ecosystem

Client Information:
Substantial is a new non-profit initiative working on redesigning the substitute teaching experience. Substitute teaching is both a major onramp to the teaching profession and a critical function for any school, yet substitute systems are largely unexamined. As a new nonprofit, we are actively experimenting with different approaches, including consulting directly with school districts, partnering with community organizations to create workforce development programming around becoming a substitute teacher, and bringing attention to the opportunity to rethink substitute teaching through writing and other forms of communication.

Although we are new, our founder, Jill Vialet is a well-known social entrepreneur. Twenty years ago, Jill founded Playworks, a nonprofit focused on ensuring every student has access to safe and healthy play. Similar to substitute teaching, recess was a long-ignored challenge and opportunity in schools. Playworks is now a national nonprofit with a $47 million dollar budget and offices in 23 cities. Jill's reputation and network gives us the opportunity to make a big impact fast.

Policy Areas: Education

6. Development impact study for the Berkeley Fire Department

Client: Berkeley Fire Department

Project Description and Goals:
Problem we are trying to solve:

As the City of Berkeley grows through new development and population influx, the fire department will be called upon to respond to additional incidents and to facilities that have changing challenges. For example, modern construction has more fire prevention engineering, but a single response to a high-rise apartment building is far more complicated than responding to a single story house. We would like to know how to evaluate new development to make informed recommendations on fire department staffing and deployment models. Finally, consideration of development fees and changes in tax base should be considered as funding sources for new staff.

Students will be asked to evaluate current staffing and deployment, impacts of development and population growth on incident call types and volume. In addition, the financial impacts of new development in terms of fees and taxes should be considered as funding sources.

The goal of the final report should be a document that outlines an effective way to analyze development impact both operationally and financially.

Client Information:
The Berkeley Fire Department has not significantly changed staffing or deployment models since the early 1980's. The results of the project will hopefully give us a tool with which we can design and implement more efficient operations and staffing based on upcoming changes to the population and physical structures in the City of Berkeley.

Policy Areas: Public Infrastructure

7. Opportunity Lost? Navigating Federal Funding Streams to Improve Education Services for Youth

Client: National Center for Youth Law – FosterEd Initiative

Project Description and Goals:
Despite the existence of state and federal funds for education programs, young people in the foster care and juvenile justice systems ("system-involved youth") have significantly worse education outcomes than their non-system-involved peers. The funding of educational services for system-involved youth is fragmented because such services come from multiple systems at various levels of government, including the public education system, child welfare agencies and probation agencies at the local, state, and federal levels.

This problem will address the following questions:

• What federal funding opportunities are recommended to assist state public education, child welfare and probation systems in providing educational advocacy, such as education services coordination and training on navigating the education system, to young people and their families?
• Are particular states capitalizing upon these federal funding opportunities to fund education advocacy programs, and if so, which state programs should NCYL advocate for its external partners in NM, CA and AZ to implement?
• What are the implications of these federal funding opportunities for the structure of NCYL's FosterEd Initiative's internal program framework, e.g. what modifications to its program framework should FosterEd consider, given opportunities for funding?

Students will analyze state and federal data to determine the use of specific federal funding streams across states, including Title IV-E of the Social Security Act, Title I of the Every Student Succeeds Act, and Titles II and V of the Juvenile Justice and Delinquency Prevention Act. Students will also have the opportunity to speak with NCYL's FosterEd state directors and external partners about the use of state and federal dollars in local programs.

Client Information:
The National Center for Youth Law (NCYL) is a non-profit law firm that helps low-income children achieve their potential by transforming the public agencies that serve them. NCYL's FosterEd Initiative ("FosterEd") aims to improve education outcomes for system-involved youth by assisting state agencies in creating, funding and implementing innovative education advocacy programs for young people and their caregivers. FosterEd currently operates demonstration sites to directly serve youth and assists policymakers in New Mexico, California and Arizona.

Policy Areas: Education / Juveniles

8. Analyze best practices to incorporate formerly incarcerated individuals and at-risk youth into the advanced energy workforce

Client: American Jobs Initiative, Berkeley Energy and Climate Institute, UC Berkeley

Project Description and Goals:
Previously incarcerated individuals and at-risk youth experience many barriers when joining the workforce. The advanced energy industry presents a growing market that will require trained workers. We want to explore how to surmount the barriers and provide opportunities for these disenfranchised populations to earn jobs in the growing field of advanced energy.

The question this IPA will address is: "How to best incorporate formerly incarcerated individuals and at-risk youth into the advanced energy workforce?" The final product will be a best practice analysis of a host of workforce development policies and rehabilitation practices around the world as they relate to this population and the advanced energy industry.

Students will work closely with the American Jobs team in exploring best practices, engaging local stakeholders, and creating a report that will inform our published reports and potentially be featured on our website. The AJI team includes two GSPP graduates who have an appreciation for how to make an IPA a valuable and enjoyable experience. Our office is across the street from GSPP and we strive to create a collaborative and supportive working environment. This IPA will require outreach to stakeholders around the U.S. via phone interviews.

Client Information:
Advanced energy is a massive economic opportunity for the U.S. However, it is too often politicized and this has contributed to slow industry progress. Advanced energy industry clusters are emerging around the country, but are in need of enabling policy and broader support if they are going to become globally competitive and create middle class jobs in the U.S. One of the most basic goals of policymakers throughout the U.S. is to enable people to support themselves and their families through good-paying jobs. Tapping into the economic opportunity of advanced energy to create jobs in the U.S. is the main objective of the American Jobs Initiative.

The American Jobs Initiative brings best practice policy models, innovative ideas and tools from around the globe to local and state governments and stakeholders to create bottom up strategies that create middle-class jobs in the advanced energy industry. At present, we are working in 16 states around the US, where we engage dozens of stakeholders in industry, government and nonprofit sectors to create right-fit policy solutions. The ultimate goal: middle-class jobs for communities at risk, especially those who face changing energy economies. The IPA will be used to inform our state-specific recommendations that we provide directly to stakeholders and policymakers in states around the country.

The American Jobs Initiative is a 501c3 non-profit that contracts with the Berkeley Energy and Climate Institute (BECI) at UC Berkeley to conduct work as the American Jobs Project. BECI coordinates energy and climate research at UC Berkeley and promotes interdisciplinary research by integrating science, technology, business and policy. The AJI is also under contract with the Department of Energy to engage our national labs and manufacturing extension partnerships around the country to connect US small- and medium sized manufacturers in the advanced energy sector with the resources at the national labs.

Policy Areas: Criminal Justice / Energy & Environment

9. Best practice analysis of policies to grow an advanced energy economic cluster in Tennessee

Client: American Jobs Initiative, Berkeley Energy and Climate Institute, UC Berkeley

Project Description and Goals:
States will need to reduce their carbon emissions drastically over the next 30 years to mitigate the negative effects of climate change. As a result, the advanced energy sector is projected to grow rapidly, presenting an economic opportunity for states to create jobs while decarbonizing the economy. Creating economic clusters around advanced energy technologies can create sustainable good-paying jobs.

The policy question we are trying to solve is: "What are the best policies Tennessee could implement to create an advanced energy economic cluster in that state?"

Students will be expected to create a best practice analysis of economic development policies for an advanced energy technology in Tennessee. The economic development policies will focus will center around developing aspects of an economic cluster: the innovation ecosystem, access to capital, and workforce development. Students will also be asked to recommend policies to grow demand for that technology in the state.

Students will work closely with the American Jobs team in exploring best practices, engaging local stakeholders, and creating a report that will inform our published reports and potentially be featured on our website. The AJI team includes two GSPP graduates who have an appreciation for how to make an IPA a valuable and enjoyable experience. Our office is across the street from GSPP and we strive to create a collaborative and supportive working environment. This IPA will require outreach to stakeholders around the U.S. via phone interviews.

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The AJI is also under contract with the Department of Energy to engage our national labs and manufacturing extension partnerships around the country to connect US small- and medium sized manufacturers in the advanced energy sector with the resources at the national labs.

Policy Areas: Energy & Environment

10. How Can Alameda County Subsidized Child Care Agencies Have Highly Qualified Yet Affordable Substitute Teachers?

Client: Alameda County Early Care and Education Program

Project Description and Goals:
Alameda County has over 560 licensed early care and education (ECE) programs, and over 30% serve predominantly low-income children. They are reimbursed by the state or federal government at rates that make it difficult to support quality and adequately compensate the ECE workforce. Yet the consistent presence of high quality teachers is arguably the most critical component of quality and improved outcomes for children.

Do you remember having a substitute teacher when you were young? Was it a positive experience? Inconsistent caregiving can be even more disruptive in ECE programs as compared to K-12 and can even have detrimental effects on very young children. Low wages and high turnover are well recognized challenges for the ECE field. When teachers are ill or have days off many of our programs end up relying on a temporary for-profit ECE staffing service that is draining their budgets. A new ECE quality improvement system called Quality Counts is calling on programs to increase standards in many areas, but improving the cost and quality of temporary staffing is often overlooked.

We are very interested in some analysis of this issue. Alameda County needs research and analysis on current practices in the ECE field and budget implications, an overview of similar temporary staffing systems (like TK-12), and recommendations for alternative mechanisms, structures and financing.

We host a monthly meeting of subsidized ECE contractors on the third Thursday of each month. We would like the team to come to two meetings of this group: one at the beginning of the project and one at the end to present results. These contractors will provide you with a nuanced view of the problem and will take your recommendations back to improve their individual programs. We will also present your results to the State Department of Education's Early Education and Support Division and ECE funders interested in this issue.

Client Information:
The Early Care and Education Program is located within Alameda County and improves access to quality early care and education for all families in Alameda County. We provide a local perspective by collecting data, research and stories to effect policy change at the local, state and national level.

Policy Areas: Early Childhood

11. Design Analysis of California's Proposed International Forest-Sector Offset Program (REDD)

Client: Berkeley Carbon Trading Project, UC Berkeley Energy & Climate Institute

Project Description and Goals:
REDD (Reducing Emissions from Deforestation and forest Degradation) was introduced into the UN climate negotiations in 2005 to find a way to direct climate funds towards the tremendous carbon and biodiversity benefits from reducing tropical deforestation. The California Air Resources Board (ARB) is designing the first-in-the-world credit-based REDD program that would pay for reductions in tropical deforestation in exchange for carbon credits for use towards a legislated emissions cap. ARB is currently developing regulations for its REDD program, including criteria that would need to be met by any REDD program seeking to sell credits into California's carbon trading system, and a first linkage agreement with the REDD program in Acre state in Brazil. ARB has released a draft program design, and aims to finalize the regulations over the next year.

We are looking to provide detailed analysis and recommendations to ARB on several outstanding design issues affecting whether and how the proposed REDD program could support global emissions reductions, avoid harm to forest communities, and meet the statutory requirements and goals of California's cap-and-trade program. The project scope can be narrowed to fit the expertise and interests of the student team. Design questions needing analyses include:

1. Equivalence—California may only link to a carbon trading program that is at least "equivalent" to California's cap-and-trade program in stringency and enforcement. The linkage between California's cap-and-trade program and Acre's REDD program would be the first linkage globally between an industrialized country jurisdiction and a developing country jurisdiction, a prospect currently being negotiated under the UN Paris Agreement. This analysis will examine criteria and methods ARB can use to evaluate equivalence under its REDD program, between jurisdictions with substantially different levels of emissions and wealth, and trading programs with substantially different scopes and structures (e.g. California's cap-and-trade program and Acre's REDD program). Part of this evaluation will involve thinking through how California's evaluation criteria and procedures can support rather than undercut evolving UN negotiations on co! operative action under the Paris Agreement.

2. Safeguard standards—So far, it has been common for REDD pilot projects around the world to result in displacement and dispossession of forest communities. California is proposing to only accept credits from jurisdictions that have implemented strong social and environmental safeguard standards, but so far the effectiveness of such standards has been limited. What standards, criteria, institutions, and procedures should ARB require and implement to avoid linking to REDD programs that harm forest communities?

3. Monitoring and evaluation—Relatively little information has been released about Acre's REDD program and individuals from Acre have expressed divergent views of program outcomes. An important challenge for ARB in running an international REDD program will be monitoring and evaluating other sub-national jurisdictions' REDD programs to ensure that the credits generated meet the established goals and requirements of California's cap-and-trade program. In evaluating and monitoring the REDD program, including equivalence and safeguard criteria discussed above, how can ARB gather the data required? If an independent evaluator is needed, how does ARB choose and oversee that evaluator given the differing perspectives of researchers on the environmental quality and social outcomes of REDD programs thus far?

Students would prepare their analysis and policy recommendations in the form of public comments submitted

to ARB. Students should also have an opportunity to testify at the ARB REDD workshops and/or Board meeting expected in the Spring, to ask questions or present results depending on timing in the semester.

Client Information:
The Berkeley Carbon Trading Project, a project of the UC Berkeley Energy & Climate Institute, combines independent interdisciplinary analysis on the design and outcomes of carbon trading programs with active policy outreach. Our primary goal is to help ensure that carbon trading programs effectively reduce emissions and avoiding false crediting and inadvertent harm. The project lead, Barbara Haya, has performed research and policy outreach on the UN and California carbon offsets programs for fifteen years.

Policy Areas: Energy & Environment

12. Current Issues in Social Impact Bonds

Client: The New Zealand Treasury

Project Description and Goals:
We are interested in analysis on a range of social impact bond issues. Depending on student interest, these issues could be split up into discrete projects or bundled together to form a larger project.

- Innovation – one of the stated goals of social impact bonds is that they can drive innovation in social service delivery through the use of outcomes-based contracting. We would be interested in an evaluation of social impact bonds worldwide for the impact that they have had in this respect. This will require thinking carefully about what we mean by innovation (e.g. by looking for services that have been rolled out more widely post the bond, or where they've been chosen in order to test a service model, how to treat bonds that weren't successful but could still have had a positive impact on innovation by demonstrating that a service model didn't work).

- Contracting models for social bonds. This would suit students with some background in legal analysis. Social impact bonds are a relatively complex structure, with contracts and relationships between several parties, including service providers, investors, intermediaries, special purpose vehicles and government (see diagram in this article: https://www.brookings.edu/research/the-potential-and-limitations-of-impact-bonds-lessons-from-the-first-five-years-of-experience-worldwide/ - p6 of the full report). The issue we are interested in is advice on the best way to set up contracting arrangements. There are some interesting dynamics at play with these kinds of contracts and structures – who is responsible for what? What is enforceable and against whom? How do governments ensure that the rights of vulnerable people are upheld and protected?

- Procurement process. What are some options for procuring social bonds? New Zealand initially adopted a 'market led' approach to procuring social bonds when the process began in late 2013. Since then, there have been a lot more social bonds launched. What can we learn from the practical experience in procurement and process? For example, have other jurisdictions just procured an intermediary and then let them secure their own service provider?

- Pricing risk and outcomes. Social impact bonds require government to price and negotiate a set of outcomes for which the government will pay out, should those outcomes be achieved. They also require a transfer of risk to investors. We are interested in advice on how to price these.

- Growing a self-sustaining market for social bonds (i.e. building an investor market and confidence in the product).

Client Information:
The New Zealand Government has been running a pilot procurement for social bonds (see: http://www.health.govt.nz/our-work/preventative-health-wellness/social-bonds-new-zealand-pilot). Once this pilot draws to a close, the Treasury may be called upon to advise Ministers on whether to continue with a social bond programme, and if so, how best to set it up. The findings from this research would be very helpful in answering both of these questions.

Policy Areas: Finance

13. Heat island mitigation assessment and policy development in metro Kansas City

Client: Lawrence Berkeley National Laboratory - Heat Island Group

Project Description and Goals:
How can the Kansas City metropolitan area implement cost and technically effective strategies to mitigate urban heat? What other co-benefits can be achieved with these strategies? What policies can be developed to implement these strategies?

Lawrence Berkeley National Laboratory's Heat Island Group (LBNL) is working with the Mid-America Regional Council (MARC) to:

•quantify the impact of urban heat islands (UHI) on energy use under different urban and suburban land use types and at different geographic scales;
•assess costs and benefits of alternative UHI mitigation strategies; and
•develop a policy and planning framework for adoption by local governments to mitigate associated impacts while advancing regional climate resilience goals.

The LBNL team has begun to run several UHI mitigation scenarios with a climate model to learn the effect of these strategies on city-wide air temperature. The students would work with the results of these scenarios to investigate the costs and benefits, including the identification of co-benefits (e.g., public health). With this information they would work with MARC and LBNL to develop a policy and planning framework. The policy framework will focus on translating the research results for the region's stakeholders by providing cross-sector linkages and regionally-coordinated implementation actions.

Client Information:
The Heat Island Group has more than two decades of experience working to cool buildings, cities, and the planet by making roofs, pavements, and cars cooler in the sun. MARC is the regional and metropolitan planning organization serving the 119 local governments in the bi-state, 4,423-square mile Kansas City region. MARC, as a Climate Action Champion, sought the research support of the Heat Island Group to generate data to inform the thoughtful integration cool building and cool city measures into regional and local initiatives

Policy Areas: Energy & Environment

14. Identifying and reaching vulnerable populations at risk for child maltreatment

Client: California Department of Social Services, Office of Child Abuse Prevention

Project Description and Goals:
The California Office of Child Abuse Prevention (OCAP) serves as a statewide source of information, developing and disseminating educational material regarding child abuse prevention/early intervention programs, activities, and research. The OCAP manages a budget of approximately $3 million of federal Community Based Child Abuse Prevention (CBCAP) funding to be used for a variety of purposes, including for educational material dissemination and outreach.

In coordination with OCAP, the counties of California identify populations with the greatest risk of child maltreatment through the county self-assessment (CSA) and system improvement plan (SIP) which are part of the California Child Family Services Review (C-CFSR). The C-CFSR process encourages counties to determine ways to optimize prevention funding and provide services for populations that are at greatest risk of child maltreatment.

The IPA team will investigate how the OCAP might restructure educational spending and messaging in order to more effectively reach populations identified by the counties as having greater risk of child maltreatment. The OCAP requires an analysis which considers collaboration between the state and counties, financial viability, and geographic and social indicators which may contribute to the OCAP and counties' ability to reach at-risk populations.

Client Information:
The Office of Child Abuse Prevention (OCAP) was designated by the California Legislature to plan, improve, develop and carry out programs and activities relating to the prevention, identification and treatment of child abuse and neglect. (Welfare and Institutions Code section 18950). The OCAP's mission is to shape policy, build communities and empower families and partners to prevent child abuse and neglect in California through integration, connectivity and leveraging.

Policy Areas: Early childhood

15. Increasing the Diversity and Success of Police Officer Trainees in the Oakland Police Department

Client: Oakland Police Department

Project Description and Goals:
The Oakland Police Department (OPD) has experienced a number of challenges in the last 15 years, including ongoing Federal oversight in response to a court-ordered settlement agreement. One of the current challenges is the successful completion of newly-hired Police Officer Trainees (POTs) throughout the recruitment, application, testing, and academy training, and field training processes. As OPD continues to reflect the community it serves, there is an increasing need to attract and retain persons of color, females, individuals who speak non-English languages common to Oakland, and members of the LGBTQ community.

The questions that OPD is looking for assistance in answering are as follows:

1. How can OPD reach a larger number of diverse applicants?
2. How can OPD ensure that applicants complete the application and testing processes successfully?
3. Are the testing methods employed by OPD (and required by California regulation) most appropriate to the position of POT and Police Officer? (That is, do the testing methods adequately address the knowledge, skills, and abilities of the positions?)
4. How can OPD increase the success of POTs in the basic academy process and reduce attrition?
5. How can OPD increase the success of new academy graduates (Police Officers) in the field training program and reduce attrition?

Client Information:
OPD has received much attention – and scrutiny – concerning its recruitment, testing, hiring and training policies. OPD is required to present a report every month to the Oakland City Council Public Safety Committee concerning these issues. In 2015, OPD was required to submit multiple reports on the recruitment of African American officers. An Ad Hoc Recruitment Committee was formed in 2016 and recently presented several recommendations to the Public Safety Committee. Additional requests and recommendations have been made by other stakeholders.

While OPD responds to the multitude of requests and recommendations, no holistic, research-oriented approach has been taken to address all of the core questions posed above. This project will require the dedication of a team that can examine all of the connected issues and provide recommendations based on best practices and innovation. OPD will work to implement the recommended strategy of the student team. Along with much scrutiny, OPD is being provided with resources to implement the right strategy.

Policy Areas: Criminal Justice

16. Opening up "higher opportunity" areas to low-income and minority families: how much will it cost?

Client: California Housing Partnership Corporation (CHPC)

Project Description and Goals:
Social movements such as Black Lives Matter and a growing body of research on "neighborhood effects" have recently brought national attention to the harmful social impacts of segregation and concentrated poverty, as well as to the promise of leveraging the power of places to reduce inequality and improve outcomes for the least advantaged Americans. In turn, the U.S. Department of Housing and Urban Development (HUD) released a new Affirmatively Furthering Fair Housing (AFFH) rule that requires its grantees, including the State of California and many of its jurisdictions, to take meaningful steps to overcome segregation.

These factors have helped make fair housing a hot policy issue in California today. Government agencies and stakeholders across the state are currently debating what measures should be taken to address segregation and expand housing options for low-income and minority families in "higher opportunity" areas. Although these topics can be contentious at times, there is broad agreement that making progress toward fair housing goals will require that more affordable housing be developed in "higher opportunity" neighborhoods with better-resourced schools, safer streets, and a richer mix of other services and amenities that could help disadvantaged families—particularly those with children—move up the economic ladder.

There is also consensus that barriers such as political opposition, higher costs, and scarcity of available land make developing affordable housing in the more affluent areas that typically have better resources of this kind an exceedingly difficult task. New policies, funding decisions, and regulatory changes to promote fair housing goals should be tailored to overcome these barriers. Unfortunately, critical questions about what specific steps government should take to overcome them remain unanswered to any satisfying degree. These knowledge gaps have, at times, prevented policy debates about how to achieve fair housing goals from moving forward in a constructive way, and from coalescing around solutions grounded in evidence.

The California Housing Partnership Corporation (CHPC) hopes to enlist Goldman IPA students to help answer one of these important but unanswered questions: how much more does it cost to develop affordable rental housing in higher opportunity areas than in the less affluent neighborhoods where affordable rental housing more typically is developed?

Specifically, CHPC hopes students can draw from interviews and data from our partner developers in the Bay Area, Southern California, and the Central Valley—as well as State and local administrative data sources—to answer the following questions:

- How much more does it cost, on a per-bedroom basis, to develop affordable family rental housing in higher opportunity areas than in lower opportunity areas? (Students will identify these areas with the help of an opportunity mapping tool that CHPC created using HUD opportunity indices)
- What are the principal factors driving those cost differences and to what degree (e.g., higher land costs, longer development timelines, density limitations)?
- Do costs vary across different types of high opportunity areas (e.g., suburban areas, gentrified urban neighborhoods)? If yes, by how much, and what factors are driving those differences?
- Policy recommendations: what new subsidies, incentives, or other policies (e.g., land use regulation changes) do State and local jurisdictions need to help developers overcome the higher cost of developing affordable rental housing in higher opportunity areas?

Answering these question could help CHPC inject rigor and specificity into current debates about how to achieve fair housing goals in California. With the results of the IPA analysis in hand, government agencies will have a better idea of how to right-size new incentives and subsidies to overcome cost barriers in higher opportunity areas, developers will know how much to ask for, affordable housing investors will be more equipped to assess risk and return, and advocates—including CHPC—will be able to hold all parties accountable to the facts on the ground.

Client Information:
The State Legislature created the California Housing Partnership Corporation (CHPC) in 1988 to help preserve California's existing supply of affordable homes and to provide leadership on affordable housing policy and resource issues. CHPC is unique in combining on-the-ground affordable housing finance technical assistance with advocacy leadership at the state and national level; what we have learned from providing technical assistance to our partners (which has led to leveraging more than $12 billion to finance the creation and preservation or more than 60,000 affordable rental homes) directly informs our advocacy work to improve and expand affordable housing programs in the most effective way possible. This unique position in California's affordable housing development and policy ecosystem will enable us to make valuable contributions to policy debates around furthering fair housing goals at both State and local levels.

Policy Areas: Housing

17. Identifying Policies to Prevent Diagnostic Errors and Improve Patient Safety in Hospitals

Client: Office of Evaluation and Inspections Office of Inspector General U.S. Department of Health & Human Services

Project Description and Goals:
Each year, an estimated 5 percent of patients experience diagnostic error. Delayed or erroneous diagnoses can result in increased diagnostic testing, unnecessary treatments, repeat hospital visits, deteriorating health, and patient death. Diagnostic errors can also lead to malpractice lawsuits and higher overall healthcare costs.

Although it is clear that diagnostic errors are a problem, the scope of the problem and the role of public agencies in solving that problem warrants attention. Diagnostic errors are particularly challenging to measure because a diagnosis is not typically a single event, but often the result of an iterative process between patients, caregivers, and healthcare providers. Using publicly available data sources and other analytic methods, the team would examine the scope of the problem and potential policy solutions to identify and prevent diagnostic errors and improve patient safety within hospital settings. Research questions may include:

1) Do diagnostic errors affect some patient populations more than others?
2) What economic incentives currently exist that impact the diagnostic process?
3) What state and local policies exist to prevent diagnostic error and improve patient safety?
4) Where are the gaps in federal policies when it comes to identifying and preventing diagnostic error?
5) How can federal agencies incentivize innovation in healthcare payment and IT systems to improve diagnostic outcomes and patient safety?

Client Information:
HHS OIG is the largest inspector general's office in the Federal Government. A majority of OIG's resources goes toward the oversight of Medicare and Medicaid — programs that represent a significant part of the Federal budget and that affect this country's most vulnerable citizens. The Office of Evaluation and Inspections (OEI) conducts national evaluations of HHS programs from a broad, issue-based perspective. The evaluations offer practical recommendations to improve the efficiency and effectiveness of HHS programs, with a focus on preventing fraud, waste, and abuse.

Policy Areas: Health

18. Revolutionizing voter understanding of down-ballot elections at and before the ballot box

Client: Represent.Us

Project Description and Goals:
In response to our nation's political polarization crisis and voters' general frustration with the American political process, cities and states have begun a new stage of experimentation with different ways to allow people to vote and to determine who wins our primary and general elections. Two promising reforms are the "Top 2 blanket primary" (used in California and Washington state, in which all candidates compete in a single, open primary election, and the top 2 vote getters proceed to the general election) and "ranked choice voting" (also known as "instant runoff voting," in which voters rank their candidates in order of preference and their vote is transferred to their next choice if their top choice is not going to win a majority of votes - and used for electing certain offices in Berkeley, Oakland, San Francisco, St. Paul, Minneapolis, and Cambridge). On Election Day in 2016, voters in South Dakota will determine whether the state should adopt a Top 2 primary system, and voters in Maine will decide whether the state should become the first state to use ranked choice voting.

Reformers have championed the top 2 blanket primary ("Top 2") as a way to promote the election of moderate candidates who more accurately represent the district than the extreme candidates selected in partisan primary elections, and as a way to ensure that primary elections do not pre-determine the outcome of the general election. (See Senator Schumer's op-ed about top 2 primaries: goo.gl/jrLOLq.) Ranked choice voting ("RCV") has been praised for promoting positive campaigning, ensuring that the winning candidate has support from a majority of supporters, and doing away with the "spoiler problem" that causes insincere and strategic voting. In addition, some recent thinking - led mostly by the nonprofit FairVote - has encouraged advocates considering implementing a Top 2 system to make two adjustments to the policy: 1) expand to "Top 4"; and 2) use RCV in both the Top 4 primary and the resulting general election.

However, a recent critique of the Top 2 system in California (by UC Berkeley political science professors Lenz and Citrin) suggested that one reason why the Top 2 system here has not had as strong a moderating effect as was predicted is that voters have a difficult time understanding the ideologies of the candidates - particularly in down-ballot races. Essentially, they have a hard time knowing who is extreme and who is moderate.

The problem of voter familiarity with down-ballot candidates is not new. Even the most informed voters struggle to understand and compare the platforms of candidates for state legislature, city council, or school board - even though the actions of those candidates as elected officials have arguably a bigger effect on one's daily life than those of a candidate for US Senate. But, most importantly for this project, the promise of Top 2, RCV, or a Top 4/RCV combination reform - whether it is a moderating effect or simply more accurate representation for the voters of a district - should not be expected if voters cannot accurately select or rank candidates according to their ideological preference.

Here is the analytic question for this IPA: How can we revolutionize voter familiarity with all bona fide candidates, especially down-ballot candidates, in a modern era where attendance at local debates is down but the internet and smartphones provide unexplored opportunities for voter education? The analytic work for this IPA will likely come in four parts: 1) Describe the problem; 2) Evaluate the effectiveness of methods currently in use; 3) Describe and evaluate team-generated alternatives; 4) Make a recommendation to Represent.Us.

The most interesting part of this IPA will likely be part 3: what could a new system look like, and how effective can you expect it to be? For example, one idea the organization has been considering recently is to have an

independent commission in each political jurisdiction create 5 questions of general and topical importance to each elected position (with community input) and allow space for each candidate to answer in 100 words or less in a matrix format, so that voters reading the voter guide can evaluate candidate stances on the same question, side by side. Another option (for someone less partial to the concept of the rational voter and more partial to the thinking around interest group politics) could be to create a system through which interest groups could 1) prove their authenticity and community support, and 2) endorse candidates for display in a standardized format in the voter guide.

Both of these ideas are (at least in part) in pursuit of some standardization of the voter pamphlet, but new ideas created by the IPA team could go in completely different directions. What role should the department of elections play? Should candidates be able to record 30-second videos in responses to questions, to be hosted on the department's website? Should an app be created to accompany the voter guide? Should voters be able to sign up for text message updates about local voter education (debates, etc.) events in their area?

The possibilities are endless, and innovation in this arena is scant. The input and new ideas of the IPA team will be incorporated into Represent.Us' 2017-2018 policy platform and may very well make it into state-level ballot measures for implementation in January 2019.

Client Information:
Represent.Us is a nonpartisan nonprofit that runs ballot initiatives in cities and states to reform our broken campaign finance system, fix our elections to provide more choice and accurate representation, and make government more transparent and accountable.

Policy Areas: Voting / Science & Technology

19. Improving Market Certainty for Low-carbon Fuels

Client: California Air Resources Board, Industrial Strategies Division

Project Description and Goals:

Background: California has adopted numerous policies that work to reduce greenhouse gas emissions. One such policy is the Low Carbon Fuel Standard (LCFS). The LCFS reduces greenhouse emissions from transportation fuel. Specifically, it requires that regulated parties reduce the carbon content of their fuel on a per-energy basis (gCO2e/MJ) overtime compared to a 2010 baseline.

Regulated parties are allowed to pursue the lowest-cost options for reducing their fuel carbon intensity to comply with the LCFS. When a regulated party over-complies with the carbon intensity requirement, they generate LCFS credits which can be sold on the market to other regulated parties. LCFS credits can be banked and sold in future years when the carbon intensity reduction requirement is more stringent. As such, the LCFS is a market-based, economically efficient approach for reducing greenhouse gas emissions.

Issue: The LCFS is a technology-forcing policy, ultimately requiring the use of innovative technologies (such as hydrogen and electric vehicles) and fuel options to achieve the requirements of the standard. Because the LCFS is a market-based mechanism, market uncertainty exists. This uncertainty affects the technology and fuel investments that are made. The incentive to invest in low-carbon technology development, deployment, and adoption is reflected in the market value of LCFS credits. As LCFS credits go up in price, there is additional incentive for advanced technologies to enter the market. As LCFS credit prices decrease, the incentive to invest and deploy new technologies diminishes. Alongside market uncertainty, there has also been policy uncertainty, which can devalue the LCFS credit price. Due to the volatility of LCFS credit prices, it can be difficult for entrepreneurs and businesses to rely solely on LCFS price signals to finance the capitally-intensive projects required to produce and deploy advanced, low-carbon fuels and technologies.

Project Description: The team taking on this project will consider and evaluate a variety of mechanisms and approaches that may be used to reduce the uncertainty and risk for investing in and producing low-carbon fuels. The completed project will propose mechanisms that may be used to reduce market uncertainty and investment risks, and discuss the advantages and disadvantages to each method. One such mechanism that has previously been proposed to reduce market uncertainty has been contracts-for-differences (the ICCT has issued a recent report on this mechanism). Other alternatives, such as future markets, may also exist.

Client Information:

The California Air Resources Board is a state agency. Since its formation, the ARB has worked with the public, the business sector, and local governments to protect the public's health, the economy and the state's ecological resources through the most cost-effective reduction of air pollution.

Policy Areas: Energy & Environment

20. Developing a scaled housing solution for LGBTI migrants in the Middle East

Client: Rainbow Street

Project Description and Goals:
LGBTI refugees in the Middle East are an extremely vulnerable class among a group already susceptible to social and political persecution. Most travel alone and without the support of friends, family, or local community. Many, especially transgender individuals, suffer public harassment, arbitrary detainment, and sexual abuse.

While there are organizations that specialize in LGBTI migration assistance, many potential clients are homeless and therefore unable to take full advantage of these services. Secure and consistent shelter is key to ensuring the immediate and sustained safety of exceptionally vulnerable LGBTI migrants in the Middle East.

Rainbow Street incorporated in 2014 as a response to this need gap. Rainbow Street's comprehensive financial assistance includes monthly stipends for housing, food, transport, cell phone minutes, and other necessities for extremely needy LGBTI individuals currently navigating the lengthy migration process. Rainbow Street's all-volunteer team currently operates in Beirut, Lebanon and Amman, Jordan, with the aim of expanding services to more locales over the next 5 years.

In 2016, Rainbow Street provided sustained financial assistance to 6 beneficiaries in Amman and Beirut. Rainbow Street now seeks to develop a pilot program in one of these locales that dramatically scales the availability of housing solutions for LGBTI refugees residing there. The results of this pilot program will guide Rainbow Street's expansion strategy in the coming years.

Rainbow Street will provide considerable guidance to IPA students interested in developing recommendations for this pilot program. Students will be granted access to Rainbow Street, field volunteers, partner organizations, and beneficiaries (pending consent) to assist in the development of one or more of the following project goals for a chosen locale (Amman or Beirut):

- Soliciting recommendations for how to develop short- and/or long-term housing solutions for LGBTI migrants in the specified locale (with optional analysis of annual cost per beneficiary).
- Determining the need gap in the specified locale by estimating the number of LGBTI refugees who could benefit from secure housing assistance.
- Security best practices
- Recommendations for organizational structure, ranging from the recruitment to training to management of volunteer caseworkers.

Client Information:
Rainbow Street is charitable 501(c)(3) nonprofit association founded in 2014 to provide life-saving resources to LGBTI people living in crisis in the Middle East. Rainbow Street is the only organization in the Middle East that offers the comprehensive financial support necessary for vulnerable LGBT people to get off the streets and focus on their long-term migration goals.

Apart from financial assistance, Rainbow Street caseworkers in Jordan and Lebanon provide end-to-end case management, advocating for Rainbow Street beneficiaries by coordinating between the multiple governmental and non-governmental actors that support their resettlement cases. With a well-researched proposal backed by the results of an informative pilot program, Rainbow Street could develop a competitive

multi-year grant proposal for a scaled approach to addressing the issue of housing for LGBTI refugees in multiple locales throughout the Middle East.

Policy Areas: LGBTQ Rights

21. Let's Work: Creating Sustainable Wage Jobs for Alameda County's Re-Entry Population and System-Involved Youth

Client: ALL IN Alameda County, Office of Supervisor Wilma Chan, County of Alameda

Project Description and Goals:
As a result of California's realignment efforts, over the last five years, Alameda County's criminal justice system has experienced a decreased average daily population of 1,400 bed days in Santa Rita and Glen Dyer jails per year. Despite efforts by the Alameda County Probation Department to provide employment services to their clients, in FY 2014/15, only seven out of the 397—or 1.76 percent—of clients referred to one of the Probation Department's four employment partners retained a job for at least 180 days.

Recognizing that without gainful employment, formerly incarcerated residents are likely to reenter the criminal justice system, the Justice Reinvestment Coalition of Alameda County led the Jobs for Freedom Initiative. The Initiative's goal was to develop a pipeline of jobs for a minimum of 1,400 members of Alameda County's formerly incarcerated residents and opportunity youth.

On June 28th, the Alameda County Board of Supervisors passed a Resolution that committed the County to creating 1,400 sustainable wage jobs for people who have come into contact with the criminal justice system. The Board directive created the Alameda County Re-Entry and Harder to Employ Hiring Program—now called the Let's Work Initiative. Let's Work is being led by Human Resources Services and executed in partnership with all County departments and the Justice Reinvestment Coalition of Alameda County.

Alameda County Supervisor Chan has committed to taking on a subset of the 1,400 jobs goal—approximately 200-300 jobs—through the work of her anti-poverty initiative called ALL IN Alameda County. This project would focus on recommending a strategy or set of strategies ALL IN could undertake to fulfill its commitment of creating 200-300 sustainable wage jobs for the re-entry population and system-involved youth. For example, should the focus be on job creation or workforce development? Would it be more effective for ALL IN to scale a promising employment program or to pilot a new employment program based on best practices in the field? Are there policy barriers ALL IN could address that would create new job opportunities for the re-entry population like examining current Civil Service Examination policies and requirements? Could ALL IN leverage existing projects like its Food as Medicine or Food Recovery pilots by building out their job components?

Client Information:
On the 50th Anniversary of President Johnson's War on Poverty, County Supervisor Wilma Chan launched the New War on Poverty in Alameda County, now ALL IN Alameda County. All IN Alameda County (http://www.acgov.org/allin/) is a multi-stakeholder collaborative and innovation incubator within county government that brings together stakeholders who sit on all sides of a social issue to design new solutions and apply creative thinking to remove barriers and take advantage of opportunities for progress. ALL IN's vision and goals are rooted in the belief that all families in Alameda County must be able to: 1) meet their basic needs for shelter, food, and safety; 2) earn an income that allows for self-sufficiency and asset building; and 3) obtain a quality education that positions the next generation for academic and economic success.

ALL IN Alameda County is governed by a steering committee chaired by Supervisor Wilma Chan, and includes community residents, government agencies, nonprofit, and business representatives. The Steering Committee reviews and approves plans from action teams, and directs staff to move implementation forward. The

Steering Committee can request that action teams address specific opportunities.

The Let's Work Project will enhance and align the efforts of ALL IN's Youth Career Pathways and Entrepreneurship action teams by contributing to a larger county effort. In 2016, ALL IN focused its efforts on projects that helped families in Alameda County meet their basic needs. In 2017, ALL IN is shifting its focus to tackling income inequality by undertaking projects that focus on self-sufficiency and asset building. The Let's Work Project aligns well with this focus and the overall goals of ALL IN Alameda County.

Policy Areas: Labor / Criminal Justice

22. Can San Francisco Advance Equity During Rapid Change and Growing Income Inequality?

Client: San Francisco Planning Department, Citywide Planning Division

Project Description and Goals:
The City of San Francisco is experiencing a time of unprecedented growth. From 2010 to 2014, San Francisco has added 30,000 jobs a year—120,000 jobs in total. This job growth has occurred in the context of massive regional growth: the Bay Area added 585,000 jobs during this same time period. Many people have migrated to the Bay Area to participate in the strong economy. The development of housing for the new residents and current residents has lagged behind job growth. From 2010 to 2014, a total of 8,290 housing units were completed in the City of San Francisco. The mismatch between job growth and housing growth has led to intense pressure on existing housing, leading to dramatic increases in rent. For example, in 2014 rent increased to $4,580 for a 2-bedroom apartment—a 40% increase from the 2013 rate of $3,300. People of color, low and middle income people are paying a large percentage of their income for rent, living in overcrowded conditions, and leaving the City.

The Planning Commission and Planning Department is responsible for land use policy and building permits that impact the height, density, design, and pace of housing development. The Department also plays a role in formulating and analyzing legislation related to housing and employment, including the creation of development requirements and incentives to promote desirable policy outcomes from the private real estate market. The Planning Department is eager to use its land use authority to promote equity, ensuring that current residents, people of color, and low and middle income households have a place they can afford in the City. Simultaneously, we want to ensure that San Francisco can continue to attract new people from a broad range of backgrounds.

Framework
Specifically, the Planning Department wants to develop an analytical framework that will allow the Department to assess how its work may impact a neighborhood or the city. We want to develop a framework to analyze the impact that planning programs, policies, and plans have on residential and commercial displacement and neighborhood change (gentrification) as compared to a "no project alternative." If such impacts can be measured and interpreted, the Department will develop mitigating policies to ensure that new development contributes to the city's inclusivity.

The key questions for research, analysis and policy for this IPA would include:

1) What are the various factors that cause or influence displacement (both direct and indirect) and which are the strongest predictors of displacement, including how may we best understand the role that market-rate development plays (a poorly understood yet often debated factor) in either accelerating or slowing (direct or indirect) displacement?

a. Specific to San Francisco, what are the key factors to predict displacement risk and access to opportunity in the City's neighborhoods? What are the equity implications for San Francisco?

2) What is the team's analysis and recommendations for how the Planning Department could (a checklist, a framework, etc.) evaluate projects, plans, programs, and policies in order to determine displacement impacts and identify mitigations for displacement?

We recommend the IPA students refer to the studies below as starting points, but do not preclude what other countries and cities may be implementing:

- City of Seattle's Displacement Risk and Access to Opportunity indicators, http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/p2427615.pdf,
- UC Berkeley's Urban Displacement Project, http://www.urbandisplacement.org/map/sfhttp://www.urbandisplacement.org
- The SF Department of Public Health the SF Indicators Project, http://www.sfindicatorproject.org/

The IPA team is encouraged to study how other cities have addressed the challenges of increasing housing costs and displacement of their most vulnerable populations. The IPA team could also apply their proposed evaluation methodology (in b) to one or more of the City's existing plans, policies, or programs to refine its results.

3) This research will inform a toolkit of policies, programs and strategies we are assembling to mitigate and prevent displacement and ensure an equitable investment to strengthen neighborhoods at risk of displacement. We would like the IPA team's assistance in determining policies, programs, and strategies the City isn't already undertaking to help mitigate and prevent displacement in San Francisco.

We look forward to working with the IPA team and faculty advisor to refine and better tailor the questions to the interests and talents of the team.

Client Information:
The SF Planning Department, under the direction of the Planning Commission, shapes the future of San Francisco and the region by: generating an extraordinary vision for the General Plan and in neighborhood plans; fostering exemplary design through planning controls; improving our surroundings through environmental analysis; preserving our unique heritage; encouraging a broad range of housing and a diverse job base; and enforcing the Planning Code. We are guided in this work by a vision to make San Francisco the world's most livable urban place – environmentally, economically, socially and culturally.

The SF Planning Department is one of the largest in the nation, with over 240 people on staff—and growing. This project intradepartmental effort is led and managed by the Citywide Division of the Planning Department. The Citywide Division serves as the long-range planning function for the City & County of San Francisco. We are responsible for creating area plans that help shape neighborhoods and commercial districts all over the City.

Policy Areas: Housing

23. Puerto Rico's Fiscal and Economic Challenges

Client: U.S. Government Accountability Office (GAO)

Project Description and Goals:
Puerto Rico, the largest U.S. territory, is currently experiencing severe fiscal challenges, underscored by a decade of near-continuous recession, a contracting population, and the accumulation of large amounts of public debt. In April 2016, Puerto Rico's government issued a moratorium on debt payments, and has since defaulted on multiple payments. In June 2016, Congress passed the Puerto Rico Oversight, Management, and Economic Stability Act (PROMESA), which includes various provisions related to Puerto Rico's debt and internal management. PROMESA also mandated five GAO studies related to its debt, its economy, and small business programs in Puerto Rico.

To help GAO better understand the fiscal and economic conditions in Puerto Rico, GAO would like a team to develop information on the following:

1. Puerto Rico's fiscal and economic challenges and
2. Options to improve Puerto Rico's fiscal condition and its economy.

Potential information sources would include data from the U.S. Department of Commerce (e.g., the U.S. Census Bureau Puerto Rico Community Survey) and Department of Labor (e.g., Bureau of Economic Analysis data), and the Congressional Task Force on Economic Growth in Puerto Rico, which is required to issue a report by the end of 2016.

Client Information:
The U.S. Government Accountability Office (GAO) is an independent federal agency that works for Congress. Our Mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. This mission includes helping to track the progress of federal programs that support affordable rental housing. We provide Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced.

The results of this project can help GAO identify key issues in its ongoing work on Puerto Rico for Congress.

Policy Areas: Economic Development

24. Identifying and Sharing Lessons from State Policy Programs that Support or Thwart Organic Farming

Client: Berkeley Food Institute, UC Berkeley

Project Description and Goals:
Key question: What is the role and impact of state level policies in the United States in supporting or thwarting the development of certified organic agriculture?

Summary of Project:
The Berkeley Food Institute plans to undertake an assessment of state policy programs throughout the US that affect organic agriculture, aimed to identify and reveal lessons about diverse ways that state agencies and policies support the expansion of organic farming. The assessment will include findings about state agency organic agriculture programs for certification, enforcement, research, data tracking, technical assistance, and/or other projects, such as marketing or access. The study will reveal information about effective ways that states support organic agriculture, as well as gaps, and determine levels of funding for organic compared to non-organic farming. BFI will publish the findings in a user-friendly report and summary brief to distribute to state and federal policymakers, state departments of agriculture, industry and the public. This assessment seeks to demonstrate how states and producers can effectively gain greater benefits by increasing state support to organic farming, and can learn about policy-related problems confronting organic producers.

The IPA team would report to Nina Ichikawa (and/or Ann Thrupp) at BFI and also coordinate with BFI's Graduate Student Researcher. The tasks would include:

- Read and gain good understanding of federal legislation (National Organic Program) for certified organic agriculture; understand how certification and the NOP generally function, and the role of OTA and other key players.
- We will divide the US into geographic regions (4 to 5 areas) to undertake an assessment of state policies that influence organic agriculture. Each student will gather relevant information in on a few selected states through online information, calls to state agricultural agencies, and interviews with staff in those agencies or agriculture extension officers. They will use the following guides as questions when considering each state.
- What are general trends in this state for organic agriculture production (ie, increasing, declining, and percentage of overall land area or agriculture sector/industry?)
- Does this state have any specific designated government-supported programs or policies that are intended to support organic agriculture? If so, give short summary of the program/policy, using following main questions:
    - What resources are dedicated to this program/policy? (Staffing, funding)
    - Does the program have data/tracking of organic acreage?
    - Is the program involved in regulation or certification or organic farmers?
    - Does the program coordinate with National Organic Program/USDA and/or accredited certifiers? If so, how?
    - Does the state program provide any technical assistance to organic farmers?
    - Does the program administer/provide any support (eg, a subsidy or cost share program) for transitioning farmers or costs of certifications? Do they have data on the use of this funding/support? (This may come through the federal program)

    - Does the state program have any reports or documents that are provided to farmers/users? How are these disseminated and used?
- Does the state university have an Extension program or any other kind of scientific advising or technical assistance pertaining to organic agriculture? If so, please summarize of type, resources, staff, etc.
- Are there any state level policies that may curtail or thwart the expansion of organic agriculture? (eg, regulations of compost, food safety regs, other?.)
- Does this state have any policies/regulations that curtail or control the use of neonicitonid pesticides? How are these implemented?

Expected deliverable(s) from IPA team:
Students will be expected to prepare short summaries of their findings on these questions; Each state summary should be no more than a written page. The team will be asked to compile their results and analyze the trends/whole together. BFI requests a report of the findings from the analysis and interviews, in a concise overview report and/or power point presentation. The presentation plan will be discussed and planned with BFI and the team.) This report will be used by BFI as input for compiling a synthesis report, aiming for impact noted below.

Client Information:
BFI received a small grant for this project, from a foundation that is very interested in using the results. We will collaborate with strategic partners, including state and federal policy makers and organizations such as the California Certified Organic Farmers and Organic Trade Association to share the results.
The project will have broad impact throughout the U.S. with a diversity of audiences who are involved in agriculture policy-making. The findings will show model policies and programs that currently exist in only some states but could be replicated or adapted in other states. The beneficiaries include Congressional representatives and directors/secretaries of agriculture at the state and federal levels, as well as the agriculture advisory committees and advocacy/NGO groups involved in work on organic farming. We will also target communication and promotion of findings to organic industry representatives, farmers and other partners in this field.

Policy Areas: Food & Ag

25. Should Software be Eligible for Patent Protection?

Client: U.S. Government Accountability Office (GAO)

Project Description and Goals:
The U.S. patent system makes invaluable contributions to the innovation economy, although there are still fundamental questions about what kind of inventions should be patentable. Some patent experts and high-tech companies have called for the abolition of software-related patents saying they are often so vague and unclear that they actually block other new innovations from being developed. Other patent experts say that patent protection on software and biotechnology is the only thing that allows innovators to make expensive research and development investments. Further, according to some legal experts, recent Supreme Court decisions on patentability have made it even more difficult for the U.S. Patent and Trademark Office (USPTO) and the lower courts to determine patentability of software and biotech inventions.

To help GAO better understand the key issues related to the patentability of high-tech inventions, GAO would like a team to develop information on the following:

1. What is the expert consensus on the types of software and biotech inventions that should be eligible for patent protection to best promote innovation?
2. What are the challenges associated with how the patent office (USPTO) and the courts interpret the current patentability requirements?

Potential information sources would include interviews with law and technology scholars throughout the country, including at universities located in the Bay Area. Valuable insights can also be gained through discussions with experts at software and biotechnology companies in the Bay Area (or elsewhere). Published academic research would also be a valuable source of information.

Client Information:
The U.S. Government Accountability Office (GAO) is an independent federal agency that works for Congress. Our Mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. This mission includes helping to track the progress of federal programs that support affordable rental housing. We provide Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced.

The results of this project can help GAO identify key issues in its ongoing work on the patent system for Congress.

Policy Areas: Science & Technology

26. Evaluating transportation strategies that ensure low-income commuters benefit, while benefitting the climate

Client: TransForm

Project Description and Goals:
Vehicle congestion is skyrocketing on Highway 101 but the heavily-traveled stretch between Redwood City and downtown San Francisco lacks a carpool lane, rendering express bus service unworkable. Over 300 employer shuttle buses sit in ever-worsening traffic. The reflexive response, in the world's center of innovation, is to widen the San Mateo County portion of the highway, inducing even more traffic and pushing even worse bottlenecks to San Francisco, which has no room to widen.

Four years ago TransForm released two reports that recommend an alternative to expensive highway widening -- make more efficient use of our existing roads by converting a “regular” lane into an express lane for high-occupancy vehicles, expand transportation choices to take advantage of that lane, and ensure low-income commuters can save both time and money. Finally, faced with traffic, climate an fiscal crises both San Mateo and San Francisco counties are studying this concept, there will be a major decision whether to move ahead with it in the summer or fall of 2017.

Release a report on the potential equity impacts of 101 HOT lanes
Recommend strategies to improve equity outcomes, such as discounted fares for low-income drivers, and using toll revenue to pay for expanded bus service that serves low-income communities. Yet there has been no real evaluation of strategies to ensure low-income commuters benefit from this proposal for "Optimized Express Lanes". Done poorly these lanes can result in low-income commuters paying even more for transportation.

With this IPA TransForm would like to produce an evaluation of equity strategies to identify:
1) What strategies could benefit low-income commuters? Where have those strategies worked or are they original?
2) What are their costs and barriers to implementation?
3) How can they be funded, from what sources and in what time frame?
4) Does the strategy have other benefits, e.g. reducing traffic, GHG emissions, improving health etc.
5) Given this information (and other criteria to be developed as part of the IPA) what is the optimal mix of strategies to benefit low-income commuters? How may these costs and benefits compare to the status quo, or a standard highway widening project?

Components of this research/IPA will be applied to an Equity Evaluation Report that TransForm would produce in quick succession, to help inform the public dialogue on this issue. There will also be an outreach strategy that included public forums where this analysis would be highlighted.

Client Information:
During 2017 TransForm will be leading a multi-faceted education campaign to illustrate the potential benefits of these Optimized Express Lanes. These are expected to include a series of high-profile “Mobility Dialogues” that bring together elected officials, employers and mobility experts to discuss transportation challenges and showcase innovative solutions. This project has broad ramifications if successful, as California still has $78 billion of highway widenings planned, yet are also trying to reduce climate emissions dramatically. Caltrans is increasingly interested in this idea, and may recommend it more broadly if successful here.

Policy Areas: Transportation / Energy & Environment

27. Should San Diego Improve its Granny Flat (Secondary Unit) Policies to Increase Housing Affordability?

Client: San Diego Housing Commission and LeSar Development Consultants

Project Description and Goals:

Background: We believe there is an opportunity to address California's housing crisis through accessory dwelling units (ADUs), often times referred to as granny flats, garage apartments, or guesthouses. These ADUs are additional attached or detached living spaces built on lots with an existing single-family home. ADUs represent an important opportunity to provide inter-generational housing and mortgage assistance to working-class homeowners, while helping to ease the high cost of living and tight housing markets found in cities across the state. Additionally, due to their size, they are often referred to as "naturally" affordable housing.

Despite the clear opportunity for single-family homeowners to generate rental income, the costs for construction and process for ADU permitting can oftentimes be prohibitive. According to the U.S. Department of Housing and Urban Development (HUD), programs that successfully generate ADU construction are flexible, uncomplicated, and include financial incentives and extensive public education to generate community support.

Fortunately, a number of legislative and financing options are emerging that show potential for ADUs as options in increasing affordable housing supply. Two ADU bills – AB 2299 (Bloom) and AB 2406 (Thurmond) – recently passed by the California legislature would boost the creation of ADUs by eliminating additional parking and other permitting requirements. For example, AB 2406 allows for "junior accessory dwelling units" which are small units enclosed within an existing single-family home.

Also approved by the state legislature this year, SB 1069 (Wieckowski) requires an ordinance for the creation of ADUs and revises requirements for the approval or disapproval of an ADU application when a local agency has not adopted an ordinance.

Project Description: The San Diego Housing Commission and LeSar Development Consultants would like the IPA team to recommend policies cities, counties, and housing authorities can implement in order to (1) capitalize on the new state legislation and (2) to add to the ADU housing stock in San Diego specifically. This project would involve working with our staff to develop best practice analyses for jurisdictions across the United States, Canada, and Australia, as well as a review of the current policy landscape in San Diego to develop actionable recommendations.

The IPA team might address the following questions:

- What are the benefits and/or potential negative consequences to developing more permissive ADU policies?
- What are the best strategies to encourage and/or incentivize property owners to construct ADUs?
- What further action at the state and local level might be necessary to get more ADUs built? (This may include a matrix of policy alternatives that include financial and political feasibility, efficiency, etc.)
- What local, state, or federal funding sources are available to support ADU construction? What barriers would need to be overcome to make these resources more readily available?

- How does the cost of ADU construction compare to traditional affordable housing development? (This may include conducting some form of financial forecasting or cost-benefit analysis for residents, homeowners, and policymakers.)
- What will be the impact of the proposed policy changes to the rental housing market?
- What will be the impact of the proposed policy changes to low-income homeowners? Are there ways to encourage low-income homeowners to participate in ADU construction?
- What is the best way to reach eligible homeowners and is there a need to provide them with education or information regarding these proposed opportunities?

Client Information:
The San Diego Housing Commission (SDHC) is an award-winning public agency dedicated to preserving and increasing affordable housing within the City of San Diego. Since 1981, SDHC has contributed more than $1 billion in loans and bond financing to projects that have produced 14,531 affordable rental units. We provide a variety of award-winning affordable housing programs and services that stimulate the local economy, revitalize neighborhoods, and help improve the lives of more than 125,000 San Diegans annually.

LeSar Development Consultants (LDC) is a small, women-owned, social innovation firm that assists our clients with growing healthy, sustainable, and vibrant communities. We provide creative solutions to complex problems with our expertise in housing, homelessness, workforce and economic development, sustainability, and transportation. LDC was founded in 2005 and has completed over 100 scopes of work with 23 public agencies and municipal governments.

SDHC and LDC conceived of this proposal jointly; together we have the potential to both support the implementation of the IPA team recommendations in San Diego, and to share them as best practices throughout California. Project contacts include senior staff at each organization, including a GSPP alum.

Policy Areas: Housing

28. Create a program evaluation plan for the California Earned Income Tax Credit Education and Outreach grant

Client: California Department of Community Services & Development

Project Description and Goals:
In 2015, Governor Jerry Brown signed the first-ever California Earned Income Tax Credit (Cal EITC) extending a new cashback credit to working families earning less than $13,870. When combined with federal EITC, vulnerable low-to-moderate income individuals and families stand to make significant income gains – of over $6,000 – when claiming both state and federal credits.

Through the State Interagency Team (SIT) Workgroup to Reduce Poverty, the Department of Community Services and Development (CSD), shares the goal, with a set of private and public partners, of coordinating the delivery of education and outreach for EITC and efforts used to direct individuals to no cost tax preparation. As a part of this effort, the Department of Community Services and Development (CSD) has been identified as the agency responsible for coordinating an education and outreach program to increase the awareness and usage of the Cal EITC. CSD has funded several agencies statewide to conduct outreach strategies including: web presence, social media presence, media, distribution of educational material and messaging, community canvasing and outreach events.

The effectiveness of outreach strategies can be difficult to quantify for ongoing process improvement. CSD would like the IPA team to create strategies and more specifically a program evaluation plan to aide in evaluating each funded agencies outreach strategies. The program evaluation plan should include, but is not limited to the following elements:

I. Are there quantitative elements that can be devised to measure the program's effectiveness?
II. Are there qualitative elements that can be devised to measure the program's effectiveness?
III. Do certain outreach strategies work better for certain sub-populations?
IV. Do certain outreach strategies work better in different areas of California?

The goal of this effort would be to assess the efficacy of the education and outreach methods employed. The program and process evaluation could be conducted by EITC claimant data and characteristics, conducting field interviews with EITC claimants, conducting focus groups on specific strategies and/or analyzing efforts in differing populations. CSD will provide the Notice of Funds Available (NOFA) solicitation. In addition, CSD will provide data/methodology for background on the program.

Client Information:
Under the umbrella of the California Health and Human Services Agency, the Department of Community Services and Development (CSD) partners with a network of private, non-profit, and local government community-based organizations dedicated to helping low-income families and individuals achieve and maintain self-sufficiency, meet and manage their home energy needs, access renewable energy, and reside in housing free from the dangers of lead hazards.
CSD's mission is to reduce poverty for Californians by leading in the development and coordination of effective and innovative programs for low-income residents. As an anti-poverty agency, this project has been deemed as an evidenced based method to reduce poverty. Therefore, the evaluation of the education and outreach strategies will only work to further the Department's work to reduce poverty. Additional Information can be found online at www.csd.ca.gov.

Policy Areas: Finance / Economic Development

29. Greening prisons: How to improve the air quality of prisons inside and out

Client: US Environmental Protection Agency - Southwest Pacific Office

Project Description and Goals:

We would like to answer any of the following three questions.

I. How can emissions of federal and/or state prisons be reduced in California and nationwide?
II. How can environmental conditions, such as indoor air quality (IAQ), be improved in prisons?
III. Is it feasible to bring green job training for managing prison air quality to inmates? (e.g. management of HVAC systems, green cleaning, anti-smoking education, etc.) If so, which federal programs would enable prisons to incorporate green jobs training? Additionally, what are the benefits and drawbacks of providing green jobs training in prisons?

Students would research and analyze various avenues in which to improve the indoor environmental health of prisons for workers and inmate or focus on improving the impact of prisons on the outside environment. Improvements could include reducing emissions of the prisons and/or improving environmental conditions inside prisons, such as IAQ. Additionally, the team could also research successful green job training programs and provide recommendations of potential green job training programs that EPA can help implement. Students would provide guidance on the most efficient way to apply these recommendations to maximize results of improving environmental conditions.

Client Information:

On the regulatory side, the EPA is tasked with enforcing Title 40, Code of Federal Regulations (40 CFR) which deals with EPA's mission to protect human health and the environment. This section of the CFR includes congressional acts such as the Clean Air Act, the Clean Water Act, and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). If an entity is found to be out of compliance regarding these rules and regulations, EPA would be tasked with bringing them into compliance.
The EPA also has non-regulatory programs. These programs are minimally or not funded by the EPA and achieve results through establishing contacts in other agencies and organizations and leveraging funding from other sources to achieve large scale results.

As an example, our office addresses indoor air quality (IAQ) issues. There is no mandate that enforces appropriate IAQ levels of toxics but we have developed guidance on various IAQ issues (wood smoke, schools near major roadways) to help homeowners, tribes, schools, etc, address IAQ issues. Our office is poised to make recommendations and create guidance to assist other agencies and organizations in addressing IAQ concerns. As a whole, the EPA houses many experts that are adept at providing guidance and information on environmental and health topics.

There are five potential ways that EPA could take action based on the findings of the IPA, they are:

I. A Legal mandate to incorporate environmental justice into our mission (Title VI Civil Rights Act, Executive Order 12898)
II. An agency-wide mission to protect human and environmental health
III. Connections with other federal agencies and the ability to bring federal partners to the table
IV. The ability to leverage federal funding
V. Access to health and science experts

Policy Areas: Criminal Justice / Energy & Environment

30. Improving the Title IV-E Waiver program in Child Protection in California

Client: California Department of Social Services (CDSS)

Project Description and Goals:
Title IV-E of the Social Security Act provides federal funds for foster care. Traditionally, it reimburses states for out-of-home foster care on the basis of per-child, per-day. Under California's Title IV-E Waiver (the "Title IV-E California Well-Being Project"), participating counties instead get a lump sum to run their foster care program. The state agency, the California Department of Social Services (CDSS), overseas Child Protection in the state, but counties have considerable autonomy in running their child protection programs.
Jane's understanding of the context: The project website says the Waiver "provides counties with "the flexibility to invest existing resources more effectively in proven and innovative approaches that better ensure the safety of children and the success of families. This flexibility enables the opportunity to reinvest resources into more cost efficient approaches that achieve better outcomes." I believe the chief aim is to reduce out-of-home non-family foster care.
The client's project summary follows; Jane has a call in to clarify. We have had several successful IPA projects with this client in the past, so we encourage you to consider it. For more information, email Jane directly next week.

The CDSS is proposing a project, which will explore advantages and drawbacks on a set of options and for (the team) to recommend one of them:

Individualized county recommendations can be helpful to address key barriers of project implementation

a. Looking at what has been working in CW and Probation and transferring that logic model to other areas of the project
    i. What is preventing counties from achieving their projected goals
        1) How services can improve if certain changes are handled appropriately

B. Looking at the major drawbacks in each part of the project

a. How can CDSS make sure all partners are supporting each other effectively
    i. How can communication be improved?
    ii. What can CDSS control and change?
    iii. What is outside of the CDSS's scope of work?

Client Information:
The CDSS has a direct relationship with Children's Bureau (Administration for Children and Families) as well as the participating Waiver Counties in California and is responsible to adhere to Federal requirements as well as to provide support and technical assistance to the Waiver Counties, as it relates to the Project. The CDSS is responsible to provide Semi-Annual Progress Reports, an Interim Report and a Final Evaluation Report to Children's Bureau.

Since the Waiver is a Demonstration Project, the CDSS is looking at best practices and improving outcomes for children, youth and families. The CDSS also is looking at doing things differently as well as innovative approaches, by being part of the Project. The mission of the California Department of Social Services is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.

Policy Areas: Early Childhood

31. Analyzing the Economics of Climate Change & Climate Action Planning on Hartford, CT

Client: City of Hartford Climate Stewardship Council

Project Description and Goals:

Background

Political, corporate, institutional, and community-based leaders in the city of Hartford have united recently, as the Climate Stewardship Council (CSC), to address the pressing concerns of climate change and environmental degradation through long-range planning and targeted initiatives that are both environmentally and economically sustainable. Building on this unified vision and supported by a new Mayor enthusiastic about the environment, the CSC has begun drafting a Climate Action Plan for the city of Hartford. This Climate Action Plan is a roadmap for empowering Hartford to become a global leader in improving our quality of life through environmental stewardship initiatives, while advancing our economy, improving public health outcomes, and promoting social equity. It will comprehensively address food, energy, green space, transportation, waste, and water issues.

Proactively addressing climate change is particularly important for a place like Hartford, where (as described in (3) below) many of the residents live under the poverty line and jobs are scarce. There are also environmental justice concerns inherent in a failure to address these concerns: 70% of Hartford residents are persons of color, and 47% of persons over age 5 speak a language other than English at home. Moreover, the Connecticut-wide Health Equity Index reveals that Hartford rates worst in the state in a majority of social determinants of health, such as employment, housing, safety, education, economic security, and environmental quality.

Project Description

Despite these challenges, ultimately, the CSC aims to position Hartford for economic revitalization through the Climate Action Plan and through concrete projects that protect the environment, promote community health, and create a job pipeline for community residents. One of the things that neither City staff nor the member organizations of the CSC have the ability, expertise, time, or funding to undertake is to analyze the economic impact of climate change on the city – in the three respects described below. Yet this analysis is extremely important not only to help people understand what's at stake, but also to engage more stakeholders in our efforts. We therefore hope the Berkeley team can assist us with three major research and policy tasks:

(1) The Negative Economic Impact of Extreme Weather Events on Hartford

Hartford is particularly vulnerable to climate change, from winter storms that knock out our power to summer heat waves that harm our most vulnerable residents. In the event of significant sea level rise, the Connecticut River, a natural feature that runs right through downtown Hartford, could flood up to 25% of the city's grand list.

Using information about floods (mapping), the state of the levee system (recently rated as failing), data about recent heat waves and snowstorms, and information about sea level rise compiled by UConn's Connecticut Institute on Resilience & Climate Adaptation, we would like the team to quantify the negative economic impact of extreme weather on Hartford. The impact may include potential flooding of buildings, business interruption costs during snowstorms (such as the one that knocked out power for days in 2014), strains on the local health care system and missed school/work days due to environment-related illnesses (e.g., asthma, obesity, asbestos/lead contamination), and similar economic costs.

(2) Most Cost-Effective Policy Proposals to Stem Negative Impacts

Already, the CSC has compiled a large volume of data (e.g., a greenhouse gas emissions analysis completed by a EDF Climate Corps Fellow and a survey of the economic benefits of trees) on different strategies the public and private sector can embrace to address the root causes or the subsequent impacts of climate change. Yet the CSC cannot effectively evaluate this data, and related policy proposals, from a cost-benefit standpoint, because it lacks well-organized comparative data. For example, we know it costs around $500 to plant a tree here given our urban conditions. If 60 trees reduce greenhouse gas emissions by more than, say, investment of $30,000 in an electric vehicle for the city's fleet, then we should invest in the trees, and not the electric vehicle.

Using the drafts of each chapter of the Climate Action Plan, we hope the Berkeley team can evaluate some of our policy ideas using a cost-benefit analysis, compare those policy ideas to each other, and draw from policy ideas successfully implemented other cities to make recommendations about what policies the city should prioritize. We would also hope for the team to quantify the positive economic effect as it relates to public health. This is especially important in a city like Hartford, where structural budget deficits ensure that public resources will be scarce in the coming years.

Client Information:
The Climate Stewardship Council is the citizens' sustainability task force for the City of Hartford. Co-Chaired by the Deputy Director of the Department of Public Works and the citizen Chair of the Planning & Zoning Commission, the Climate Stewardship Council is in an excellent position to take action based on findings of the IPA. Responsible for creating and implementing sustainability initiatives, the group brings together neighborhood associations, nonprofit institutions, regional and state governments, and private businesses from the Hartford region to move policy proposals forward and create a climate action plan that will place Hartford at the forefront of local policymaking in the areas of energy, land, transportation, waste, and water.

Citizen bodies represented on the Climate Stewardship Council reflect a demographic and political cross-section of Hartford residents. These include an umbrella organization convening neighborhood associations citywide (Hartford 2000), as well the Food Policy Advisory Commission, Parks and Recreation Advisory Commission, Planning & Zoning Commission, Redevelopment Agency, and Tree Commission. Nonprofit institutions, regional and state governments, and private businesses also represent important interests.

Since its establishment, the Climate Stewardship Council has been working hard to make Hartford more sustainable and environmentally friendly: we successfully advocated for the recently adopted Complete Streets ordinance, and for an energy improvement district in Hartford. We have begun drafting a Climate Action Plan (CAP) that will help provide cleaner, cheaper, more reliable energy, cleaner air and water, a more robust and equitable transportation system, more usable green space and urban agriculture, and new and safer ways to deal with waste and managing materials. The CAP will also acknowledge the impact climate change has on Hartford and the surrounding region, and develop strategies to mitigate and adapt to the impacts (such as extreme weather events). These goals are accomplished through inter-organizational cooperation, volunteer work, and community engagement.

Policy Areas: Energy & Environment

32. How Limited English Proficient Families Cope in an English Speaking World: Studying Effects on Credit

Client: Consumer Financial Protection Bureau – Offices of Fair Lending

Project Description and Goals:
Twenty-five million Americans have limited proficiency in English. We're interested in learning more about this population's interactions with the consumer credit system, and specifically the ways in which LEP consumers use family, friends, or non-profit advocates to help them navigate financial decisions. How could consumer tools, translations, guidance, or regulations improve the experience of these families and their language intermediaries? We have some data sources that could aid in a qualitative and quantitative analysis of these issues, including our consumer complaint database. We also believe much could be learned from nonprofits and consumer advocates who focus on language access, civil rights, or particular immigrant communities. We are interested in recommendations from the students about potential actions the CFPB could take to mitigate these harms.

Client Information:
The Consumer Financial Protection Bureau (CFPB) is a 21st century agency that helps consumer finance markets work by making rules more effective, by consistently and fairly enforcing those rules, and by empowering consumers to take more control over their economic lives.

This project is sponsored by the Offices of Fair Lending. The output from this project would inform the Bureau's upcoming prioritization and strategic planning process and could result in resources being dedicated towards resolving the harms identified in your report. This could include potential enforcement or supervisory work, rulemaking, or other regulatory guidance.

Policy Areas: Finance / Economic Development

33. How should New Zealand pay for the infrastructure for record numbers of tourists?

Client: The New Zealand Treasury

Project Description and Goals:
New Zealand has seen unprecedented growth in international visitor (tourist) arrivals over the past 18 months and while this has brought with it a significant level of benefit to the New Zealand economy through an increase in visitor spend (tourism is now our largest export), it has also brought with it some unique challenges, mainly at the 'local' level.

One of the key challenges we face from the rapid increase in international arrivals is acute pressures in distinct locations. These pressures are often in smaller cities or towns that don't have an ability to fund infrastructure investment that will ensure that visitor experience, the environment or the existing infrastructure is not degraded by the increased use.

Currently, local councils have limited avenues for increasing their revenue due to legislative settings and/or small or declining rate-payer bases (synonymous with a local property tax on property owners). The challenge we need to address is how central government should be responding to the local pressures and what central government's role is in assisting (including financially) local government in responding to these challenges.

This project would be an evaluation of data, the current landscape/frameworks and an evaluation of possible mechanisms.

Client Information:
The Treasury advises the Minister of Finance on regulatory and fiscal matters relating to the economy, including tourism infrastructure and funding.

Policy Areas: Economic Development / Public Infrastructure

34. Funding Mechanism for Government Climate Action Projects

Client: County of Alameda, Sustainability Office

Project Description and Goals:
How can Alameda County best fund internal climate action projects for our 20 agencies, to ensure achievement of our Board of Supervisors' climate action policy targets? Alameda County's Board-adopted climate action policy calls for the development of a long-term funding strategy for implementing emissions reduction projects. A great deal of progress has already been made in areas such as waste reduction, clean transportation, and green buildings through cross-agency climate teams, individual agency action, and employee engagement campaigns. Now, additional incentives and resources are needed to help the County's 20 constituent agencies complete implementation of the Plan and achieve deeper emissions reductions.

Innovative funding mechanisms (e.g., revolving fund, pay-for-success) could help county agencies leverage the cost savings from climate action projects. Many of the projects recommended in our Climate Action Plan for Government Services and Operations provide good return on investment, yet initial cost is a barrier. Examples of possible projects include digitizing paper processes, using advanced software to optimize vehicle routing and parking, and improving energy efficiency in buildings. The actions made possible by new funding will allow agencies to experiment with new approaches, prove the financial case for making operational changes, and lay the foundation needed to reach our more aggressive future targets. A stable funding mechanism would greatly increase the County's ability to reach our ambitious 2050 target of 80% greenhouse gas reductions.

What are the most promising funding mechanisms to recommend to our Board of Supervisors at this time, for adoption as a policy directive? Which are the best fit for our needs? Where should the initial capital come from? What partners should we work with? What legal restrictions must be avoided? If an internal fund, what should be criteria for awarding funding? What support or staffing should be put in place to ensure successful completion of the effort?

To address these questions, we anticipate than the IPA team would take into consideration the following in their analysis (including some information we can provide as a starting point):

- Key findings from interviews with agency representatives on opportunities and challenges that could be addressed with a funding mechanism (including findings from 10 completed interviews);
- Research findings on potential funding mechanisms available to local governments (including "Sustainability Finance Scan" developed by the Urban Sustainability Directors Network);
- ROI for potential projects, including returns that are more challenging to measure such as productivity gains (including some estimates provided by agencies);
- How comparable organizations have successfully established or participate in funding mechanisms for similar purposes (including findings from interviews with Bay Area local governments);
- Any legal restrictions on types of funding mechanisms in Alameda County ordinances and other regulations;
- How projects might be bundled to improve efficiency or fund worthy projects with lower returns; and
- Potential sources of initial capital.

Client Information:
Alameda County is now more than halfway through implementation of our ten-year climate action plan for government services and operations. We are on track to meet our 2020 greenhouse gas reduction goal of at

least 15% reduction from 2003 levels. Alameda County is recognized nationally for innovative approaches to energy efficiency, sustainability, and transportation – and leadership of regional projects including collaborative renewable energy procurement and electric vehicle corridor development. We have also received awards for the effective and engaging process used for climate plan implementation. The County has been very successful at receiving grants and low-interest loans for sustainability initiatives.

There is elected official and executive support for continued climate action. Alameda County's Climate Executive Committee – a group of agency heads convened by the County Administrator to oversee the climate action plan's implementation – is sponsoring the exploration of funding mechanisms to implement climate protection projects that improve operational or resource efficiencies, generate greenhouse gas reductions, or lead to long-term cost savings.

As a first step, for the past few months, the Sustainability Office has been working with a team of Presidio MBA students to test feasibility and need for a funding mechanism. This team has done initial research, including conducting interviews with county staff to confirm need and identify projects that would benefit from funding. The team is also researching potential funding mechanisms that appear to be a good fit with the potential projects. The team will present their findings to the Climate Executive Committee in early December. Our goal is to maintain the momentum by then working with an IPA team to build on this work to develop a policy recommendation for our Board of Supervisors. The Sustainability Office and our partners would then continue to carry out the recommendation.

Policy Areas: Finance / Energy & Environment

35. Internet of Things: Exploring Federal Roles, Responsibilities, and Potential Challenges

Client: U.S. Government Accountability Office (GAO),
Financial Markets and Community Investment (FMCI) Team

Project Description and Goals:
Recent reports indicate that somewhere between 19 to 50 billion devices will be connected to wireless Internet by 2020. These devices form the Internet of Things (IoT)—everyday physical objects in home, industrial, mobile, and other settings that are increasingly embedded with technology that enables these objects to collect and transmit data about their use and surroundings. Companies and governments can in turn analyze this data and turn it into actionable information, thereby enabling new and improved services for consumers in applications such as finance, healthcare, public safety, energy, and manufacturing.

While it is clear that IoT could offer significant benefits, many industry stakeholders have raised concerns. IoT often involves mass collection, storing, and sharing individuals' data. While much of this is necessary and intentional, certain practices may pose serious risks in areas such as data security, cybersecurity, and right to privacy. For example, spy chips have been discovered in tea kettles and irons and live streams from baby monitors have been uploaded to public websites. Also, manufacturers of smart TVs have collected and transmitted data on shows watched by consumers without their knowledge or consent, and included language in privacy policies indicating that they could collect any voice communications in proximity to the TV and transmit it to an unnamed voice recognition service provider. In addition, financial institutions may integrate analysis of location and other types of data gathered from consumer cell phones or other smart devices into their loan! approval or insurance rating process.

In this rapidly changing environment, industry stakeholders, consumers, and federal agencies themselves have raised questions regarding the role that federal agencies—particularly those with responsibilities for data security, fair information practices, and consumer privacy, such as the Federal Trade Commission—should play.

To help GAO better understand these issues, GAO would like a team to investigate potential study objectives such as:

1) What are some of the potential benefits and risks of IoT, particularly for U.S. consumers?
2) In what ways might IoT change financial services (i.e. credit, loans, insurance, etc.)?
3) What potential challenges does IoT pose for federal agencies, particularly those with regulatory responsibilities related to consumer protection and privacy?
4) What steps have federal agencies taken to promote opportunities and address challenges? What additional steps should be taken, if any?

Client Information:
GAO is an independent federal agency that works for Congress. Our mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. This mission includes providing oversight of federal agencies that aim to protect consumers and U.S. financial markets.

GAO provides Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced. As part of GAO's Strategic Plan, the agency has performance goals to help Congress understand the implications of the rapid growth of networking and information technologies, whether

regulatory oversight and enforcement of consumer protection laws is adequate, and whether revisions or additions to the regulatory environment may be needed. The findings of this IPA will contribute toward GAO's information and understanding of these issues in the context of IoT and our ability to provide information to Congress as part of our strategic plan.

Policy Areas: Science & Technology

36. Achieving food security in San Francisco: assessment, analysis and recommendations

Client: San Francisco Food Security Task Force

Project Description and Goals:
The problem/question we seek to answer:

What is the current state of food insecurity in San Francisco and what effective policies and programs should the city support to address it?

Phase 1 of the project would entail conducting a comprehensive assessment and analysis of food insecurity in San Francisco, using current demographic and program use data from city agencies and food assistance program providers. The Food Security Task Force conducted this type of assessment in 2013 (https://goo.gl/e8oFht), which has supported and propelled our work for the last three years. We would expect to gather the bulk of the source data from the pertinent city departments and provide them to the student research team when they start the project to save time. The team would then analyze the data, looking for challenges and opportunities in significant sub-populations (children/families, homeless/underhoused, seniors/adults with disabilities) as well as in different geographic regions (supervisorial districts) in the city. We are particularly interested in analyzing data on the relationship between food insecurity and health outcomes and food security and racial disparities, areas that we did not examine in our previous assessment.

Phase 2 of the project would entail developing policy and program recommendations that San Francisco should consider to increase food security. The team could look to model policies and programs in other cities or states, draw from coursework, and/or assess the effectiveness of San Francisco's current policies and programs. We would ask the team to provide a comparative analysis of what could work well in San Francisco, given the political and budget climate; what commitment of resources these recommendations would require; and a prioritization based on expected benefit versus cost. Essentially, we think of this like a road map or matrix that would guide the Task Force in making recommendations to policy makers.

As a tangible deliverable, we would envision a report complete with layperson-friendly data chart, infographics and maps that would inform and support the Task Force, nonprofit food assistance organizations and city officials making decisions about policies and programs.

Client Information:
The San Francisco Food Security Task Force is an advisory body to the SF Board of Supervisors on food security. The Task Force comprises 15 members from city departments and community organizations that address hunger in San Francisco. The Task Force tracks vital data regarding hunger and food insecurity, including the utilization and demand for federal food programs, community based organizations' meal programs and programs targeting particular populations. The Task Force makes policy and programmatic funding recommendations to the Mayor and the Board of Supervisors. This project will inform and support those recommendations.

Policy Areas: Food & Ag

37. Evaluating Policy Pathways for Achieving Methane Reductions on California Dairies

Client: California Climate & Agriculture Network

Project Description and Goals:
Over half of California's emissions of methane, a potent greenhouse gas, originate in the state's dairy and livestock sectors. These emissions come from a combination of enteric fermentation from ruminants and manure management systems.

As part of its ambitious climate change agenda, California is moving forward to significantly reduce methane emissions by the year 2030. A large percentage of those methane reductions would come from the dairy industry, and public policy is likely to play a primary role in achieving this. Years of policy efforts and public investment have attempted to promote dairy digester technologies, which capture and convert manure methane into energy, but have largely failed: only a dozen or so digesters are currently operating in the state. In FY 2016-17, legislators allocated $50 million to spend on dairy methane reductions; new legislation (SB 1383) requires regulation of the dairy industry's methane emissions by 2024.

The California Climate & Agriculture Network (CalCAN), along with its coalition of leading sustainable agriculture organizations and farmer member groups, faces the task of advocating for feasible climate solutions that strengthen the agriculture industry while addressing environmental harms. CalCAN has identified some key questions and challenges to the effective implementation of public policy and achievement of the dairy methane targets:

- Multiple solutions. Dairy operators have a menu of potentially methane-reducing practices at their disposal, from anaerobic digesters to pasturing. But limited scientific knowledge of these practices in California may make it difficult to justify implementing them on a wide scale under a short timeline.
- Cross-media impacts. Many methane-reducing activities pose potential trade-offs, including water- and/or air-quality impacts, causing practical and regulatory issues.
- A precarious industry. The number of dairies operating in California declined from 2,165 in 2007 to just 1,438 by the end of 2015. Any public policy decisions must acknowledge the industry's economic instability and trend toward consolidation.
- Diversity of scale. The number of cows per dairy varies widely across the state, from an average herd size of 237 in Humboldt County to an average of 3,266 in Kern. Herd size helps determine overall methane emissions, and will influence which remediation options are feasible.
- Varying operation types. Management structures range widely, from conventional Concentrated Animal Feeding Operations (CAFOs) to organic pasture-based dairies.
  Few analogous contexts. California's dairy context is considered fairly unique due to factors including climate, geography, and industry structure, meaning approaches that worked elsewhere may not necessarily apply here.

Students will synthesize data relevant to the considerations above in order to craft policy analysis and recommendations that address the following key questions:

• As California moves to limit dairy methane emissions over the next thirteen years, how can policymakers do so in ways that directly acknowledge the crucial considerations above?
• The state is developing a new Alternative Manure Management Practices program to fund projects in the dairy industry that focus on non-digester approaches to methane reductions. How might the state consider

structuring this program to effectively meet the desired reductions and present feasible alternatives to dairy producers?
• How might policymakers influence progress toward a discrete methane reduction goal despite scientific uncertainty?
Which policies and approaches that have been implemented elsewhere (including internationally) are relevant to the California context? Which aren't and why?

CalCAN and other advocacy organizations hope to use the team's recommendations to conduct outreach within the dairy industry, and to influence how legislators and policymakers craft California's dairy methane reduction policies.

Client Information:
CalCAN advocates in Sacramento on behalf of sustainable and organic agriculture, advancing a vision of 'win-win' climate change solutions across the state's 76,000 farms and ranches. As advocates, we are in regular communication with lawmakers as well as decision-makers at the relevant state agencies. Working in coalition with various other environmental and agricultural advocacy groups, we have already seen many of our recommendations influence the implementation of the state's suite of 'Climate-Smart Agriculture' programs and policies.

Finding and proposing feasible and mutually desirable paths forward on the dairy methane issue – a topic of considerable strife and controversy in recent years – is a priority for our organization's efforts in 2017 and beyond.

Policy Areas: Food & Ag

38. Gender Dimensions of Land Use Policy in Myanmar

Client: Global Justice Center

Project Description and Goals:
The new government of Myanmar led by Daw Aung San Suu Kyi is undertaking an enormous policy development and reform process. Given that the agriculture industry employs roughly 70% of the nation's workforce, the government has pledged to prioritize reform of its land use policy, which has been a tool of oppression for decades, to support secure land tenure for smallholder farmers and rural communities.

Policy discussion regarding land rights has not focused much attention on the gender dimension of land use and land tenure. Although women engage in a large share of agricultural work, only 16% of agricultural land in Myanmar is registered to women. This is due to both legal and de facto discrimination in the land tenure legal regime as well as the impact of customary laws at the local level. Women are also negatively impacted by land grabs at the local level by the military and its cronies.

Evidence from other developing nations has demonstrated a correlation between land tenure and other important development and human rights issues, such as women's physical security, social status and protection from rights abuse. Thus, ensuring that the gender dimensions of land use is understood is of crucial importance for achieving overall gender equality.

The Global Justice Center proposes to conduct a joint policy analysis with students from the Goldman School of Public Policy on the gender dimensions of land use policy. Specifically, GJC would collaborate with Goldman students to conduct qualitative and quantitative analysis on the potential costs and benefits of a policy that prioritizes women's land tenure. GJC and Goldman students would utilize data from various non-governmental organizations and Myanmar ministries as well as cross-national data from South and Southeast Asian countries to develop a policy proposal. The project would also incorporate analysis of the existing legal framework in Myanmar as well as comparative analysis of other comparable countries, and will take into account current political dynamics in the country. Once the analysis and proposal have been developed, GJC seeks to publish the findings and recommendations as well as share the proposal with key representatives from the Myanmar government.

Client Information:
The Global Justice Center (GJC) is an international human rights organization that has been working in Myanmar for over 10 years. Our projects have focused on working with grassroots groups on issues related to gender, including accountability for sexual violence in conflict, the legal framework in Myanmar for the protection of women's rights and protection from gender-based violence and women's participation in political life. GJC has large network of partners in country for whom issues surrounding land rights for women are currently a priority and is also a known expert on human rights and gender issues in Myanmar internationally. Accordingly, GJC is well positioned to take action at both the domestic and international levels based on the IPA findings.

Policy Areas: Gender / Economic Development

39. Develop a Strategic Plan for the newly created Office of Diaspora and Civil Society Organizations, Homa Bay County, Kenya

Client: Pathfinder International & Office of the Diaspora and Civil Society Organizations, Homa Bay County, Western Kenya

Project Description and Goals:
This project is to develop capacity to better utilize the nonprofit sectors and expand philanthropy in Homa Bay County, located in Western Kenya on the shores of Lake Victoria. This impoverished county of about one million faces severe basic needs and livelihood challenges, and issues associated with declining environmental quality of the Lake.

A foundation-funded initiative in Homa Bay -- Health and Environment for People of Lake Victoria Basin (HoPE-LVB) – has been working with local CSOs (aka NGOs) and the government to provide integrated reproductive health, environmental health, resource conservation and alternative livelihoods. The other direct client for this project is one of the major players in the HoPE-LVB project is Pathfinder International (http://www.pathfinder.org/) , As HoPE-LVB wraps up, the Governor of Homa Bay County has established the Office of the Diaspora and Civil Society Organizations ("Office"). The hope is that the new Office will provide the mechanism for coordinating NGO/CSO activities in the health, environment and economic development spheres to improve family welfare of Homa Bay residents. (Note: the terms CSOs and NGOs are synonymous).

This Office was established to address two challenges: First, while many NGOs/CSOs in Homa Bay County can serve the communities in ways that government cannot, their services need to be better organized and coordinated. Second, the goodwill and financial resources of the large Homa Bay Diaspora (both international and within Kenya) should be identified, tapped and coordinated to financially support the work of the new Office, and through the Office, expand NGO/CSO support in the 'home' communities in Homa Bay.

The IPA group could possibly work in two directions: One task is to develop a draft Strategic Plan for the in Homa Bay "Office", in consultation with the Coordinator of the Office and the local Pathfinder Int'l Office. The other task is to work with the Coordinator, with Pathfinder Internat'l and with local government officials to draft a legislative Bill for the Homa County government to formally establish the Office and garner publicity and support.
The Strategic Plan would focus on three elements: 1. design strategies to develop (a) a data base of NGOs/CSOs with presence in Homa Bay County; and (b) an interactive mapping of NGOs/CSOs to gauge who is doing what and where for the purpose of reducing concentration and reaching under-served communities, and for increasing coordination of activities; 2. plan a comprehensive data base of Homa Bay Diaspora individuals within and outside of Kenya; 3. develop an Office structure (for which legislative authority would be very valuable) that links NGOs/CSOs operating in the County with local communities, building trust, transparency, and accountability and ties in the Homa Bay Diaspora to the Office.

Client Information:
The newly created and innovative Homa Bay Office of Diaspora and CSOs is charged with developing a fully functional Office for linking the Homa Bay Diaspora with NGO/CSO activities in Homa Bay County that support the health and welfare of local communities, particularly in fields not covered by government, such as the integration of reproductive and gender with environment and livelihoods. The Office has the full support of the Governor and has the authority to implement the findings and the recommendations of the IPA student group. This project proposal comes already with a letter of support from the Governor.

Policy Areas: Economic Development

40. Institutional analysis of the Food Waste and Loss in the Colombian Government

Client: National Planning Department of Colombia
Monitoring and Evaluation of Public Policy Unit

Project Description and Goals:
The implementation of the 2030 Agenda in middle income countries like Colombia poses great challenges for the design of coherent public policies to respond to multi causal social problems. In order to respond to such complexities, President Juan Manuel Santos created an Interinstitutional Commission for the implementation of the Sustainable Development Goals; the National Planning Department was named coordinator of the Commission. While some of the goals were inherited from the past agenda, some new topics raised in the international discussions. One of those is relative to the reduction of food waste and loss by half over a period of 15 years.

During the mapping of public policies conducted by the Commission, alarms were elevated regarding the inexistence of information on food waste in Colombia. As such, during 2016, the Monitoring and Evaluation of Public Policy Unit conducted a study oriented to calculate the percentage of food waste and loss in Colombia for all staged of the food chain. The results derived in the introduction of the problem in the political agenda through the presentation of two legislative bills which are currently debated in the Colombian congress and are relative to tax incentives for the reduction of food waste.

Despite the actions taken during the present year, there is still a knowledge gap concerning the actions the executive branch should undertake on the following years to face the problem. The lack of information is primarily due to the inexistence of research of Colombian institutional arrangements regarding the responsibilities and goals of the Colombian public agencies in the topic.

Taking this into account, the Monitoring and Evaluation of Public Policy Unit proposes a partnership with the University of California Berkeley through the Introduction to Policy Analysis of the Goldman School of Public Policy. The project would have one main goal and three additional goals in order to contribute to the knowledge gap presented above.

> **Main Goal:** Formulating recommendations oriented to the distribution of responsibilities and goals of food waste and loss within the Colombian state agencies.
>
> **Additional Goals:**
> **(1).** Analyze and map the responsibilities of the different Colombian state agencies regarding food waste.
> **(2**). Identify normative gaps regarding the implementation of public policy to solve the problem at hand.
> **(3).** Design a monitoring system (indicators) in order to track actions oriented to solve the problem.

Client Information:
The National Planning Department was designated by the Colombian president as coordinator of the implementation of the Sustainable Development Goals in the country. Furthermore, the Monitoring and Evaluation of Public Policy Unit serves as the technical secretary for the Commission. Taking this into account, serving as project coordinator for the IPA project, the agency has the political influence and decision capacity to implement the results of the project.

Policy Areas: Food & Ag

41. The Science of Scaling Technology for Development (T4D)

Client: Center for Effective Global Action (CEGA)

Project Description and Goals:
The Development Impact Lab (DIL), headquartered at UC Berkeley and funded by USAID, has developed a new approach to innovation in the context of global development. The approached—called "Development Engineering (Dev Eng)"—merges advances in engineering with insights from the behavioral and social sciences. In addition to providing a robust, interdisciplinary framework for designing and testing new technologies in the field, DIL encourages researchers to build scale into the R&D process from the beginning.

Yet the precise barriers to scale are often ill defined. There are few generalizable mechanisms for scaling evidence-based interventions (such as mobile health technologies, financial technologies, clean energy technologies, etc.) in emerging markets. Specifically, it is not well understood why some products and interventions scale more quickly than others, or what facilitates the adoption of new technologies by end-users.

Through an IPA project, the GSPP team might explore:

•What are the key barriers to scaling T4D innovations through the private sector, social enterprises, or non-profits?
•How does the process of scale-up in the global development sector differ from industries like pharma, consumer ICT, and agroprocessing?
•Can private sector tactics around scaling technologies inform public sector efforts, and if so, how?
•What political or civil society infrastructure is required to ensure the sustainability of large-scale interventions?
•What data should researchers and implementers capture to improve the chances that university-led innovations (such as those developed and tested under DIL) achieve scale?

The team should select a specific category of technologies (i.e. health, energy, financial inclusion) and a specific region (i.e. South Asia, Sub-Saharan Africa, Latin America) as barriers/opportunities for scale may differ substantially across sectors and geographies.

Client Information:
The Center for Effective Global Action (CEGA) is a hub for research on global development that uses rigorous evaluations, tools from data science, and new measurement technologies to assess the impacts of large-scale social and economic development programs. The evidence generated by CEGA researchers enables decision-makers to focus scarce resources on programs that are both effective and cost-effective.

The Development Impact Lab (DIL) is headquartered at the University of California, Berkeley and is co-administered by CEGA and the Blum Center for Developing Economies. DIL harnesses world-class expertise in science and engineering to maximize the adoption and impact of technologies for developing regions. The Lab seeks to demonstrate how data-driven, impact-oriented innovations can improve development outcomes.

Policy Areas: Science & Technology

42. Consumer Protection for "FinTech" in Emerging Markets

Client: Center for Effective Global Action (CEGA)

Project Description and Goals:
The rapid growth of financial technology ("fintech") in emerging markets raises important questions about consumer protection that have not previously been explored. As fintech products have proliferated, so too have reports of predatory behaviors by some providers. For example, in unregulated or loosely regulated markets, the use of digital credit may pose serious risks to consumers, including over-indebtedness, manipulation (hidden fee structures or "teaser" rates), identity theft, accidental leakages, and fraud, in some cases because consumers are poorly informed about products or lack financial literacy.

Through an IPA project, the GSPP team could explore:

1) What are the various risks that low-income consumers of fintech products (including digital credit, digital payments, etc.) face in developing countries?
2) What groups (if any) are systematically excluded from accessing these products/services?
3) What alternative solutions (technical, regulatory, and otherwise) have been designed/considered to address these risks? Are there other solutions worth considering that have not been fully developed or tested?
4) How effective are each at protecting consumers?

Client Information:
The Center for Effective Global Action (CEGA) is a hub for research on global development that uses rigorous evaluations, tools from data science, and new measurement technologies to assess the impacts of large-scale social and economic development programs. The evidence generated by CEGA researchers enables decision-makers to focus scarce resources on programs that are both effective and cost-effective.

The Digital Financial Inclusion Lab (d-FIL) is a research initiative managed by CEGA. D-FIL combines insights from machine learning and econometrics to track global financial inclusion, measures the benefits of interventions, and tests digital financial products designed to bring individuals into the formal financial sector. By building a coordinated body of evidence in this space, d-FIL helps public and private sector partners better understand the needs and preferences of fintech users in emerging markets. We expect our research to inform high-level decisions about product, program and business model development, along with the design of "RegTech" solutions for protecting low-income consumers.

Policy Areas: Finance / Economic Development

43. Improving Tanzania's Anti-Corruption Institutions

Client: Adam Smith International (ASI)

Project Description and Goals:
ASI is one of the leading private sector development firms in the world. Quality research by your students would help us to improve both the delivery and design of our projects. ASI proposes two topics, one listed below and one on the next page.

What are the current gaps In Tanzania's anti-corruption institutions and how could they be improved?

In 2017, it is expected that the UK government will announce a new project to tackle anti-corruption in Tanzania. ASI is looking for analytic services to understand the gaps in the country's traditional (law enforcement and accountability) and non-tradition (coordination, oversight and management) anti-corruption institutions. The main objective of this task will be to design a project that improves accountability in local government and supports the national anti-corruption chain in Tanzania. Students would work closely with ASI's teams in London and in-country to expand our knowledge in this thematic area.

Client Information:
Adam Smith International is a global award-winning development company that provides government reform, social development and economic growth advice to a range of clients in the public, private and civil society sectors. The company was founded in 1992 in response to the growing need by development agencies and developing and emerging nations for practical advice on economic and government reform. ASI's mission is to apply our professional and consulting skills towards improving the quality of life for the citizens of countries needing economic, political and social change.

ASI has grown to become one of the largest providers of technical assistance and capacity building projects to the UK Government, with award-winning projects across the globe and a strong portfolio of education programmes. With permanent offices in London, Dubai, Nairobi, New Delhi and Sydney, ASI specialize in the design and delivery of complex projects. Our wide-ranging experience covers education system strengthening, public administration reform, infrastructure development, climate change resilience, revenue reform, security and peace building, and private sector development.

Policy Areas: Rule of Law / Economic Development

44. Improving Ethiopia's Educational System

Client: Adam Smith International (ASI)

Project Description and Goals:
ASI is one of the leading private sector development firms in the world. Quality research by your students would help us to improve both the delivery and design of our projects. ASI proposes two topics, one listed below and one on the next page.

What are the major weaknesses in Ethiopia's educational system and what should be prioritized by the Ethiopian Ministry of Education?

In 2017, it is expected that DFID will support the Government of Ethiopia to improve the quality of education in basic and higher education. Adam Smith International (ASI) is looking for analytic services to understand the gaps in Ethiopia's educational system and to identify priority areas for the Ethiopian Ministry of Education. Potential areas of change could include teacher training, institutional strengthening, curriculum reform, assessment and examination reform and capacity building. Students would work closely with the ASI's teams in London and in-country to expand our knowledge in this thematic area.

Client Information:
Adam Smith International is a global award-winning development company that provides government reform, social development and economic growth advice to a range of clients in the public, private and civil society sectors. The company was founded in 1992 in response to the growing need by development agencies and developing and emerging nations for practical advice on economic and government reform. ASI's mission is to apply our professional and consulting skills towards improving the quality of life for the citizens of countries needing economic, political and social change.

ASI has grown to become one of the largest providers of technical assistance and capacity building projects to the UK Government, with award-winning projects across the globe and a strong portfolio of education programmes. With permanent offices in London, Dubai, Nairobi, New Delhi and Sydney, ASI specialize in the design and delivery of complex projects. Our wide-ranging experience covers education system strengthening, public administration reform, infrastructure development, climate change resilience, revenue reform, security and peace building, and private sector development.

Policy Areas: Education

45. Create a Juvenile Justice Logic Model and Analyze Critical Decision Points in San Francisco

Client: San Francisco Juvenile Probation Department

Project Description and Goals:
The Juvenile Justice System is complex and the pathways that youth travel through the system are varied. As the Department moves toward implementation of a new case management system, leadership has discussed the need to map out the system in its entirety. By developing one exhaustive and inclusive logic model, key decision points can be identified and issues such as implicit bias, gender issues, and disproportionality can be better evaluated and addressed. This project involves:

1. Development of a Juvenile Justice Logic Model which describes the system, including diversions, interventions, and services provided to youth.
2. Using that J.J. Logic Model, identify key decision points and/or critical intervention points

Currently, many different offices and staff members in the Juvenile Justice/ Probation system have their own flow diagrams seeking to describe what they do and how their work links to other agencies. The student team would start by collecting and trying to merge these various conceptualizations into one complete flow/logic diagram (one could think of it as a decision tree in a way) that describes the entire system.

Using interviews, the group would first validate their draft and refine it; they would then work to identify key decision points and intervention points in the process. If time permits, the final part would be collecting and analyzing de-identified data and looking at the different pathways to identify critical decisions and/or intervention points for youth (the agency has this data in electronic format – our Juvenile Justice Information System).

This logic model will help a new Policy and Planning Unit (currently in development) in all future analysis. To date, the Department has lacked the capacity to see the whole picture. Ideally, the team's visual representation would become a key component in the work of the Policy and Planning Unit as a tool for all data analysis, program evaluation, etc.

The goal is to better understand and respond to the youth by understanding where they currently are in the system, where they have been in the system, and what decisions and interventions are in the near and distant future.

In conjunction with this project, the Department is working on an Implicit Bias initiative (unrelated to this project) that would utilize the decision points identified in this project in order to identify where implicit bias may be affecting outcomes. The Department will use these results to better identify how youth travel through the process, how services/interventions affect outcomes, and also to see how funding and other resources are spent.

Client Information:
Under the leadership of the Chief Probation Officer, the Juvenile Probation Department (JPD) locates, develops, and administers programs for the assessment, education, treatment, appropriate rehabilitation and effective supervision of youth under the jurisdiction of the Department. This includes Juvenile Hall and Log Cabin Ranch facilities.

Policy Areas: Criminal Justice / Juveniles