PP200: Introduction to Policy Analysis
Project Menu
Spring 2015

IPA Faculty:
Jane Mauldon
Amy Lerman
Mia Bird

Course Coordinator:
Jennifer Millman
Table of Contents

Project #1: Friends of the Children “Share What Works” Amplification Strategies .............................3
Project #2: Investigating Approaches for Policing Demonstrations on University Campuses..............4
Project #3: Reforming the Federal Tax Code to Promote Clean Energy Innovation ..............................5
Project #4: Maximizing ACA Enrollment under the Hospital Presumptive Eligibility Program in California ..........................................................................................................................6
Project #5: Policy Challenges in the Specification of High-Cost Military Weapons ............................7
Project #6: Analyzing the Demographics of, and Services/Interventions Given to, Youth on Probation........................................................................................................................................9
Project #7: Meeting Federal Standards While Supporting and Engaging CalWORKs Families in Marin County ........................................................................................................................................10
Project #8: Investigating Policies for Incentivizing Community Scale Energy Storage .......................11
Project #9: Blight Abatement and Homeless Encampments Initiative ..................................................12
Project #10: Mexico’s Clean Energy Goals for Electricity (Renewable Portfolio Standards) ..................13
Project #11: Health in All Policies – Healthy and Sustainable Commuting ...........................................14
Project #12: Towards a More Equitable, More Sustainable World: Analysis of Population Policies in some Least Developed Countries ........................................................................................................16
Project #13: Evaluating the Effectiveness of Education for Change’s Special Education Program ..........................................................17
Project #14: Overcoming Institutional Barriers to Improving and Integrating Wastewater, Stormwater, and Drinking Water Resource Management ........................................................................18
Project #15: A Model Coordinated Care Program for Walnut Creek Seniors .....................................19
Project #16: Expanding Market Match – A Healthy Food Incentive Program for Low-Income Californians .................................................................................................................................20
Project #17: International Stolen Asset Recovery ....................................................................................21
Project #18: Reducing Pharmaceuticals in the Environment through Drug Take-Back Programs .......22
Project #19: West Coast Effects of Air Pollution from China .................................................................23
Project #20: Amplifying a Managerial Success Story – Evaluating and Replicating a Pilot Project to Manage County Funding Streams .........................................................................................24
Project #21: The Future of Gaming Taxes in Nevada ...............................................................................26
Project #22: Strategies for Reducing Tobacco Use in California .............................................................27
Project #23: Assessing Risk of Subsidized Housing Converting to Market Rate ...............................28
Project #24: Leveraging Tax Revenues to Build Community Disaster Resilience ...............................30
Project #25: Trash/Recycling Strategies to Reduce GHG in Climate Action Plans ...............................32
Project #26: Strategies for Curbing Bike Theft in San Francisco ............................................................34
Project #27: Short-Term Rentals and Implications for San Francisco’s Housing ...............................35
Project #28: Exploring the Potential of Cross Sector Data/Technology Partnerships in San Francisco ........................................................................................................................................37
Project #29: Safe and Sanitary Latrines to Promote Girls’ Access to Education ...........................................38
Project #30: Opportunities for Colombian Participation in Protection of the Seaflower Biosphere Reserve ........................................................................................................................................39
Project #31: Interventions to Improve Soil Health for Environmental, Economic, and Nutritional Benefits .....................................................................................................................................40
Project #32: Should Berkeley have a Fraud/Waste/Abuse Whistle Blower Hotline? ........................................41
Project #33: Finding the Best Way to Implement a Tenants’ Rights Policy in Oakland .................................42
Project #1: Friends of the Children “Share What Works” Amplification Strategies

Short Title: Share What Works
Client: Friends of the Children

Project Description & Goals:

FOTC wishes to see its “Friend” model for child development incorporated nationwide into systems serving high-risk children, such as the child welfare and justice systems. The goal of this IPA project is to develop a business model for the client’s “Share What Works” scaling strategy. Students would analyze how well alternative amplification strategies might fit the various sectors serving highest-need children. Students would also consider the possible implications of evaluations that demonstrate FOTC program impact.

The amplification strategies for FOTC’s program practices include:

1. Catalyzing a collective impact response through advocacy, dissemination, and becoming a strategic convener within community-based efforts to help high needs children;
2. Establishing amplification departments within existing FOTC chapters, transforming them into demonstration sites and learning laboratories for training and observation;
3. Developing a consultant practice for on-site training and technical assistance, where organizations and public agencies contract to embed FOTC staff within their organization to tailor best practices to their service culture; and
4. Creating an open source model providing universal access to FOTC’s programmatic best practices and implementation blueprint.

The student team will investigate the FOTC’s model, and the organization’s capacity to implement the amplification strategies. It will analyze the successful and challenging experiences of organizations that have developed similar amplification strategies. It will assess demand for FOTC programming services by analyzing the needs of existing youth development organizations within relevant sectors of child welfare, services to children with incarcerated parents, juvenile justice, and education; and create the “share what works” business strategy, including analyses of demand, service model, value proposition, advocacy strategy, financial plan, and risk assessment.

The proposed work with the IPA team would dovetail well with a new opportunity presented to FOTC in November from the Thrive Foundation. For the next two years, FOTC will be working within a cohort of eight nationally recognized youth development organizations, to share best practices and assess policy change opportunities. This will be a perfect platform for testing and incubating the IPA team’s work.

Client Information:
FOTC partners with public schools and child welfare organizations to identify the most vulnerable kindergarten-age children. FOTC provides selected children with intensive, individualized guidance from full-time, highly trained, experienced professionals – called Friends – for 12 ½ years, through high school graduation.

Contact Information:
Susan Walsh  swalsh@friendsofthechildren.org
971-340-1432
Portland, OR

Primary Policy Area: Early Childhood: Juveniles, Child Protection
Project #2: Investigating Approaches for Policing Demonstrations on University Campuses

Short Title: Policing Campus Demonstrations

Client: Academic Senate Committee on Demonstrations and Student Actions, University of California, Berkeley

Project Description & Goals:
The nature of police response to student demonstrations on the UC Berkeley campus is a cause of concern to the university community. Of particular interest are the circumstances under which mutual aid (i.e., assistance from neighboring police agencies, including the Oakland Police Department and the Alameda County Sheriff’s Department) are requested and deployed on campus. Campus mechanisms governing requests for mutual aid and subsequent deployment of police forces are not clear; in particular, police and administrative channels by which non-UCPD police forces are called onto campus during a crisis have not been precisely identified. It is also not clear from whom these non-UCPD officers take their orders once on campus, if there is a clear and logical chain of command, nor if there are any restrictions concerning crowd control, equipment and use of force.

Recent campus incidents have resulted in the use of force against non-violent protestors by outside police agencies (e.g., Occupy Cal) and ongoing legal action against the university. The Academic Senate DSA committee is requesting a study of mutual aid policies, both internal to the UCB Police Department and as interpreted by the campus administration. Such a study would allow the DSA committee to place existing campus policies within the broader context of University of California system-wide practices as well as nationwide campus approaches to the policing of demonstrations. Central questions the DSA committee would like to address are:

(1) Are mutual aid agreements in the best interest of the UCB campus or do they create more problems (e.g., police brutality, unlawful repression of free speech, a negative public image for the campus) than solutions?
(2) How should these agreements be negotiated, communicated, and applied to adequately ensure safety and freedom of all members of the university community?
(3) In the event that mutual aid does not seem to be appropriate for response to campus actions and demonstrations, are there alternative policy solutions that UCB might consider?

Client Information:
The UC Berkeley Academic Senate Committee on Demonstrations and Student Actions (DSA) is charged with assessment of matters relating to demonstrations, protests, and similar actions on campus. Membership consists of at least seven Senate members and two student members. The committee meets monthly during the academic year, and reports directly to the Academic Senate, which formulates policy on campus issues and advises the campus administration.

Contact Information:
Robert Dudley
Member of UCB Academic Senate Committee on Demonstrations & Student Actions
Professor, Department of Integrative Biology, UC Berkeley
510-642-1555
wings@berkeley.edu

Primary Policy Area: Legal Issues
Project #3: Reforming the Federal Tax Code to Promote Clean Energy Innovation

**Short Title:** Clean Energy Tax Reform

**Client:** Bipartisan Policy Center/American Energy Innovation Council

**Project Description & Goals:**

Recognizing that the United States faces economic, security, and environmental challenges associated with its energy system, the American Energy Innovation Council seeks to support reforms to promote predictability for long-term investments, support energy market competition, incentivize technology innovation, and improve policy cost-effectiveness.

According to the Congressional Research Service, tax expenditures – that is, subsidies that reduce the amount of tax owed to the government – for energy account for only 1-2% of existing U.S. tax expenditures. As conversations on federal tax reform proceed, Congress appears unlikely to expand tax expenditures associated with energy innovation, and indeed, is likely to reduce them. The IPA team is asked to address the following question: How can Congress act to best promote clean energy innovation, bearing in mind the likely political constraints on using additional tax expenditures?

The IPA team will draw on model practices to construct policy alternatives to support energy innovations and then conduct a policy analysis of these approaches, in the context of political and economic constraints, to arrive at a policy recommendation.

**Client Information:**
The American Energy Innovation Council (AEIC) is a project of the Bipartisan Policy Center (BPC). The mission of the AEIC is to foster strong economic growth, create jobs in new industries, and reestablish America’s energy technology leadership through robust, public and private investments in the development of clean energy technologies. AEIC/BPC have relationships with members of Congress, and in particular the Senate Finance Committee, and communicate with their staff through direct meetings and white papers. Most recently, on September 17, AEIC member Norm Augustine testified in front of the Senate Finance Committee on energy tax reform. AEIC expects to continue such conversations into 2015.

**Contact Information:**
Jason Burwen
jburwen@bipartisanpolicy.org
202-218-6796
Washington, D.C.

**Primary Policy Area:** Energy & Environment

**Secondary Policy Area:** Financial Regulation
Project # 4: Maximizing ACA Enrollment under the Hospital Presumptive Eligibility Program in California

**Short Title:** Hospital Presumptive Eligibility in CA

**Client:** California Association of Public Hospitals

**Project Description & Goals:**
Under the Affordable Care Act (ACA), millions of Californians have expanded access to health insurance coverage on an opt-in basis. Access to this coverage requires individuals to submit an application to determine whether they are eligible for Medi-Cal (California’s Medicaid program) or other coverage. Since the application process takes time, the ACA also gave hospitals the ability to provide patients with temporary Medi-Cal eligibility on the basis of self-attested income and residency information. Such determinations are made in real time at hospitals - usually when an uninsured patient presents for care - and provide eligible individuals immediate access to full-scope Medi-Cal benefits for approximately 60 days, during which time the patient is encouraged to complete a full Medi-Cal application. This temporary coverage is known as “Hospital Presumptive Eligibility,” or HPE.

The California Association of Public Hospital (CAPH) would like to investigate how to maximize the number of HPE patients who complete a full Medi-Cal application and receive full coverage. Currently, public health care systems are enrolling a significant number of individuals into temporary coverage through HPE. However, there is no statewide guidance on the best practices for increasing the likelihood those who are enrolled in HPE go on to complete a full Medi-Cal application. Counties are employing a variety of ad-hoc strategies, but none have been evaluated for effectiveness.

The student team would work under CAPH’s Director of Policy to assess the practices being employed to help HPE-covered patients complete a Medi-Cal application, evaluate these practices using data on full Medi-Cal application outcomes, and draw on these findings to make evidence-based recommendations for how to improve the completion rate. Analysis would require students to collect and work with qualitative data, as well as analyze quantitative data.

CAPH may present the recommendations to the Department of Health Care Services (the state Medicaid agency) and disseminate evidence-based best practices to its member hospitals. Though the analysis would be conducted within public health care systems, all of California’s 400+ hospitals are permitted to conduct HPE. Improvements to the system could be adopted statewide and could improve the ACA’s reach in California.

**Client Information:**
CAPH, along with the broader hospital industry, regularly engages with the Dept. of Health Care Services on the implementation of the HPE program, and works with the agency to improve the program. Findings that involve state-level policy may be recommended to the agency. CAPH would disseminate best practices that could be implemented at the local level among the membership.

**Contact Information:**
Jackie Bender jbender@caph.org
510-874-3408
Oakland, CA

**Primary Policy Area:** Public Health

**Secondary Policy Area:** Social Exclusion
Project #5: Policy Challenges in the Specification of High-Cost Military Weapons

Short Title: High-Cost Military Weapons

Client: Department of Command, Leadership and Management, United States Army War College

Project Description & Goals:
Note: The client has proposed three problems relevant to the broad challenges in acquisitions that are of significant current interest to the Joint Chiefs of Staff. At this point neither the faculty nor the client are expressing a preference among these three, so the IPA team will be able to decide this.

1) The marginal cost of weapons performance. It is widely understood that meeting the first 90% of stated requirements for acquisitions programs is relatively inexpensive, but that development becomes very expensive at the top end of performance. In the absence of a competitive market, prices are largely invisible to purchasers when they are considering their requisitions. Consequently, the parties who generate requirements (specifications) for new weapons systems are not price sensitive (much as insured consumers of health care are not sensitive to the costs of health services and products).

The lack of a price mechanism means that consumers of defense systems (those who generate specifications) are not sufficiently aware of the costs – and therefore the trade-offs – associated with their matrix of requirements. Among various harmful consequences, the risk arises that the marginal cost of an additional desired "unit" of capability can drive costs so high as to threaten the viability of an entire proposed program.

What can be done to change this? Specifically, can a tool be devised to help weapons purchasers be more knowledgeable about the tradeoffs involved in their requirements, and/or to incentivize them to make economically efficient decisions?

This project will take the approach of (1) looking at up to three different weapons programs (discussed below) and doing a comparative analysis of the marginal cost of additional performance capabilities across different specifications, and (2) tracking the links between the system that generated the requirements and the system that built/builds the weapon. Then (3) from informational interviews and other sources, propose approaches to address the joint problems of incomplete information and poor incentives that face purchasers (“specifiers”) of weapons systems for the military.

[Note from faculty: The client has a colleague on the Joint Staff who recommends looking at the following three programs: Joint Strike Fighter (F-35, active), Expeditionary Fighting Vehicle (Marine Corps program, cancelled because high water speed requirement eventually led to huge cost overruns—there’s a great connection in USMC acquisitions who would be happy to talk to the students), and JCM (Joint Common Missile—seeker performance requirement couldn't be met, which eventually led to cancellation of program).]

2) The semiconductor industrial base. Semiconductors are a crucial element of virtually all defense systems. The primary concern within the IT industrial base is its dependence on foreign manufacturing sources for integrated circuits. The Army utilizes semiconductors in countless applications ranging from desktop and laptop workstations to custom designed processors in aviation simulators. The majority of integrated circuits are manufactured in China, Taiwan, Singapore, and Japan. The DoD has a system of "trusted foundries" to ensure access to reliable
integrated circuits/microchips, yet US-based facilities are increasingly being sold to foreign firms.

What are the options for the DoD in ensuring access to reliable foundries? What are the costs and benefits of these options? Should the current definition of “reliable” foundries be reconsidered?

3) **Cluster Munitions and the Ottawa Treaty.** The US has indicated that it will align its policies to the Ottawa Treaty to ban mines (except on the Korean peninsula). An unexploded cluster munition has the properties of a landmine, in that it can kill civilians long after hostilities cease. Accordingly, the DoD has adopted a policy to use only cluster munitions with a small dud rate by 2019, a policy that will require changes in certain weapon systems to make them compliant (DPICM artillery, ATACMS, CBU). This project will investigate the options to bring systems into compliance. [Note from faculty: There are no estimates as yet for how much it will cost to reduce the dud rate in these munitions to an acceptable level. Even if students can’t obtain good cost information, the analysis can address other aspects of the available options to reach this mandate.]

**Client Information:**
The United States Army War College is a direct reporting unit to the Chief of Staff of the United States Army. It also has links to the Chairman's Office and the Office of the Secretary of Defense. In addition to the core mission of educating senior officers (O-5/O-6) from all services, we advise strategic leaders on military strategy and policy--functioning as an internal think tank for the Army and the Joint Force. The findings of this project will be briefed to senior defense leaders (e.g., Secretary of the Army, Chief of Staff of the Army, Undersecretary of Defense for AT&L) and other policymakers. It is a highly strategic topic and we need a better understanding of how the competitive structure of the defense industry helps and hinders effective acquisition.

**Contact Information:**
Andrew Hill
andrew.a.hill13.civ@mail.mil
717-245-4808
Carlisle, PA

**Primary Policy Area:** National Security
Project #6: Analyzing the Demographics of, and Services/Interventions Given to, Youth on Probation

Short Title: Youth on Probation

Client: San Francisco Juvenile Probation Department

Project Description & Goals:
The City of San Francisco Juvenile Probation Department (JPD) operates two detention facilities and is responsible for the supervision of juvenile probationers. As JPD seeks to enhance current evidence-based and data-driven practices, including the addition of a new juvenile case management system, there is a need to understand probation youth at a deeper level. A greater understanding of probation youth would influence the development of a new case management system, as well as provide data that may be able to influence programmatic evaluation and funding in the future.

The JPD seeks an IPA team to analyze data on characteristics of, and services provided to, a cohort of youth who were on probation during a given year. Available data include criminal history, current probation information, and any services that were provided. The goal of the project would be to: (1) describe the youth with detailed descriptive statistics, and (2) start to build models that would help JPD to better understand what is working and what might need improvement. At this time, the project would be largely quantitative; however, the possibility exists to do some minimal qualitative analysis if time permits.

The project timeline would be as follows:
(1) January/February – Discuss the project, conduct literature reviews, discuss and decide on variables to be collected, and train students on how to access the data.
(2) February/March – Collect the data from the digital records and hard files at JPD.
(3) April/May – Discuss the data and begin the development of models, including some basic regression analyses that culminate in a white paper.

In addition, this could possibly lead to a summer internship where a student could develop more complex models and make further policy recommendations.

Client Information:
JPD provides services while youth are in custody and also refers youth to organizations for services once youth are out of custody and on probation. The project seeks to better understand the demographics and social history of a cohort of youth, as well as the services/interventions that they received. JPD will work with the IPA group to discuss the variables that will be captured, as well as to clarify what outcomes are important in order to make more informed decisions on the services that we provide. JPD will provide assistance and supervision in accessing juvenile case files. This may include basic background checks, privacy agreements, or other means to ensure the privacy of the data. Once the analysis is complete, JPD may use the information to make policy, funding, or other decisions in order to provide the best services to youth.

Contact Information:
James Baird jones.baird@sfgov.org
415-753-7545
San Francisco, CA

Primary Policy Area: Criminal Justice
Secondary Policy Area: Early Childhood: Juveniles
Project #7: Meeting Federal Standards While Supporting and Engaging CalWORKs Families in Marin County

**Client:** County of Marin Department of Health and Human Services, Division of Social Services, CalWORKs Employment Services

**Short Title:** CalWORKs in Marin

**Project Description & Goals:**
CalWORKs, the core safety-net program for low-income families in California, is a state program administered by counties, using mostly federal funding. This means that Marin County is charged with operating a CalWORKs program that helps move low-income families towards self-sufficiency while meeting complicated state and federal requirements and performance measures.

The foundational performance measurement for CalWORKs is the Work Participation Rate (WPR), a measure that was developed in the 1990s during welfare reform. Many researchers suggest that the WPR incentivizes states and counties to develop strategies and policies that underserve and/or inappropriately serve low-income families (more information about the incentives at play with the WPR can be found [here](#) and [here](#)). However, federal law requires states to meet specific WPRs or face a penalty by losing a portion of their TANF grant allocation. The County of Marin needs to improve its WPR in order to avoid financial penalties, and is seeking recommendations about strategies that can improve the WPR while supporting and engaging low-income families.

What strategies should the Marin County adopt that would improve the County’s WPR while also supporting and engaging families? Examples of strategies that may be explored include: expanded mental health services, subsidized employment, coordination with the Housing Authority, SSI advocacy, job start incentives, efforts to more proactively engage families, increased access to child care subsidies, etc. Service efforts are complicated by the fact that the majority of the low-income families in Marin County reside in one of three geographically and culturally distinct communities, each with differing needs and barriers to family economic security. Strategy recommendations would be shared with County leadership. If time permits, the agency is interested in input about how the agency can take advantage of available data to develop an alternative measure to the WPR to use for planning purposes. A useful alternative measurement tool could be shared across California’s county CalWORKs programs.

**Client Information:**
The Department of Social Services in Marin County is charged with planning, administering, and evaluating the County’s CalWORKs program. Specifically, leadership within the Employment and Training Branch is currently exploring new strategies to improve its WPR, and is able to utilize findings and/or take action on findings that are legally, politically, and financially feasible. In a small county like Marin, this public assistance program serves as a hub and resource center for local low-income families, and strategies that are adopted within the CalWORKs program will influence policies and attitudes around poverty that are adopted at the broader local level.

**Contact Information:**
Ana Rasquiza arasquiza@marincounty.org
415-473-3305
San Rafael, CA

**Primary Policy Area:** Social Exclusion
Project #8: Investigating Policies for Incentivizing Community Scale Energy Storage  
**Short Title:** Community Scale Energy Storage  
**Client:** Sonoma County Water Agency

**Project Description & Goals:**
Energy storage can smooth fluctuations of renewable energy generation, reduce peak demand, and provide reliable backup power when the grid is unavailable. Technologies and public policies are being developed to encourage energy storage systems as the grid ages and renewable energy deployment rises. There exist currently policies/regulations favoring low-scale (i.e., individual-household, behind-the-meter, <1MW) storage – such as the California State Generation Incentive Program – and policies/regulations favoring large-transmission (<20MW) interconnected storage such as AB2514 Energy Storage Bill and the California Renewable Performance Standard. Policies are now needed to fill the policy gap, to incentivize energy storage for consumption at mid-range, that is, greater than behind-the-meter (<1MW) storage and less than utility-scale.

The Sonoma County Water Agency seeks an IPA team to investigate ways to further incentivize wholesale distribution-interconnected energy storage systems (1 MW to 20 MW) in Sonoma County. The IPA team may evaluate projects implemented nationally and internationally and determine factors that led to their success or failure, and recommend a route for Sonoma County. Research should identify models and tools to cost-effectively keep the value of generation and storage within the community.

**Client Information:**
The Sonoma County Water Agency manages and maintains a water transmission system that provides naturally filtered Russian River water to nine cities and special districts that in turn delivers drinking water to more than 600,000 residents in portions of Sonoma and Marin counties. The Water Agency’s Energy Policy, adopted in 2011, has become the guiding document for the Agency’s energy-related efforts and can be broken down into two goals: achieve carbon free water by 2015; and engage in energy projects with regional benefit. The Water Agency develops reliable sources of electricity for the region, including participating in local energy projects and programs that promote self-sufficiency and make North Bay residents less dependent on outside energy sources subject to market fluctuations, natural disasters, and transmission system failures. The Water Agency works with partners, such as Sonoma Clean Power, to implement these projects and programs.

**Contact Information:**
Dale Roberts  
Dale.Roberts@scwa.ca.gov  
707-547-1979  
Santa Rosa, CA

**Primary Policy Area:** Energy & Environment
Project #9: Blight Abatement and Homeless Encampments Initiative

**Short Title:** Homeless Encampments in Oakland

**Client:** City of Oakland Human Services Department

**Project Description & Goals:**
The City of Oakland has an entrenched blight issue with homeless encampments. The City is expending tremendous resources to address the issue and has found that the removal of an encampment does not reduce the City’s overall encampment blight, but simply moves its location. The City is asking for assistance in developing a policy directive that effectively reduces the homeless encampment blight issue. The analysis of this issue and expenditures will likely cross several City departments including Public Works, Human Services, Police, and possibly the City Attorney’s Office. Exacerbating the problem is that human services interventions which include housing assistance are becoming prohibitively expensive due to rising rents. Other issues include mental health, substance use, and client disabilities.

**Client Information:**
The Human Services Department administers approximately $9M annually in public, private, and federal funds to address homelessness through its "PATH" (Permanent Access To Housing) strategy. The PATH strategy is geared towards placement of homeless individuals and families into permanent housing. The department also collaborates with the Office of Public Works and the Police Department in blight abatement and the management of homeless encampments. Our organization is in a position to work with the administration to implement new policy initiatives related to blight abatement and encampments mitigation.

**Contact Information:**
Susan Shelton
srshelton@oaklandnet.com
510-238-6186
Oakland, CA

**Primary Policy Area:** Social Exclusion

**Secondary Policy Area:** Housing Provision/Urban Planning
Project Description & Goals:
Mexico is currently pursuing ambitious Energy Reform; both its electricity and hydrocarbon sectors are being liberalized to allow greater and direct participation of private firms, both national and foreign, while state-owned firms will now have strict profit- and productivity-oriented goals. The Mexican Energy Reform started with key changes to the Constitution in 2013 and continues through 2014 with specific pieces of legislation, each dealing with different resources and issues. One of them, the law dealing with the electricity sector (Ley de la Industria Eléctrica, or LIE), establishes a mandate to have a “Clean Energy Goal” that must be reached using market-based instruments.

The IPA team is asked to address some big questions: What should the clean energy goal for Mexico be over time? What should be considered “clean energy,” given the relatively open definition in the law? How should the market be set up? How should specific new technologies (solar, wind) be treated with respect to co-generation or biomass? Which rules and distribution of permits would provide with greatest value for Mexican households, firms, and future generations? How should energy efficiency actions be taken into account?

Client Information:
The Centro Mario Molina (CMM) acts as one of the main advisors from academic/civil society think tanks to the Mexican Department of Energy (Secretaría de Energía). One of the key projects in which we will be giving our recommendations to the Undersecretary of Electricity is the set up of the Clean Energy Certificates Market. CMM also have frequent and frank dialogue with legislators from Congress and Senate committees dealing with energy, resources, and environmental issues. Members of both houses have requested advice on positions regarding the Clean Energy goals.

Contact Information:
Carlos Munoz
cmunoz@centromariomolina.org
52-55-91 77 1670 (ext: 213)
Mexico, D.F.

Primary Policy Area: Energy & Environment
Secondary Policy Area: Economic Development
Project #11: Health in All Policies – Healthy and Sustainable Commuting

Short Title: Sustainable Commuting in CA

Client: California Health in All Policies Task Force and California Government Operations Agency

Project Description & Goals:
The State of California is interested in promoting health (both of state employees, in part to contain health care spending, and of the state population) and in reducing greenhouse gas emissions. A strategy that supports both goals is to increase the use of active transportation (e.g., walking, biking, rolling, or public transportation) by state employees and visitors to state buildings. The IPA team is asked to consider ways to increase active transportation to/from work by state employees and visitors to state agency buildings. What approaches might state agencies and their counterparts and partners pursue? What are the associated benefits/costs? How politically feasible are alternatives?

Policy alternatives to explore could include:

- Worksite wellness programs and improved facilities (e.g., bicycle safety education; bike racks)
- Incentive programs, such as tax or reimbursement subsidies for bicycle commuting
- Partnerships with cities to increase safety infrastructure or enforcement (e.g., bicycle lanes, enforcement of 3-foot law)
- Workplace facilities siting (e.g., facilities policy that prioritizes office spaces that are close to transit and/or in dense urban areas)

We encourage the IPA team to consider various alternatives and their impact on commute method, costs, co-benefits for health and greenhouse gas reduction, political feasibility, and political mechanism for change. The IPA team will be able to observe firsthand how state agencies are using innovative multi-sector strategies to improve health while meeting other state goals.

The IPA group would conduct interviews with key stakeholders, including high-level leaders from the Government Operations Agency, from various Departments (General Services; Human Resources; Transportation Agency), legislative staff, and local government partner organizations. Government Operations Agency Secretary Marybel Batjer and Undersecretary Tony Perez have expressed their support and both agreed to meet with students. Stuart Drown, Deputy Secretary for Innovation and Accountability, is a GSPP alum and is very enthusiastic about providing information/support/mentorship to the students as well. Students will have access to human resources data, building data, parking data, etc. The client will provide funds to cover travel expenses for the team to visit Sacramento in person at least 4 times during the IPA process.

Client Information:
Julia Caplan (primary supervisor) and her team facilitate the California Health in All Policies (HiAP) Task Force, which brings together 22 state agencies, departments, and offices at the request of the governor, to identify priority programs, policies, and strategies of state-level government agencies to improve health, equity, and environmental sustainability (see http://sgc.ca.gov/s_hiap.php). The Task Force is facilitated by the California Department of Public Health (CDPH) and staffing is provided through a partnership with the Public Health Institute, based within CDPH in Sacramento. The staff team has close working relationships with leadership at over 22 state agencies, as well as local organizations and other partners, and will provide a network of experts and policy-makers for the IPA group to consult with.
The proposed policy question is a high priority for the HiAP Task Force, and will help the Task Force determine potential actions to take in the next two years. This project helps the Task Force directly fulfill Objective 5 of their 2014-2016 Active Transportation Action Plan: “Promote active transportation as an attractive and viable form of commuting for employees at and visitors to state agencies.” See http://sgc.ca.gov/docs/Active_Transportation_Action_Plan_9-26-14.pdf. This objective is part of a plan that was created by the Task Force and endorsed by the Governor’s Strategic Growth Council in October 2014. Task Force members will consider the findings and use them to determine priorities for how to fulfill this objective moving forward. Staff will organize a report-out meeting in which students can present their findings to Task Force leadership across departments/agencies, and will ensure that the findings are considered by the HiAP Task Force as it moves forward around this objective.

Contact Information:
Julia Caplan
julia.caplan@cdph.ca.gov
916-445-9029
Sacramento, CA

Primary Policy Area: Energy & Environment
Secondary Policy Area: Transportation
Project #12: Towards a More Equitable, More Sustainable World: Analysis of Population Policies in some Least Developed Countries

Short Title: Analysis of Population Policies in some LDCs

Client: Venture Strategies for Health and Development

Project Description & Goals:
Venture Strategies for Health and Development (VSHD), a Berkeley-based nonprofit, is working with family planning champions in a couple of least developed countries in the Sahel region of Africa to promote more effective population policies, make explicit connections between population and food security, and increase funding for voluntary family planning. This benefits women and children's health, household food security, national economies, and the environment.

The IPA project is to work with the client to identify a couple of large, least developed countries, and for those countries, analyze their population policies with respect to: (a) the funding for population programs outlined in the population policies; (b) the expected outcomes of these policies in terms of population by 2050; and (c) the expected outcome on some key development indicators, (e.g., food security). The team will compare and contrast the countries’ policies and the implications thereof.

Client Information:
Venture Strategies for Health and Development (VSHD) is a non-profit organization, based in Berkeley, with close affiliation to UC Berkeley's Bixby Center for Population, Health and Sustainability. VSHD's vision is that the global population in 2100 approaches the UN lower and more sustainable projection of 6 billion (as opposed to the high projection of 16 billion). More about the organization’s guiding principles can be found here.

VSHD would like to expand this work to additional LDCs in order to have a greater impact on demographic trends in the LDCs. The IPA project will help us determine which LDCs to prioritize in the next phase of our work.

Contact Information:
Alisha Graves, VP of Population Programs
agraves.oasis@gmail.com
415-623-6906
(also affiliated with the School of Public Health, UC Berkeley)

Primary Policy Area: International Relations/Country Comparative Analysis
Secondary Policy Area: Economic Development
Project #13: Evaluating the Effectiveness of Education for Change’s Special Education Program

**Short Title:** Special Education Program Evaluation  
**Client:** Education for Change

**Project Description & Goals:**
The IPA team would perform a quantitative and qualitative program evaluation of Education for Change’s Special Education program.

The quantitative analysis would include:
- Assembling relevant data sets: academic, attendance, discipline, etc.
- Analyzing the data through regression analysis to determine the relationships between Special Education services and various outcomes of interest

The qualitative analysis would include:
- Defining the current set of services that are provided to students
- Interviewing key stakeholders to understand how Special Education services are implemented at each site and how these services are perceived by teachers, administrators, and students

Education for Change has access to the data that would be needed for a descriptive empirical study, and are also interested in looking at qualitative evaluations from teachers and students. The final product would include summaries of the quantitative and qualitative analyses and recommendations for how Education for Change can improve their Special Education program.

**Client Information:**
Education for Change (EFC) is a charter management organization that operates 6 elementary and middle schools in Oakland. Our goal is to offer a high-quality education for students that have been typically undeserved in our community. As part of this goal, we want to ensure that we are providing an exceptional instructional program for students that qualify for Special Education services.

Currently to meet the needs of our special education students, we contract with Seneca Centers, an outside organization that specializes in Special Education and intervention services. We have been engaged with Seneca for a few years and would like to evaluate this partnership.

This IPA project will be particularly high leverage, as EFC’s senior leadership will review the data and recommendations to inform how we partner with Seneca moving forward. From this IPA project, we hope to make more informed decisions in supporting our Special Education students.

**Contact Information:**
Jonathon Stewart  
jstewart@ecfps.net  
510-379-5937  
Oakland, CA

**Primary Policy Area:** Education: K-12  
**Secondary Policy Area:** Social Exclusion
Project #14: Overcoming Institutional Barriers to Improving and Integrating Wastewater, Stormwater, and Drinking Water Resource Management

**Short Title:** Wastewater, Stormwater, and Drinking Water Management

**Client:** U.S. Environmental Protection Agency, Region 9, Water Division, NPDES Permits Office

**Project Description & Goals:**
In response to recent water supply and drought concerns, there is interest in Western states in capturing and reusing treated wastewater and stormwater to supplement drinking water supplies. However, institutional responsibility for wastewater, stormwater, and drinking water systems in California communities is fragmented, usually assigned to separate, legally distinct utilities with differing service areas, governance structures, and funding sources. This separation among utilities has hampered efforts to promote integrated system planning, financing, and priority setting to meet environmental protection and water supply goals. In short, there exist many missed opportunities to improve the efficiency and effectiveness with which wastewater, stormwater, and drinking water services are provided.

EPA wishes to help improve the effectiveness of local pollution control approaches, the cost-efficiency of these programs, and their ability to maximize beneficial reuse of valuable water resources. The IPA team is asked to advise EPA on ways to help local governments pursue approaches to water pollution control planning and water capture and reuse that are more integrated. The team would (1) collect data and information about existing institutional arrangements of California’s local wastewater, stormwater, and drinking water utilities; (2) evaluate utility governance and funding structures in place in other states; (3) identify alternative institutional structures that would facilitate improved cross-system planning and implementation; and (4) recommend approaches EPA can take to foster, and perhaps incentivize, the development of alternative institutional arrangements by local governments and utilities in California.

**Client Information:**
EPA oversees State Clean Water Act permitting programs, state drinking water supply programs, grant programs that fund local planning efforts, and state revolving fund programs for low interest loans for water system infrastructure, while providing legal, planning, and technical assistance to help states, local governments, and utilities address water quality and water supply issues. EPA can take action on project recommendations through development of guidance and training materials and potentially through revision of permitting, grant, and loan requirements. EPA can partner with local communities, interest groups, and funding and planning organizations to encourage adoption of innovative technologies and institutional arrangements to implement new approaches to pollution control and water supply. Finally, EPA can further develop project recommendations through research and funding of pilot projects to refine and test ideas developed through this project.

**Contact Information:**
David Smith
smiht.davidw@epa.gov
415-972-3464
San Francisco, CA

**Primary Policy Area:** Energy & Environment
**Secondary Policy Area:** Public Infrastructure
Project #15: A Model Coordinated Care Program for Walnut Creek Seniors

**Short Title:** Coordinated Care in Walnut Creek

**Client:** City of Walnut Creek, Department of Arts, Recreation & Community Services

**Project Description & Goals:**
Senior citizens over the age of 65 make up more than 25% of the Walnut Creek community, (as contrasted with 12% of the Contra Costa County population), and demographic projections suggest this share will continue to increase in the coming years as baby boomers reach retirement age and life expectancy continues to rise. The City of Walnut Creek and a wide range of community partners provide a range of programs and services that seek to positively impact the lives of seniors. The City’s Dept. of Arts, Recreation & Community Services would like an IPA team to develop a model for a coordinated care approach for enhancing quality of life for older adults.

The project involves two components. The IPA team will first conduct a needs assessment, which identifies the range of resources currently available locally to seniors and the current gaps in support. Then we would like the team to identify a set of alternative program and funding options to consolidate services, conduct a policy analysis of these options and recommend an innovative and dynamic approach that can be piloted in Walnut Creek and potentially replicated elsewhere.

**Client Information:**
The City of Walnut Creek currently provides senior programs and services through its Social Services Division. The activities operate through the direct delivery of classes, referrals to safety net providers, and the operation of a community center. The City is positioned to directly implement changes through the programs it offers, and through relationships with service and funding partners, may leverage changes throughout a range of other providers.

**Contact Information:**
Kevin Safine
safine@walnut-creek.org
925-256-3589
Walnut Creek, CA

**Primary Policy Area:** Social Exclusion: Elder Policy
**Secondary Policy Area:** Local Government
Project #16: Expanding Market Match – A Healthy Food Incentive Program for Low-Income Californians

**Short Title:** Market Match in CA

**Client:** SPUR, Food Systems and Urban Agriculture Program

**Project Description & Goals:**
The affordability of food is one of the biggest obstacles to healthy food access for low-income Californians. One promising set of policy tools to address this issue is healthy food incentive program, which provide a subsidy, in the form of “coupons” or matching dollars for produce purchases, to low-income customers. For example, at some participating farmers’ markets in the Bay Area, the Market Match program (California’s name for the incentive) provides customers with an extra $5 for spending $10 of their CalFresh (aka SNAP, aka food stamps) benefits on fresh produce at the market. Recent evaluations (including those reviewed by GSPP IPA students in 2014) have shown healthy food incentive programs to be effective in increasing purchases and consumption of fruits and vegetables by low-income customers, which in turn increases the revenue of local farmers at farmers’ markets. There is increasing support for this type of policy at the federal and state level, and pilot projects at farmers’ markets have been underway in California for a few years now.

What has not yet been tested in California is expanding healthy food incentives so that they are accepted by retailers other than farmers’ markets, such as supermarkets and grocery stores, which is where most CalFresh participants shop for food. The IPA students working on this project would conduct a policy analysis of possible state interventions to expand the market match program – either to more farmer’s markets, a wider-range of grocery retailers, or in other ways determined viable by the team. The analysis would focus on efficiency questions – what would be the relative costs of different expansion types and how would these costs compare to the benefits that could be generated? In addition, the group should be sure to address political feasibility questions—principally, where would the funding come from? The group should also think about implementation challenges to scaling up or otherwise expanding the program.

**Client Information:**
Working at multiple levels of government including city, county, and state, SPUR’s Food Systems and Urban Agriculture Program builds awareness among the public and policymakers for policy supporting the accessibility and sustainability of the urban and rural food systems. For example, SPUR helped develop and advocated for passage of the Urban Agriculture Incentive Zones Act (AB 551). We frequently work with numerous stakeholders in the public and private sectors to develop recommendations that we distribute widely through printed reports, our magazine (The Urbanist), and through our website. This IPA project will begin at the same time as we release our report on how Bay Area governments can improve healthy food access. Looking ahead towards how the project will integrate with future efforts, we are currently in conversation with numerous other organizations, including the Ecology Center of Berkeley (which manages the Market Match Program) and Roots of Change, that are interested in expanding the Market Match program. The results of this IPA project will help inform a multi-year advocacy campaign.

**Contact Information:**
Eli Zigas, ezigas@spur.org, 415-644-4881
San Francisco, CA

**Primary Policy Area:** Food Protections
**Secondary Policy Area:** Social Exclusion
Project #17: International Stolen Asset Recovery

Short Title: Stolen Asset Recovery


Project Description & Goals:
Stolen assets – usually, but not always, money – are a major impediment to development in many countries around the world, and recovering these assets is essential to the fight against corruption. According to the World Bank, developing countries lose between $20 billion and $40 billion each year to assets stolen via bribery, embezzlement, and other corrupt practices—a figure equivalent to 20 to 40 percent of flows of official development assistance. Much of the proceeds of corruption find safe haven in the world’s financial centers, including the United States. Although international organizations such as the United Nations have recently increased their focus on recovery of those stolen assets, a recent report suggests only $5 billion has been recovered and returned to originating countries over the past 15 years. We would like an IPA team to summarize what is known about this issue and what can be done.

The team could address any or all of the following questions:
(1) What data exist to describe the nature of stolen assets, and how reliable are these data?
(2) In what ways are U.S. federal entities (such as ICE, DOJ, and Treasury) and international organizations (such as the World Bank and FATF) working to recover stolen assets?
(3) What challenges do these institutions face in recovering stolen assets and returning them to the originating country in a timely fashion?
(4) What additional actions could be taken, particularly at the federal level, to address these challenges and increase the amount of recovered stolen assets?
(5) What role could international audit institutions, including GAO, play in stolen asset recovery?

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. We provide Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced. IPA projects help us to understand critical issues, as well as possible policy actions and their implications on matters of interest to Congress.

Contact Information:
Chloe Brown
browncf@gao.gov
415-904-2190
San Francisco, CA

Primary Policy Area: Economic Development
Secondary Policy Area: International Relations
**Project #18: Reducing Pharmaceuticals in the Environment through Drug Take-Back Programs**

**Short Title:** Drug Take-Back Programs  
**Client:** U.S. Government Accountability Office, Natural Resources & the Environment Team

**Project Description & Goals:**
Little is known about the potential risk to human health from long-term exposure of pharmaceuticals into the environment, such as into drinking water. According to scientists, pharmaceuticals can enter the environment in various ways, such as through the elimination of human and animal waste; disposal of unused medicines down the toilet, drain, or into the garbage; hospital waste disposal; and industrial discharges. Federal, state, and local governments in the United States and in other countries have taken actions to reduce the extent to which pharmaceuticals enter the environment. Take-back programs, which represent one approach, encourage households and businesses to properly dispose of unused and expired pharmaceuticals. Such programs are often developed in coordination with law enforcement, since these efforts can reduce drug abuse as well as increase environmental protection.

The IPA team will draw on model take-back programs in the United States and around the county to construct policy alternatives based on promising practices and determine the appropriate scope, or level of government, for intervention in this area. Using these alternatives, the team will conduct a policy analysis that considers the effectiveness of these programs, the costs and benefits and the feasibility associated with their implementation.

**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. We provide Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced. IPA projects help us to understand critical issues as well as possible policy actions and their implications on matters of interest to Congress.

**Contact Information:**
Candace Carpenter  
carpenterc@gao.gov  
415-904-2122  
San Francisco, CA

**Primary Policy Area:** Pharmaceutical Regulation  
**Secondary Policy Area:** Environmental Policy
Project #19: West Coast Effects of Air Pollution from China

Short Title: West Coast Pollution from China

Client: U.S. Government Accountability Office, Natural Resources & the Environment Team

Project Description & Goals:
China is the world’s largest emitter of anthropogenic air pollutants, and measurable amounts of Chinese pollution are transported via the atmosphere to other countries, including the United States. Air quality on the west coast of the United States and Canada can be impacted by pollution from China, which may be affecting background ozone levels and particulate concentrations in the air. There are numerous academic and non-profit groups engaged in studying the impacts of air pollution from China and/or developing strategies to address these pollutants. Groups such as the China Energy Group at the University of California, Berkeley; The World Wildlife Fund; the Health Effects Institute; and the China Environment Forum of the Woodrow Wilson Center all have expertise in this arena.

Potential study objectives:
1. What is known about the extent to which air pollution from China is impacting the west coast of the United States and Canada?
2. What strategies have non-governmental organizations suggested to assess these impacts or address them directly?
3. What gaps may exist in the strategies currently being advanced? What additional options exist for the federal government to address this issue?

(Side note: A recent study released by the Proceedings of the National Academy of Sciences found that a decrease in manufacturing in the United States and the resulting outsourcing to China has led to cleaner air in the Eastern regions of the United States, but that pollutants from China have harmed the West.)

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. We provide Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced. IPA projects help us to understand critical issues as well as possible policy actions and their implications on matters of interest to Congress.

Contact Information:
Candace Carpenter
carpenterc@gao.gov
415-904-2122
San Francisco, CA

Primary Policy Area: Energy & Environment
Secondary Policy Area: International Relations
Project #20: Amplifying a Managerial Success Story – Evaluating and Replicating a Pilot Project to Manage County Funding Streams

Short Title: County Funding Streams Pilot

Client: Alameda County Health Care Services Agency, Joint Fund Development Office

Project Description & Goals:

In 2011, Alameda County embarked on a two-year pilot called the Joint Fund Development Office (FDO) to consolidate and coordinate grant writing and other fundraising and fund development activities, as well as grant administration and accountability functions, for several large branches of Alameda County government. The FDO pilot is housed within the Health Care Services Agency and serves that Agency (which itself encompasses Behavioral Health Care, Public Health, Environmental Health, Indigent Health and Agency Administration), as well as serving the County Social Service Agency and the Probation Department. On several measures, including the volume of grant applications submitted and brought in and the development of cost systems funded through grants, the pilot was determined to be a success and was extended for a third year.

The end of the pilot project’s third year approaches. The County Administrative Office would like an IPA team to help determine whether the record of the FDO supports its expansion to provide support for the large majority of County Agencies and County Departments in their fund planning, development, and management. The IPA team would help with the needed analytic and evaluation work, by exploring the following topics:

1. Was the FDO as successful as the impressions so far suggest? The IPA team might, (e.g.), evaluate success in terms of the FDO’s key outputs and outcomes, comparing to the prior period for the FDO-covered agencies, and the same period for non-FDO agencies. Policy agreements among Agency and Department leaders were required at the FDO’s inception and now with three years of experience (and data) the client is interested in a policy analysis of the FDO’s intergovernmental/cross-agency experience. The client hopes to persuasively document success, and also identify any shortcomings there may have been. This work will contribute to a planned report on “Measuring FDO Impact over its First Four Years”.

2. What are the core elements to the FDO success? Could the same success have been achieved at lower cost with a simpler or different design of the FDO? If the FDO were expanded across Alameda County government, which aspects could be dropped, which streamlined, which expanded?

3. Other counties in California have expressed interest in developing similar systems, and would like a guide or manual to the key elements of Alameda County’s (apparent) success, which the IPA team might be able to help with. Likewise, the vendor of the FDO’s information management system (which was central to the FDO’s success) would like a how-to manual to share with other agencies that have purchased the software.

The client recognizes that these questions probably exceed the scope of work that an IPA team will be able to complete in the available time. There is a strong possibility of a (paid) summer internship for a student to continue this work.

Client Information:
The Joint Fund Development Office provides fund development infrastructure and services to support its primary clients, the Alameda County Health Care Services Agency, Social Services
Agency, and Probation Department. The FDO is embedded in a number of high-profile community and government cross-sector tables throughout Alameda County. It also has regional ties to neighboring counties and has been developing its traditional and social-media communication infrastructure for the past six months. The input and recommendations made by FDO staff are frequently sought among its stakeholder clients. The FDO has earned the autonomy to enact recommendations based on findings by the IPA students.

Contact Information:
Cynthia Burnett
Cynthia.Burnett@acgov.org
510-881-6464
San Leandro, CA

Primary Policy Area: Financial Regulation
Secondary Policy Area: Public Health
Project #21: The Future of Gaming Taxes in Nevada

Short Title: Gaming Taxes in NV
Client: Guinn Center for Policy Priorities

Project Description & Goals:
Nevada’s tax structure has historically relied on sales taxes, property taxes, and gaming taxes. The State does not have a corporate or individual income tax. As the economy has evolved, gaming has become less profitable and the focus of casino hotels has been shifting more towards food and entertainment. This project will analyze how gaming in Nevada should be taxed in the future and will make recommendations to be considered in the 2015 Legislative Session. The IPA team will investigate how gaming is currently taxed in Nevada and how that approach compares with other states. Drawing on that analysis, the team will develop alternative reforms to the current tax structure and analysis these alternatives to arrive at a policy recommendation for the future of gaming taxation in Nevada. Students will analyze gaming tax receipt data and other economic data to develop recommendations.

Client Information:
The Guinn Center is a 501(c)(3) nonprofit, bipartisan, think-do tank focused on independent, fact-based, relevant, and well-reasoned analysis of critical policy issues facing the state of Nevada. The Guinn Center engages policymakers, experts, and the public with innovative, fact-based research, ideas, and analysis to advance policy solutions, inform the public debate, and expand public engagement. The Guinn Center plans to testify before legislative committees during the 2015 Legislative Session (February through early June) to present our recommendations on the future of gaming taxes.

Contact Information:
Victoria Carreon
vcarreon@guinncenter.org
702-522-2178
Las Vegas, NV

Primary Policy Area: Tax Policy
Secondary Policy Area: Economic Development
Project #22: Strategies for Reducing Tobacco Use in California

**Short Title:** Tobacco Use in CA

**Client:** California Department of Public Health, Office of Health Equity

**Project Description & Goals:**
Tobacco use poses a persistent challenge to public health. The California Department of Public Health’s (CDPH) is interested in exploring strategies for reducing tobacco use in California, particularly among youth and communities of color. CDPH would like the IPA team to conduct a policy analysis of alternative strategies to reduce tobacco consumption in California with a particular focus on outcomes for youth and communities of color. Possible strategies include the following: a phase-out plan that would disallow anyone born after 1999 from gaining the right to use, possess, or distribute tobacco in California; higher taxes (perhaps phased-in); restrictions on where cigarettes can be sold; and other options to be determined by the IPA team. It will be important for the team to consider effectiveness generally and for target populations, as well as efficiency, equity and political and implementation feasibility issues in this analysis.

Note, the nature of the assignment requires careful examination of existing federal and state legislation and tobacco use prevention programs and policies. It also requires examination of the strategies envisioned by the influential external stakeholder organizations, as well as the ways in which the tobacco industry has been thwarted by or has thwarted those strategies.

**Client Information:**
Part of CDPH’s mandate is to pro-actively forward policies to the legislature that will protect the health and wellbeing of the public. Specifically, the Office of Health Equity is responsible for ensuring that these policies address the conditions that shape health disparities in California. As such, we are uniquely positioned to take action on the findings of the IPA if they involve legislative, intra-departmental, or inter-departmental policy recommendations.

**Contact Information:**
Tamu Nolfo
tamu.nolfo@cdph.ca.gov
916-552-8951
Sacramento, CA

**Primary Policy Area:** Public Health

**Secondary Policy Area:** Social Exclusion
Project #23: Assessing Risk of Subsidized Housing Converting to Market Rate

**Short Title:** Preservation of Affordable Housing

**Client:** California Housing Partnership Corporation

**Project Description & Goals:**
California has hundreds of thousands of units that provide low-income households with housing at rents significantly below market rate. These units are funded through federal, state, and local programs including: low- or no-interest loans, Low Income Housing Tax Credits (LIHTC), grants, or project-based rental assistance payments. In exchange for public subsidy, owners commit to keeping properties affordable for extended periods of time. However, affordability restrictions eventually expire, and owners may choose to convert properties to market rate upon expiration.

The client has three related questions for an IPA:
1. What are the best ways to assess the risk of subsidized affordable housing developments converting to market rate?
2. Are notices filed by property owners in compliance with California’s State Notice Law effective predictors of owner actions? If not, how could the notice law be improved?
3. What incentives or additional legal tools would be particularly useful in preserving the existing affordable housing stock?

The IPA team would look retrospectively at properties that have converted and use regression analysis or other statistical tools to identify which factors were strong indicators of the likelihood of conversion. The client will use the analysis to improve their current model that assesses risk of conversion facing affordable properties. The client shares these risk assessments with local and state agencies, as well as nonprofit organizations around the state that work to preserve affordable housing.

Key indicators to analyze could include:
- Time remaining on the property’s rental assistance contracts or loans
- Time remaining on restrictions associated with tax credits, loans, or grants that the property has received
- Owner company type (e.g., large nonprofit, small nonprofit, for-profit)
- Resident demographics (e.g., seniors, families, formerly homeless adults)
- Physical state of building
- Strength of rental market in surrounding neighborhood or city

Some data on converted properties will be readily accessible, while other data will require students to investigate and compile the necessary information.

**Background:**

**State Notice Law**
California’s State Notice Law requires owners to provide one-year notice of a potential conversion to market rate to tenants and “qualified entities” such as government agencies and nonprofits focused on affordable housing preservation. While CHPC and other agencies currently receive these notices, we do not know the percentage of owners who follow through with their intention to convert to market rate. The IPA team would compile data on properties that have filed notices in order to determine what has ultimately happened to them. This analysis will provide feedback on
how to better interpret the risk facing a property when a notice is filed and will also show how to improve notice law to make it more useful for affordable housing preservation.

Additional Incentives or Legal Tools
In addition to assessing indicators of risk, the IPA team could compile and assess polices that might aid preservation of existing affordable housing. For instance, in some states and cities, notice laws require a right of first refusal to preservation-oriented buyers. Could something similar be useful in California? What other tools could be useful for preserving properties that are most likely to convert in California?

Client Information:
The California Housing Partnership Corporation’s (CHPC) mission is to assist nonprofit and government housing agencies to create and preserve housing affordable to lower-income households while providing leadership on housing preservation policy and funding. We provide expertise in housing finance, affordable housing preservation policies, and green affordable housing policy.

CHPC maintains a database on existing affordable housing in California including: HUD-funded subsidized loans and project-based rental assistance contracts; Low Income Housing Tax Credits; and US Department of Agriculture Rural Development subsidized loans and project-based rental assistance contracts. CHPC provides data and risk assessment to cities, counties, state agencies, and nonprofit affordable housing developers throughout California to help them identify properties at highest risk of conversion to market rate. CHPC’s database will provide some data for this project, and CHPC will work with the IPA team to acquire additional relevant data.

Contact Information:
James Pappas
jpappas@chpc.net
415-433-6804 x320
San Francisco, CA

Primary Policy Area: Housing Provision
Secondary Policy Area: Housing Finance
Project #24: Leveraging Tax Revenues to Build Community Disaster Resilience

Short Title: Community Disaster Resilience

Client: City of Berkeley Fire Department, Office of Emergency Services

Project Description & Goals:
Berkeley’s Measure GG, a special tax passed in 2008, has funded staffing and programs for fire protection and emergency response to develop Berkeley’s disaster readiness. The Fire Department wants to assess current efforts and explore the most effective future use of Measure GG funds.

To address this question, the IPA student team will need to consider four sub-activities:
(1) Understand opportunities and constraints presented by Measure GG funding of over $3 million each year. Measure GG’s funding goals include:
   a) Firefighter overtime to maintain minimum staffing levels at fire stations
   b) Paramedics and equipment on all first responder vehicles
   c) Fire Department training officer
   d) Staffing to conduct public disaster training and preparedness efforts
   e) Neighborhood emergency caches
   f) Equipment to enhance emergency preparedness

The primary focus of GG is the response readiness of the City’s fire service. The remaining allocation for community disaster readiness (items d, e, and f above) varies each year. Language in the tax measure is specific in some areas and open-ended in others; overall, Measure GG is the City’s most significant funding source for community-facing disaster readiness.

(2) Work with staff to establish disaster resilience metrics for Berkeley. Research could include a literature review or assessment of resilience metrics in use elsewhere.

(3) The IPA team will perform a gap analysis for the community disaster preparedness programs supported by Measure GG. Gaps could be defined as communities who have not been engaged, disaster resilience messages that have not been promoted, skills that have not been taught, and/or actions that have not been taken. The Measure-GG-funded programs in place in Berkeley include the Community Emergency Response Team Program Community Emergency Supply (“Disaster Cache”) Program; the Dumpster Program; the Automatic Gas Shutoff Valve Program; the Public Health Community Preparedness and Engagement Program; and the Berkeley Emergency Accessible Community Organizations Network (BEACON) program. Each of these programs successfully engages some components of the Berkeley community in disaster readiness, but none by itself addresses disaster resilience for the entire Berkeley community.

(4) Identify a recommended path forward to use Measure GG to most effectively build disaster resilience for the entire Berkeley community. Based on the metrics established and the gap analysis of existing programs, the IPA team will consider three questions:
   a) How can existing programs be tweaked to address gaps?
   b) What new approaches or programs might round out the existing outreach programs?
   c) Should any existing programs be eliminated?

These recommendations will consider the limitations of Measure GG, in terms of funding that will be available and the allowable scope of expenditures. Recommendations will consider how existing or potential future programs incentivize desired behaviors to get more value for each dollar spent.
Client Information:
The Department’s Office of Emergency Services leads City government’s efforts to support disaster readiness in the Berkeley community. The Fire Department controls Measure GG expenditures. The Disaster and Fire Safety Commission oversees Measure GG expenditures.

Contact Information:
Dave Brannigan
dbrannigan@cityofberkeley.info
510-981-5508
Berkeley, CA

Primary Policy Area: Emergency Preparedness
Secondary Policy Area: Social Exclusion
Project #25: Trash/Recycling Strategies to Reduce GHG in Climate Action Plans  
**Short Title:** Garbage Management Strategies  
**Client:** U.S. EPA Pacific Southwest Region, Sustainable Materials Management Program

**Project Description & Goals:**
The goal of this project is to assess the inclusion and effectiveness of sustainable “materials management” strategies in state and local governments’ climate action plans. Sustainable materials management refers to the use and reuse of materials in the most productive way across their entire life cycle. Sustainable materials management approaches include: source reduction, low-carbon production processes, efficient transportation, material substitution, and increasing recovery.

An EPA analysis from 2006 showed that approximately 42% of US GHG emissions are attributable to materials management activities, and sustainable materials management approaches could lead to significant greenhouse gas reductions. Yet they are often absent from state and local governments’ climate action plans. In 2012, recycling of municipal solid waste (MSW) in the US avoided emissions of 168 million metric tons of carbon dioxide equivalents, through avoided upstream impacts – approximately 3% of the total US Greenhouse Gas (GHG) Inventory in the same year. While this is significant, it represents only a small portion of the potential opportunity to reduce GHGs through improved materials management.

The IPA team will compile and analyze a sample of state and local governments’ climate action plans, and also look internationally for additional examples of where sustainable materials management approaches are linked to climate action. They will determine the measurable results and/or effectiveness (as defined by the IPA team) of the policies and approaches.

The desired results of this project are:
- Reasoned recommendations for which sustainable materials management approaches/policies should be encouraged; and
- A compelling story – one that explains the connection between materials management and climate, why state and local governments should take action, and what they can do.

EPA plans to host a public webinar in which the IPA team would present the story and highlight the results of their analysis. Additionally, EPA intends to use the results of this project to demonstrate the benefits and inform EPA’s work with state and local governments, helping them to adopt meaningful sustainable materials management strategies. The results will be of special interest to the West Coast Climate and Materials Management Forum, which includes more than 100 state and local partners and has a mission to inspire, inform, and show local governments and other organizations how to significantly reduce carbon emissions by improving the way they source, use, and recover materials and products.

**Client Information:**
The mission of the US Environmental Protection Agency is to protect human health and the environment. The EPA Pacific Southwest Office carries out that mission, serving Arizona, California, Hawaii, Nevada, Pacific Islands, and 148 Tribal Nations. In keeping with the Resource Conservation and Recovery Act (RCRA) mandate to conserve resources and energy, and recognizing that an estimated 42 percent of greenhouse gas emissions are attributable to materials management activities, EPA’s Sustainable Materials Management Program creates innovative strategies that
emphasize and support adoption of sustainable materials management approaches. Sustainable materials management refers to the use and reuse of materials in the most productive and sustainable way across their entire life cycle. Sustainable materials management conserves resources, reduces waste, slows climate change, and minimizes the environmental impacts of the materials we use.

Contact Information:
Jenny Stephenson
stephenson.jenny@epa.gov
415-972-3429
San Francisco, CA

Primary Policy Area: Energy & Environment
Project #26: Strategies for Curbing Bike Theft in San Francisco

**Short Title:** Bike Theft in SF

**Client:** San Francisco Clean Cities Coalition/San Francisco Department of the Environment

**Project Description & Goals:**
Over the last several years, the percentage of San Francisco residents who commute by bike has increased significantly, thereby contributing to the City's GHG-reduction and transportation management goals. Unfortunately, with increased bicycling has come a significant rise in bike thefts. In addition to inflicting direct economic harm on the victims of theft, these thefts also serve to limit transportation options and mobility for those who can't afford to replace stolen bicycles and may create disincentives for those considering a transition to bike commuting.

Although the San Francisco Police Department has initiated new policing tactics to curb thefts (including use of "bait bikes", use of social media to post information on stolen bikes, online bike registration, and issuance of bike ID tags), thefts have not been significantly reduced. This may be due to a variety of factors, including (1) lack of centralized bike registration or simple method to prove ownership (as with cars), (2) the ability of thieves to obscure identity of stolen bikes by removing serial numbers and swapping out components, and (3) lack of secure parking and theft-proof locking mechanisms. Numerous potential solutions, both procedural/administrative and technological, have been suggested, but to date there has not been a coordinated effort to implement effective strategies at the scale necessary to make a significant dent in bike thefts.

The client would like the IPA team to conduct a policy analysis of potential interventions for curbing bike theft in San Francisco. The team should draw on promising practices in other localities, including international settings, which could potentially be replicated or scaled.

**Client Information:**
San Francisco Clean Cities Coalition is a DOE-funded petroleum-reduction initiative housed in the SF Department of the Environment within the Clean Air and Transportation Program. As part of our goal to reduce CO2 emissions, we encourage mode-shift to less carbon-intense forms of transportation, including bicycles. Because we are housed within the SF City government and are already involved in many outreach and commuter activities, we have a unique opportunity to coordinate efforts to reduce theft and influence policy decisions.

**Contact Information:**
Sharon Hoff
sharon.hoff@sfgov.org
415-355-3765
San Francisco, CA

**Primary Policy Area:** Transportation/Public Infrastructure
Project #27: Short-Term Rentals and Implications for San Francisco’s Housing

Short Title: Short-Term Rentals in SF

Client: San Francisco Planning Department

Project Description & Goals:
In recent years, public concern has grown as scarce San Francisco housing units are increasingly converted into short-term rentals. Traditionally, in order to protect the City’s housing stock from tourist use, zoning and other regulations have required housing units to be rented only in increments of 30 days or longer. Short-term rentals occurred despite these regulations, but only to a limited degree. However, the advent of web-based hosting platforms (such as Airbnb) has facilitated such rentals. The number of short-term rentals has increased at an estimated 63% annual growth rate since 2011. Proponents of short-term rentals say this vehicle helps improve housing affordability by enabling hosts to profit directly from their housing. Opponents fear that extra rooms which once housed roommates will now be offered only to tourists, who can afford substantially higher prices.

The San Francisco Board of Supervisors recently approved legislation to regulate short-term rentals by establishing a new, legal route for such uses. This legislation will require that in order to participate in the short-term rental program, the permanent resident of a unit will need to register their property with the City, maintain residency in the unit for a minimum of 275 days a year, and pay the required transient occupancy tax. In addition, the permanent resident will need to maintain a minimum amount of insurance and also comply with rent control law. One impact of this legislation will be better data for policymakers to use in analyzing short-term rentals’ significance in SF’s housing market (including the number of units being used as short-term rentals and nights they are being used as such, geography, building typology, and trends over time).

The Planning Department seeks to understand how this new law may influence our city’s economic and social fabric. We would like the IPA team to conduct an implementation analysis, including projections of the policy impact, of this new legislation. The team should identify areas that may be affected, provide an existing conditions report, and make recommendations on monitoring strategies of these areas during implementation of the law in 2015. Students may analyze the economics of short-term rentals for individuals (hosts) or upon the housing stock at large. Examinations of the issue at the individual level may ask: How would the profits of hosting tourists in their apartment change an individual’s behavior? To what extent one would change their lifestyle to run short-term rentals? What was the individual’s income prior to the short-term rental? How much is made from the STR? How many people have units with STRs historically housed? Study of the larger effects upon the housing stock may examine how individual economic choices may be amplified, affecting prices or availability of housing across the city or in specific neighborhoods, which are more attractive for short-term rentals.

To inform this question, students may conduct web searches on short-term rental websites or use other methods to analyze prices, locations, types of housing used for STR (historic buildings, new buildings, large apartment, single-family), how much of the unit is used as STR (private room vs. full unit), and the availability of housing at various affordability levels. Data is scarce and (outside of data released by the NY Attorney General) is often made available in limited ways by companies who own the data. The Planning Department estimates that between 4,000-5,000 entire units (up to 1.3% of the housing stock) may be used for short-term rentals at any one time. An independent analysis by the SF Chronicle reports that of the 2,984 entire homes or units rented on Airbnb, 160 units (5%) seem to be rented as short-term rentals full time.
Client Information:
The San Francisco 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.

Contact Information:
AnMarie Rodgers
anmarie.rodgers@sfgov.org
415-558-6395
San Francisco, CA

Primary Policy Area: Housing Provision/Urban Planning
Secondary Policy Area: Local Government
Project #28: Exploring the Potential of Cross Sector Data/Technology Partnerships in San Francisco

**Short Title:** Tech Partnerships in SF

**Client:** City and County of San Francisco, Office of the Mayor

**Project Description & Goals:**
A handful of cities and counties have created data or technology centric partnerships with various combinations of local universities, research institutes, philanthropies and private entities. While San Francisco has collaborated with local universities and firms in single cases, we want to explore opportunities for creating a more enduring, strategic and mutually beneficial structure. Examples include the City of Chicago’s Smart Chicago and Data Science for Social Good, Virginia’s Social and Decision Analytics Laboratory as well as centers in New York, Philadelphia, and Boston. These partnerships have the potential to leverage expertise in universities or the private sector via a structured and ongoing partnership.

This project will address the following research questions:

1. Provide a landscape survey of local, cross-sector data partnerships;
2. Conduct a best practices analysis that highlights 3 to 5 model programs, including information on:
   a) How are they supported and funded;
   b) What types of activities do they conduct;
   c) What evaluation and performance metrics exist;
   d) What is the level of interaction and engagement with the local government; and
   e) How are they structured and staffed.
3. Using these model programs as alternatives, conduct a policy analysis and provide recommendations to the City and County of San Francisco on the suitability of a data/technology centric partnership, including types of activities that are appropriate and specific factors to consider in implementing an ongoing partnership in San Francisco.

**Client Information:**
The Office of the Chief Data Officer is responsible for helping to increase the use of data in decision-making within the City and County of San Francisco. This research will help inform how we could use cross-sector partnerships to broaden and deepen the use of analytics and data science in city government.

**Contact Information:**
Joy Bonaguro
joy.bonaguro@sfgov.org
415-554-6588
San Francisco, CA

**Primary Policy Area:** Science and Technology

**Secondary Policy Area:** Local Government
Project #29: Safe and Sanitary Latrines to Promote Girls’ Access to Education

Short Title: Safe and Sanitary Latrines

Client: Asante Africa Foundation

Project Description & Goals:
This project addresses the health, safety, and accessibility of education to girls living in rural communities of southwest Kenya and northeast Tanzania. Asante Africa Foundation seeks an IPA team to provide an evidence-based rationale for the role of safe and sanitary latrines in promoting girls’ access to education, and recommendations regarding comparative latrine designs and strategies for maintaining on-going latrine sanitation. We anticipate that the IPA team’s research and recommendations will help redefine the organization’s approach to latrine construction projects by addressing the three questions below:

1. To what degree do safe and sanitary latrines factor into increasing the regularity of girls’ school attendance and ultimately improving retention of girls at upper primary levels?

2. What are promising strategies for:
   a) Construction design of school latrines that would be culturally acceptable to the communities with which Asante Africa work (largely Maasai)?
   b) Sanitary latrine upkeep in impoverished, rural communities of arid southwest Kenya and northeast Tanzania?

We would like to educate and inform the communities with which we work of alternative latrine designs that address local concerns of children and belongings being lost down pits, but at the same time allow for holes to be adequately sized so that excrement would fall through into the pit rather than building up on the floor and causing a potential health hazard. We also seek strategies for regular maintenance of latrine sanitation that could be integrated as part of the school/community contribution to Asante Africa Foundation projects and would be workable for schools in arid regions of high poverty.

3. What is necessary to successfully construct recommended designs and implement recommended sanitation strategies? E.g., What skills/technical expertise may already exist in communities or may need to be introduced and what resources would be required?

Client Information:
Asante Africa Foundation’s mission is to educate and empower the next generation of change agents, whose dreams and actions transform the future for Africa and the world. Children living in rural poverty in Africa lag behind their urban counterparts in access to education and the chance to pursue improved life opportunities. Since 2006, Asante Africa Foundation’s programs, conducted in partnership with teaching institutions, communities, students and their families, have provided a comprehensive response, helping disadvantaged children gain a solid education. Asante Africa Foundation regularly conducts school infrastructure projects, including latrine construction. IPA team recommendations will help inform the design of latrines as well as the school/community commitment to their maintenance and upkeep, which are essential components of any Asante Africa Foundation project agreement. Finally, findings of this research will position us to make data-informed connections for donors and prospective donors that link safe and healthy school environments to improved regularity of attendance and increased retention of girls.

Contact Information:
Ashley Orton   aorton@asanteafrica.org
202-415-1409   Oakland, CA

Primary Policy Area: International Relations/Country Comparative Analysis
Secondary Policy Area: Economic Development
Project #30: Opportunities for Colombian Participation in Protection of the Seaflower Biosphere Reserve

Short Title: Seaflower Biosphere Reserve

Client: Providence Foundation

Project Description & Goals:
This IPA will focus on two areas: (1) the identification of opportunities for Colombia to play a larger role in regional environmental protection in the Western Caribbean; and (2) strategies that civil society organizations within the Seaflower Biosphere Reserve can pursue to encourage federal-level implementation of these recommendations. This project builds on an IPA from 2014.

Specifically, the IPA team will:

- Analyze the feasibility of Colombian participation in existing regional environmental protection mechanisms in the Western Caribbean, in light of the need for regional participation to better protect the marine resources of the Seaflower Biosphere Reserve.
- Identify stakeholders from civil society (i.e., possible regional partners of Providence Foundation to carry out the participatory process)
- Design a seminar (agenda and format) to link the previous study with the current proposal to seek support from civil society for implementation of proposed mechanisms
- Develop strategies that Fundacion Providence and related civil society organizations in the Seaflower Biosphere Reserve can follow to push for federal-level support of regional participation
- Identify incentives for the national government to participate in regional mechanisms
- Analyze the political landscape in Colombia and recommend a political/advocacy strategy that civil society can use to press national ministries to implement a regional-level solution.

This project will address the following research questions:

- What are the most relevant programs/mechanisms? Which offer the greatest benefit to Colombia? Which offer the greatest possibilities for marine conservation?
- What barriers to Colombian participation, if any, exist? How can these be overcome?

Client Information:
The mission of The Providence Foundation is to promote the conservation of the ecosystems of the Seaflower Biosphere Reserve, the inhabited islands of San Andres, Old Providence, and Santa Catalina, and surrounding reef systems through community involvement. The Foundation is a nongovernmental, non-political, and non-profit organization established in 2005. The members represent a wide range of young native leaders, both men and women, dedicated to protecting the natural and cultural resources of the San Andrés Archipelago in the western Caribbean. Members seek to support the sustainable development of the Seaflower Biosphere Reserve.

Contact Information:
June Marie Mow mariemow@gmail.com
+573166909749 San Andres, Colombia

Primary Policy Area: International Relations/Country Comparative Analysis
Secondary Policy Area: Energy & Environment
**Project #31: Interventions to Improve Soil Health for Environmental, Economic, and Nutritional Benefits**

**Short Title:** Interventions for Healthier Soil  
**Client:** USDA Rural Development

**Project Description & Goals:**  
Improving the health of agricultural soil is an important but under-appreciated way to obtain environmental, economic, and nutritional benefits. Better soil health lowers fossil fuel consumption (through reduced tillage and artificial fertilizer use), adds to carbon sequestration by soil and by plants, reduces water run-off from agriculture, and improves crop disease- and drought-resistance. It can also lower agricultural input costs and improve crop value through better nutrition and taste. Policies to support soil health are within the purview of the Natural Resources Conservations Services (NRCS), part of USDA, the client for this project.

USDA California would like an IPA team to identify possible interventions that the NRCS should consider supporting in its work across the country. The IPA team would assess each strategy in terms of its likely economic and environmental benefits over near-, medium-, and longer time frames.

Through discussions with the client and perhaps with the Policy Director of the UC Berkeley Food Institute, the IPA team will identify several interventions that the NRCS could undertake and provide a cost-benefit assessment of each, focusing specifically on rural economic benefits and environmental benefits. Interventions might involve public-private partnerships, revenues linked to carbon sequestration, environmental services, etc. Ultimately the report will inform political advocacy/education efforts to obtain bipartisan Congressional support for expanded allocations towards soil health.

**Client Information:**  
A number of stakeholders are interested in this IPA; the client role is shared between Glenda Humiston, State Director for USDA, and Bob Epstein, environmental advocate and a leader in E2 (Environmental Entrepreneurs, a national community of business leaders who promote sound environmental policy that builds economic prosperity).

**Contact Information:**  
Glenda Humiston, State Director, USDA Rural Development–California  
glenda.humiston@ca.usda.gov  
530-792-5812  
Davis, CA 95616

Bob Epstein  
bob@bobepstein.to  
(510) 207-5945  
Bob’s organization: www.e2.org

**Primary Policy Area:** Environment/Energy  
**Secondary Policy Area:** Food Policy
Project #32: Should Berkeley have a Fraud/Waste/Abuse Whistle Blower Hotline?

**Short Title:** Berkeley Whistle Blower Hotline  
**Client:** Berkeley City Auditor

**Project Description & Goals:**
An IPA team is invited to help determine potential costs and benefits of instituting a fraud, waste, and abuse hotline for use by city staff or by city staff and the public. The Auditor’s Office, and one or two Council Members, have been interested in moving forward with this for some time, but the client needs an in-depth evaluation of the kinds of resources that would be needed, given the City’s steadily increasing budget pressures and limitations. A number of other City Auditor offices, generally in much larger cities, maintain such hotlines. Their quarterly or annual reports are available on the web, and the client will arrange for staff in those offices to make themselves available for interviews. The Auditor would like to examine not only the cost in staff time for those administering the hotlines, but also for staff in other departments who must investigate complaints.

**Client Information:**
The elected City Auditor and her staff conduct performance audits to provide the City Manager, City Council, and the public with objective, timely, and accurate information about City program performance. By providing this information and making recommendations for improvement, we help hold government accountable in its stewardship of public resources. Our audits aim to improve the efficiency, effectiveness, and equity of City service delivery and protection of assets and resources against waste, fraud, and abuse.

**Contact Information:**
Ann Marie Hogan, City Auditor  
ahogan@cityofberkeley.info  
510-981-6750  
Berkeley, CA

**Primary Policy Area:** Local Government
Project #33: Finding the Best Way to Implement a Tenants’ Rights Policy in Oakland

Short Title: Oakland Tenants’ Rights Policy

Client: Causa Justa/Just Cause

Project Description & Goals:
The Oakland City Council recently passed a new policy on tenants’ rights. However, no implementation and enforcement framework yet exists to bring the policy into reality. The client, Causa Justa/Just Cause (CJJC), is working closely in an advisory role with some of the Oakland Councilmembers, and plans to present to these members a recommended strategy to implement and enforce the new policy.

An IPA team is needed to: (1) research the implementation/enforcement structures in other cities with similar policies; (2) analyze these alternatives for the implementation plan best fitted to Oakland; and (3) analyze Oakland’s budget and its revenue streams to see where it would be possible for Oakland to fund this administrative program. The project is timely as well as time-sensitive; CJJC would like this information by April/May so as to advocate for this program within the City’s own budgeting process that begins in May.

Client Information:
CJJC is a multiracial social justice advocacy group in Oakland, CA. Born from a visionary merger between a Black organization and a Latino immigrant organization, we build bridges of solidarity between working class communities of color. Through rights-based services, policy campaigns, civic engagement, and direct action, we improve conditions in our neighborhoods in the San Francisco Bay Area, and contribute to building the larger multi-racial, multi-generational movement needed for fundamental change.

In the past several years, CJJC has led several policy campaigns within both San Francisco and Oakland where it has successfully advocated for increased rights for tenants in the rental process, including the Tenant Protection Ordinance that was passed in October 2014. CJJC has very close relationships with Oakland City Council and will be working directly with City Councilmember Dan Kalb to draft the administrative program to enforce the Tenant Protection Ordinance.

Contact Information:
Robbie Clark
robbie@cjjc.org
510-693-0606 (cell); 510-763-5877 ext. 404 (office)
Oakland, CA

Primary Policy Area: Housing Provision/Urban Planning
Secondary Policy Area: Social Exclusion