PP200: Introduction to Policy Analysis  
Project Menu  
Spring 2018

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1. UrbanPlay, a Bay Area Nonprofit that provides Fitness & Wellness Education to Benefit Children’s Health

Client: UrbanPlay

Project Description and Goals:

General Overview: UrbanPlay® is a Bay Area 501(c)3 nonprofit founded in 2013 by fitness professionals dedicated to collaborating with youth to take charge of their health. U.S. youth are facing growing rates of obesity, diabetes, and depression, problems that can often be prevented or managed through healthy lifestyle choices, including exercise. UrbanPlay’s mission is to empower youth to be active players in creating a healthier future, by educating and coaching kids about fitness and wellness using "play" as a vehicle (play = fun, hands-on, skill-based learning).

We currently have a partnership with Tenderloin After school Program, where we offer our services few times per year. We have partnered with other organizations and schools in the past, but we scaled back this school year to focus on other projects.

Project Description:

Our project goal is to determine who and how to best deliver our services to make the biggest impact on kids’ health outcomes. We plan to use the IPA report to develop a strategic plan that will set the future direction and growth of the organization to maximize our impact on young people’s physical activity, and thereby their health. As part of helping us develop a strategic plan we would like the IPA team to investigate the following questions: 1. Target Demographic: Within the youth population, is there a specific demographic (example: Low income communities, kids with specific health issues such as obesity, depression, etc.) who would most benefit from our services? 2. Method of Delivery: What is the best method to deliver our services to? What are the benefits and the challenges/barriers of each approach?

More specifically, we would like to determine whether to continue with our present model, which is to be a mobile program where we partner with schools to offer our services at their site; or if we should focus on securing our own "brick & mortar" to offer our services within a specific community. Also as part of the project, students will research and analyze current federal and state physical and health education policy and budget, public health data, and other information to identify what is currently happening in our state and nation.

Client Information: UrbanPlay® is a 501(c)3 nonprofit founded in 2013 by fitness professionals in the Bay Area who are dedicated to collaborating with youth to take charge of their health. U.S. youth are facing growing rates of obesity, diabetes, and depression, problems that can often be prevented or managed through healthy lifestyle choices, including exercise. UrbanPlay’s mission is to empower youth to be active players in creating a healthier future, by educating and coaching kids about fitness and wellness using "play" as a vehicle (play = fun, hands-on, skill-based learning).

Policy Areas: Public Health; Health care provision; and Education (Pre-K, K-12 and College)/ Training
2. Building a stronger college success and baccalaureate degree attainment program at Contra Costa College through the inter-segmental partnership framework

**Client:** Contra Costa College, Promise Innovation Project, Student Services Division

**Project Description and Goals:**

**General Overview:** The California Community Colleges are open-access institution where students have the opportunity to attain an Associate's Degree, Career Education, and/or transfer to a four-year university. At Contra Costa College, we are looking to innovate operational processes, align student success programs, and implement a new student success first-year experience cohort to improve the achievement gaps for low-income, first generation, students of color and disabled students.

**Project Description:** The California Promise Innovation Grant, a $750,000 investment from the California Community College Statewide Chancellors Office was awarded to Contra Costa College. The project is to develop a student success program that: increases access to the college, improves student retention, students persist from the first year to second year, students transfer to a four-year university, and students complete college level English and math within two years. **Project Question/Scope:** The college is looking to replicate and implement an intersegmental/cross-sector partnership model that is similar to Santa Ana College, Long Beach Promise, and El Monte/Rio Hondo College Pledge. We are looking to do an analysis of best practices at other colleges, study our internal capacity, and ensure our program is operating efficiently, equitably, and is scalable to serve all students that enroll from our feeder high schools. We also are looking at how the college can leverage the Promise Innovation Grant and other funding streams as well as existing infrastructure to build a college success partnership that increases our degree attainment, transfer and retention rates that is cost-effective.

**Timeline (Rough):**
- January-Contra Costa College and GSPP Consulting Team Discuss Scope of Work
- February-Finalize Deliverables Expected, Develop Research Plan and Resources needed to execute work
- March-GSPP team continues analysis, check-in's with the College
- April-Submit Findings for First Draft Review, make edits, enhancements to report and action plan
- May-Final Submission and Report out to campus committees and partners.

**Client Information:**

Our organization is an institution of higher education operating in the Bay Area that serves students of color, first-generation, low-income, single parents, veterans, adult age, and other special populations. We have already committed resources to the implementation of the program and are looking for technical assistance and evaluation through GSPP guidance to ensure we are building an efficient program. We have the shared governance model and advisory groups that are ready to take action based on recommendations.

**Policy Areas:** Education (Pre-K, K-12 and College)/ Training; and Economic Development
3. Make the System Safe: Children and Youth in Foster Care Deserve Timely Reviews of Abuse and Neglect Allegations

Client: National Center for Youth Law

Project Description and Goals:
California's foster children routinely experience hazards to their development, education, health, and safety in the institutions where county government agencies place them. California's Community Care Licensing Agency ("CCL"), which is responsible for monitoring private congregate care institutions, formerly called group homes or orphanages, is considered by many to be ineffective. The problem is presented well in a recent article: https://californiahealthline.org/news/federal-audit-gives-california-poor-marks-on-monitoring-the-welfare-of-foster-children.

In response to a recent audit by the United States Office of the Inspector General, CCL has stated that it agrees with the Inspector General's findings, but the agency has said nothing about looking for the sources of its failures or about fixing them. When government agencies admit to serious failures, they customarily announce a resolve to correct them. CCL's silence appears to be an exception. The National Center for Youth Law has extensive experience in improving the effectiveness of child welfare agencies: (1) documenting operational problems, (2) identifying the underlying organizational weaknesses and strengths, (3) promoting legislative and administrative reforms, and (4) when necessary, obtaining court orders to enforce children's constitutional and statutory rights.

In the proposed project, students will interview and/or survey "stakeholders" such as administrators at CCL and at the institutions it regulates, as well as young adults who have grown up in those institutions, in order to assemble a more compelling and comprehensive description of CCL's problems than the rather abstract data provided by the Inspector General. There is also a complaints database that students will review to look at patterns and to specify policy solutions related to the types of dangers that children and youth are most commonly exposed to. A tailored policy solution is needed to better serve children.

The product of the project will be a report that: 1) illustrates CCL's problems in concrete, incident-linked ways that administrators, legislators, judges, and the public can understand, and 2) traces CCL's problems to their sources, which may lie in policy, financing, organizational structure, legislative lack of interest, and/or the power of constituencies such as congregate care institutions to protect their conflicting interests, i.e., "regulatory capture." 3) names recommendations for the agency and for the center.

Client Information:
The National Center for Youth Law's Child Welfare Team is involved in state level policy advocacy, state level workgroups, and coalition meetings where the results of this study would be presented.

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; and Early Childhood: Juveniles; Youth Recreation; Child Protection
4. Protecting workers under California's cap-and-trade climate legislation

**Client:** California Labor Federation

**Project Description and Goals:**

**General Overview:** California’s cap and trade program requires large emitters of GHG emissions to reduce emissions or purchase emissions allowances. However, a carve-out exists for large, energy intensive, industries that face competition from out of state, which are essentially exempted from the cap-and-trade mandate, and receive free carbon allowances. The carve-out exists to encourage these companies to continue to produce and provide employment in California. The state’s Air Resources Board (ARB) uses a formula to determine which businesses would probably, if they had to comply with cap-and-trade, exit California because of the competition they face from firms outside California that are not subject to cap-and-trade rules. However, the formula is unlikely to predict perfectly, and some observers argue that businesses simply threaten to contract or close, to receive free allowances.

**Project Description:** This project asks: What employment-related measures and metrics can be developed to help California ensure that businesses with these free allowances still contribute to the state’s goals to preserve good jobs and protect California’s workers. The IPA team would explore whether businesses that receive free allowances should be required to meet any conditions regarding the jobs they create in California, such as, e.g. preserving jobs; paying certain wages; meeting job quality standards; no citations for labor violations; improving access to jobs for workers from disadvantaged communities; supporting measures to help job-transitions of workers who are displaced due to climate policy. If such conditions were imposed, how could they be implemented and enforced?

To answer these questions, the IPA team might profile the industries and businesses that receive free allowances, comparing their employment trends, and jobs and workforce characteristics, to other employers. They would need to analyze what information is needed to assess workforce outcomes in these industries, and what types of requirements could form a meaningful and feasible quid pro quo for cap-and-trade relief. The team would need to examine what information is publicly available and suggest possible added required reporting by the businesses to develop a baseline and change over time in the relevant metrics.

Some data does exist and will be available to students. The ARB publishes a list of trade exposed, energy intensive industries who will get free allowances, by company name and by 6 digit NAICS codes. For the companies on the ARB list, we have data from the UNICORE data base which uses Dun and Bradstreet data on employment and has some other information on these facilities. The BLS also published data at the 4 digit NAICS codes that may be useful as well. The research will include an assessment of any additional data needs for the policy options they consider.

**Client Information:** The California Labor Federation is made up of more than 1,200 unions, representing 2.1 million union members in manufacturing, retail, construction, hospitality, public sector, health care, entertainment and other industries in California. From legislative campaigns to grassroots organizing, our affiliates are actively engaged in every aspect of California’s economy and government. Researchers at the Berkeley Labor Center will work with students on this project.

**Policy Areas:** Labor; and Economic Development
5. Improving Employment Outcomes for California Workers with Criminal Records

Client: National Employment Law Project and UC Berkeley Labor Center

Project Description and Goals:
Question: How should the state of California allocate and structure new state workforce development funding to assist people with criminal records to obtain employment, using a case study of the construction industry to develop lessons for other industries as well. Issue: In California, the criminal justice reform movement has made significant strides in passing new laws that are releasing record numbers of people from prison and back to their communities (mostly to communities of color that are already suffering from high rates of unemployment). A number of new funding sources will soon be available to expand training and other workforce programs that serve incarcerated and formerly incarcerated people in California. One key funding source is the $5 million annually for new training funds targeting people with records in the new transportation infrastructure initiative (SB1), which will create thousands of construction jobs; other funding sources will be identified through the research.

The California Workforce Development Board is charged with overseeing SB1 funding as well as coordinating and aligning all other state workforce development programs. The Board will be making key decisions about how to allocate SB1 and other funds, including decisions about what types of training programs to support and how to align and coordinate these new efforts with existing workforce development infrastructure. The construction industry is a key focus for the CWDB, both because the state is a major procurer of construction projects, and thus has some leverage over hiring, and because the construction sector has a very robust existing training infrastructure through the registered apprenticeship programs that use a highly successful earn-while-you-learn model. While construction is not the only industry that should be targeted for improvements in job access for people with records, NELP sees a strategic opportunity in the construction sector that can later be expanded to other industries. As detailed in NELP’s report, “Reentry and Employment for the Formerly Incarcerated and the Role of American Trade Unions,” union apprenticeship programs offer significant potential for people with records to secure a trade in a good-paying, unionized job.

Research: This research will identify and assess training programs that help people with criminal records obtain work in the construction industry, with the goal of providing recommendations to the state about how to allocate and structure the new funding available from SB 1 and other sources. The research will address training programs both inside and outside prisons, and look at pre-apprenticeship and apprenticeship programs. It will also examine other interventions that complement training to improve job placement after completion of training, such as targeted hire agreements or other mechanisms to incentivize hiring. The research will inventory these efforts, collect data on outcomes for workers (training completion, credential attainment, job placement, wages, etc.) where available, assess gaps in data, create a typology of key program elements, and lift up promising and best practices. This information and analysis will be used to put forth a set of recommendations to the state on how best to serve this population, including identifying criteria for successful programs, how to increase the reach or scale of successful efforts, how to leverage existing state workforce infrastructure, and what metrics could be used to measure progress over time.

Client Information:
NELP is a leading national advocacy organization on labor and employment issues. NELP has a robust policy and advocacy infrastructure that has developed, passed, and implemented policies on jobs and equity.

Policy Areas: Criminal Justice/ Drug Policy; and Economic Development
6. Framework Analysis: Street Lights and the Internet of Things

Client: City & County of San Francisco - Committee on Information Technology

Project Description and Goals:
The City & County of San Francisco is eager to adopt new technology, but in a manner that protects privacy and promotes responsible adoption. The Committee on Information Technology (COIT) is seeking support to conduct policy analysis on a specific emerging technology to identify best practices, potential risks, and develop a draft policy document. IPA students will investigate sensor technology that is frequently being deployed in street lights and develop a draft policy to apply San Francisco departments. Sensor technology in street lights is considered one of the many forms of the Internet of Things (IoT). Too often when discussing IoT technologies, the conversation focuses only on an ideal version of reality. Frequently the discussion follows Step 1 - Install IoT Technology Step 2 - ? Step 3 - Open data sharing, better decisions, efficient operations = utopia (h/t South Park) IPA students will be responsible for helping the City answer "Step 2" by investigating best practices, analyzing risks, understanding how the City currently uses sensors, and identifying relevant regulations. Final product will entail a written report to advise City employees, and a draft policy for possible adoption.

Client Information:
The Committee on Information Technology (COIT) is the City & County of San Francisco's technology governance organization. COIT is responsible for strategic planning, the annual technology budget process, reviewing technology performance, and developing policy. For more information on COIT, please visit our website at: www.sfcoit.org

Policy Areas: Science & Technology: Innovation; Communications and Internet Policy; and Housing provision/ Urban Planning
7. Categorical Eligibility in Tribal CCDF Programs: How can the increased flexibility in CCDF eligibility rules benefit tribal programs and under what conditions?

**Client:** Office of Child Care/Administration for Children and Families - Region IX

**Project Description and Goals:**
The Office of Child Care (OCC) is responsible for overseeing the implementation of the reauthorized Child Care and Development Block Grant Act (CCDBG) of 2014. Region IX OCC staff help states and tribes in this regional jurisdiction develop specific written plans that both describe their CCDF program operations and demonstrate compliance with federal requirements. Under the new federal rules, tribal grantees who receive over $250,000 annually or more now have been given increased flexibility. This new provision called "categorical eligibility" gives tribes the option of including all tribal children in their CCDF programs regardless of the family's income, work, or training status if they can demonstrate that their tribal median income is lower than the state median. Several tribes in this region have expressed interest in exploring this new option; however, they need assistance in determining if this new approach might be helpful to them and why. This project would analyze what factors tribes should consider in determining whether or not such an option might benefit their tribal programs and communities. We want to assist tribal administrators in assessing the potential benefits (or drawbacks) of such an approach.

**Client Information:**
Region IX's Office of Child Care is responsible for supporting tribes in preparing their new CCDF plans. The project’s results would be shared with tribal grantees for their consideration in determining whether or not to pursue categorical eligibility when developing their new tribal plans.

**Policy Areas:** Early Childhood; Juveniles; Youth Recreation; Child Protection; and Financial Regulation; Tax Policy; Housing Finance
8. UCSF Anchor Institution Assessment

Client: University California, San Francisco - Center for Community Engagement

Project Description and Goals:

General Overview  UCSF is planning to conduct an assessment to enable our institution to become an effective Anchor Institution in San Francisco. This is the first of a multi-phase initiative to establish UCSF as an anchor institution.

Project Description  One of the key UCSF institution priorities is “partnering to achieve health equity”. To accomplish that, we need to understand how UCSF’s institutional power and resources can play a role in influencing social and structural determinants of health in underserved communities in San Francisco. As part of the assessment, we will be reviewing UCSF’s local hiring, purchasing and investment policies and practices. In addition, we will conduct an external environment scan of those broad areas.

The assessment is planned to take place from January - July 2018. Findings and recommendations will be incorporated into a white paper which will be shared with UCSF leadership (key leaders include Executive Vice Chancellor & Provost, Vice Chancellor for Diversity & Outreach, Sr Vice Chancellor for Admin & Finance and School of Medicine Dean). The white paper will inform a strategic action planning process which will provide a roadmap for UCSF’s anchor institution strategy.

As part of the process, we are trying to figure out what data we have and don’t have. With senior leadership buy-in and support, students will have access to available data; we expect that students will also undertake research to augment the data available, and to identify the data that is needed.

Client Information:  The Center for Community Engagement’s (CCE) role is to facilitate and coordinate partnerships between UCSF and the community to advance health equity. CCE will lead and facilitate the assessment and follow up with strategic actions.

Policy Areas: Social Exclusion; Poverty; Marginality; and Public Health;
9. Strategies for California Cities to Accelerate Building Electrification to achieve Climate, Air Quality and Clean Energy Goals

Client: Sierra Club MyGeneration Campaign &/or City of Berkeley Office of Energy & Sustainable Development

Project Description and Goals:
General Overview: There is growing consensus that replacing gas appliances (like water heaters and furnaces) with super-efficient electric appliances is critical to achieve our 2050 climate goals. Analysis specific to California shows that it is risky and costly to delay this switch to all-electric homes and commercial buildings beyond 2020. California will need the same level of public and policymaker support for electrifying homes and buildings, as we have seen for electric vehicles, rooftop solar, and energy efficiency.

Policy successes from those sectors may be transferable to building electrification. The trouble is, electrifying buildings faces several large and unique hurdles, including decades of state policy bias that favors gas and prohibits using public benefit energy efficiency dollars to incent homeowners to switch from natural gas to highly efficient electric appliances. While many cities in California see electrifying buildings as a major climate action strategy, financial barriers, exacerbated by state regulatory policy at the California Public Utilities Commission (CPUC) and California Energy Commission (CEC) inhibit broad adoption of electric technologies.

Question: What policies or programs can cities establish to accelerate electrification of homes and buildings at the local level? Specifically, what are the most effective state or local policy levers to overcome cost barriers to electrification? What opportunities exist for cities to partner with other organizations such as Community Choice Energy organizations to mitigate cost barriers for home and building owners? Quantify the level of electrification and related time horizon that these policies and programs could facilitate (for both new construction and existing buildings). Quantify the potential greenhouse gas and air quality benefits.

Client Information: This project was jointly drafted by the Sierra Club and the City of Berkeley. One of these groups will be the main client. The Sierra Club launched a buildings electrification campaign in California in 2016, as part of its My Generation campaign. We are one of the leading groups advocating electrification at state regulatory agencies and the Governor’s Office and are also working with cities who are eager to electrify buildings at the local level as part of their larger climate and clean energy goals. While we have focused much of our staff resources on state level work, there is much to do to leverage the growing city-wide interest across the state. The IPA project will inform city strategy and help us support local policymaking efforts and grassroots campaigns. Additionally, the Ready for 100 campaign at Sierra Club has additional civic points of contact across California, especially in 12 cities that have already committed to 100% renewable energy.

The City of Berkeley Office of Energy and Sustainable Development implements the Climate Action Plan (CAP) with innovative programs such as the Building Energy Savings Ordinance (BESO), an innovative policy that requires energy efficiency assessments for buildings at time of sale. Switching away from fossil fuels to clean electricity is the key strategy for meeting our CAP goals. Berkeley is working with Green Cities California (GCC) Building Electrification Subcommittee, a group of over 30 California cities interested in electrification and the Urban Sustainability Directors Network (USDN) Thermal Decarb group. These groups would be very interested in supporting this work.

Policy Areas: Energy and Environment
10. Making the Case for Widespread Adoption of Green Infrastructure in Hartford, CT

**Client:** Mayor's Office of Sustainability, Hartford CT

**Project Description and Goals:**
This project focuses on Hartford, Connecticut, a densely populated city of 124,775, occupying less than 18 square miles, and bounded to the east by the Connecticut River. The city is 44% Latino and 38% Black, with a median household income of just $30,630. A fifth of the population is foreign-born, and nearly half of persons over age 5 speak a language other than English at home. The city also has federally-designated North Hartford Promise Zone, where per capita incomes are as low as $12,099 and unemployment is higher than the Great Depression. Citywide, about 45% of land area is covered in impervious surfaces, with an even higher share in the North Hartford Promise Zone. Much of the rest of the city is covered in soils with high clay content and low infiltration rates. Together, these conditions prevent absorption of stormwater, exacerbate runoff, and result in localized flooding and sewer backups. Indeed, every time it rains a quarter of an inch or more, stormwater overwhelms the combined stormwater-sanitary sewer pipes. During a year with average rainfall, these overflows can cause untreated sewage to back up into basements, spill out into neighborhood streets, and flow into local waterways such as the Connecticut and North Branch Park Rivers over 50 times a year.

In 2016, a GSPP IPA team worked with Hartford’s Office of Sustainability and Climate Stewardship Council on a report entitled “Strategies for Strengthening Climate Resilience in Hartford, CT,” analyzing the costs and benefits of thirteen sustainability strategies. Five of these focused on “green infrastructure” (stormwater management techniques that protect, restore, or mimic the natural water cycle, using water as a resource.): tree canopy replacement, no mow areas, bioswales/rain gardens, rain barrels, and vegetated buffers.

This year, we are seeking additional assistance for our city’s growing green infrastructure initiative. Specifically, we are looking for an interdisciplinary team to take the leading proposals for green infrastructure to the next step in the policy process. The IPA team will need to provide an in-depth effectiveness, efficiency, and equity analysis for these 5 proposals, as well as any other alternatives or additions the team identifies. Based on this analysis, the team will prioritize the proposals and develop a political strategy for moving the highest priority proposals forward in the city of Hartford.

**Client Information:** The City of Hartford Office of Sustainability was established in 2017 by Mayor Luke Bronin, to advance environmental stewardship initiatives; it includes a two-member team focusing exclusively on green infrastructure (GI), seeking to expand GI to provide better protection against floods and droughts, improve local water quality by reducing and filtering urban runoff, and enhance the quality of life in the city. The Office of Sustainability is supported by the Climate Stewardship Council, a stakeholder group of 30 representatives of neighborhood associations, nonprofit institutions, regional and state governmental agencies, private businesses, and educational institutions. In 2017, this Council drafted and approved Hartford’s first Climate Action Plan (CAP), with goals for 6 interconnected action areas: Energy, Food, Landscape, Transportation, Waste, and Water. Within the area of Water, the three goals most relevant to this project include: reducing discharge into sewers and waterways; managing flood risks; and improving water infrastructure resiliency. For more about the CAP, please see www.hartford.gov/climate. The City is already actively engaged in efforts to realize the goals of the CAP, including the implementation of some of the strategies recommended in the 2016 Berkeley report “Strategies for Strengthening Climate Resilience in Hartford, CT”. (More info on this was provided in the client application).

**Policy Areas:** Energy and Environment; and Transportation / Public Infrastructure
11. What is the cost of investing in renewables and integrating them into the Mexican grid? (PROJECT MAY NOT BE CONFIRMED).

**Client:** The Berkeley Energy & Climate Institute (BECI)

**Project Description and Goals:**

**Question:** What is the cost of investing in renewables and integrating them into the Mexican grid? More specifically, what are the opportunities for the Mexican Government to address these costs by shifting away from current patterns of investment in fossil fuel electricity generation and subsidized end user rates and toward investment in energy efficiency and renewable generation?

**Issue:** The Mexican energy sector is in the process of implementing a significant restructuring that will likely transform almost every aspect of the oil, natural gas and electricity industries. Liberalization of the sector represents a divergence: fossil fuel prices increasingly respond to market realities whereas electricity prices do not reflect the true cost of providing electricity service to customers. In 2008, subsidies for electricity consumption were 1.3% of GDP, which is equivalent to more than 20% of Mexico’s Federal Budget in that year. This cost structure creates a perverse incentive by rewarding energy consumption, and is regressive as well, allocating the most benefits to those who consume the most. This cost structure represents important opportunity costs for Mexico’s government as well as an opportunity for increased energy efficiency measures. Another area for analysis is Mexico’s continued investment in combined cycle natural gas plants, which have furthered Mexico’s dependence on fossil fuels instead of establishing a path towards a more renewable grid. Since the natural gas boom in the US, the Federal Electricity Commission (CFE), a publicly-owned company responsible for most of Mexico’s electrical generation, has invested considerably in combined cycle plants. CFE has justified this from a financial perspective by citing low costs of natural gas and from an environmental perspective because combined cycle is relatively more efficient and less polluting than older natural gas and other fossil fuel generation technologies. Electricity consumption subsidies as well as continued investment in fossil fuel generation despite competitive prices for renewable generation and their environmental benefits represent key areas where Mexico has an opportunity to shift toward a more efficient and renewable electricity sector. The current climate of reform and sectoral evolution represents an excellent opportunity to analyze the challenges and opportunities associated with these and other energy transitions as the newly liberalized energy paradigm takes shape. (More info on research modalities is in the application).

**Client Information:** The Berkeley Energy & Climate Institute (BECI) is a central coordinating hub for all energy and climate research at UC Berkeley. Since its inception, BECI has continuously forged collaborations among UC Berkeley, the Lawrence Berkeley National Laboratory (LBNL) and other internal and external partners to shape the history of energy technology and policy at all levels. Partnering with Tecnológico de Monterrey, BECI, Instituto Nacional de Electricidad y Energías Limpias (formerly known as Instituto de Investigaciones Electricas), Tecnológico Nacional de México, Arizona State University, and the Comisión Federal de Electricidad of Mexico, the U.S.-Mexico Lab will help fill critical technological and research training and capacity gaps to support the successful implementation of Mexico’s sweeping energy sustainability and efficiency strategy. Research from the U.S.-Mexico Lab will be delivered to key policymakers at SENER and other Mexican agencies. Our work can inform the actions of Mexican policymakers.

**Policy Areas:** Energy and Environment
Project Description and Goals:
The City of San Francisco has existing programs and policies in place to prevent displacement and mitigate displacement impacts for residents, nonprofit and community organizations, and small businesses. We would like the IPA group to conduct an evaluation of existing programs and policies, which will involve selecting key metrics for evaluation, collecting or analyzing data, and drawing conclusions about how well these interventions are working and at what cost. We would also like the IPA group to investigate whether there are promising alternative or additional approaches to preventing displacement that might be successful in San Francisco. Based on the analyses above, the IPA group will provide recommendations for changes to existing policies and programs, as well as new policies and programs that should be adopted in San Francisco. Students will be working with the Planning Department as well as other City agencies leading those programs.

Client Information:
The Planning Department has embarked on an effort to create an anti-Displacement and Community Stabilization Strategy. Most recently the City collaborated with the UC Berkeley’s Urban Displacement Project in updating the data and maps that identify neighborhoods at risk of displacement and gentrification throughout the Bay Area. The Planning Department has also been actively engaged in the Mission, Tenderloin, and SoMa neighborhoods of San Francisco in developing policy solutions to improve the City’s anti-displacement programs and policies. Our next step is to expand this work citywide, using the analysis of Urban Displacement Project as well as the policy development through our work in these neighborhoods. The policy evaluation work will inform the City’s strategies and policies to prevent displacement and promote community stabilization as neighborhood change and grow. It will help create a road map on what existing policies should be promoted and further advanced, and what new policies should be incorporated into the City’s toolbox.

Policy Areas: Housing provision/ Urban Planning; and Economic Development
13. Evidence gap maps for Colombia’s National Development Plan (PND)

**Client:** National Planning Department (DNP), Monitoring and Evaluation of Public Policies (DSEPP), Colombia

**Project Description and Goals:**
For the current project we want to build an evidence gap map (EGMs), which are considered an important tool for making decisions based on actual evidence and to prioritize policies and programs in a more strategic way. Therefore, for us is important to know, what evidence do we have?, what studies have been relevant? what studies we have not been made? Are there absolute gaps of information? (where there are few or no studies), among others. For this reason it is required search, analyze and consolidate information about projects and the relevant information from a specific sector. It has been thought to promote this initiative the next year to align it with the National Development Plan (PND) that is built in the change of Government. The PND is the basis and the instrument of the governmental policies of presidents in Colombia by means of which the objectives of government and its management are made known, in addition, allows to evaluate its results. The current Government had as pillars for the PND, peace, education and equity, based on this is managed to advance strategies that ended in a peace process. Although we have not yet decided the sector that we would like to work with, we have the opportunity to work in any sector (housing, education, infrastructure, technology, agriculture, among others). The development of this project contemplates the selection of the subject to investigate, which will be selected by the students from the Goldman School of Public Policy (GSPP). In view of the fact that this subject can become a great bet for the discussion of public policies in the next four years. Therefore, the present proposal presents two major challenges: 1) To choose a research subject that can be of huge relevance for the progress of the Nation and 2) to create an evidence gap maps that allow us to understand the socioeconomic context of the country from a broader point having said that get a new tool that works as a base to align the country policies and programs, as a result a greater impact on the Colombian population in the next four years. The time programmed for students for the development of the project, goes along with our proposal in view of that the National Development Plan begins to be built in August 2018.

**Client Information:**
The National Planning Department (DNP) Promotes the strategic vision of the country on social, economic and environmental issues through the design, orientation and evaluation of Colombian public policies, the management and allocation of public investment and guides the plans, programs and Government projects. Its direct responsibility is the preparation of the National Development Plan (PND), therefore its objective is to guide public management towards the achievement of results around the goals of this plan, through the collection, production and dissemination of timely, reliable and relevant information. Having said that, the DNP has the necessary mechanisms to promote policies that serve the development of the country and thus manage resources more efficiently. It is expected that the results obtained through this project will serve as a basis to strategically promote the country’s policies and programs, related to the selected theme, in order to improve the welfare of millions of Colombians.

**Policy Areas:** Can be focused on the interests of the team. The IPA coordinators will reach out to possible team members to try to align team policy interests.
Project Description and Goals:
What changes to U.S. Farm Bill conservation, research, subsidy or insurance policy would most reduce the total greenhouse gas emissions and nitrate leaching from feedlot manure? This project would likely involve an assessment of policies instituted in other countries to reduce the environmental impacts of feedlot beef; a review of U.S. policies and rules governed by the Farm Bill that could feasibly be improved; and an analysis of how well the most effective policies elsewhere could be adapted and applied in the U.S. Examples of possible policy options include subsidizing adoption of environmentally beneficial manure management technologies, funding research on more cost-effective technologies, or developing new regulations for feedlot air and water pollution. The output of this research would be a written report and a series of 1-3 presentations to Breakthrough’s staff and board, senior fellows, external non-profit partners, and potentially members of the media with whom we’ve worked. These groups include influential actors such as Jayson Lusk, head of the Department of Agricultural Economics at Purdue University; Third Way, a DC advocacy-oriented think tank that is launching an agriculture & food policy program; and foundations engaged in sustainable agriculture. As appropriate, we could also invite external experts we have not worked with but who are influential in food policy such as staff from Union of Concerned Scientists, the National Sustainable Agriculture Coalition, and established agriculture journalists. Breakthrough would use the report findings to guide future analysis, and to inform the advocacy work of partners.

Policy Areas: Energy and Environment; and Food
15. Efficacy of the training and skills imparted to the youth of India through the PMKVY program

**Client:** Ministry of Skill Development and Entrepreneurship, Government of India

**Project Description and Goals:**
What is the best strategy to measure the efficacy of the training and skills imparted to the youth of India through the PMKVY program? Specifically, the aim is to understand how Recognition of Prior Learning (RPL) and Short-Term Training (STT) under PMKVY have enabled trained candidates to improve their livelihood, income and self-esteem – both in an urban and rural environment.

Program Overview (http://www.pmkvyofficial.org/): The program provides a vital platform to bring the informal workforce of India into the formal segment by providing training and certification to unemployed youth through a network of private training partners. 1,130,979 persons have been trained under (STT) and about 800,000 under RPL over the past two years. STT is a framework of skill training for three months. RPL is conducted to certify already skilled personnel. It is believed that India will soon become the Human Resource capital of the world, given its statistics of a youthful population of over 60% being under forty years of age. The low employment rate in India is an indicator of how this demographic dividend is being underutilized. Skill training courses imparted through this program aims to mitigate this divide.

Some areas of concern include: How can the short-term and long-term benefits of the program be measured? Is there a substantial difference in the quality of lives of these candidates before and after the training? Are the youth of India relying on such a program primarily to provide them employment? Does the PMKVY program prepare the Indian workforce as per the requirements of the industry and new technologies? Which is the best method of measuring and improving the productivity of workforce through skill development? Can an Innovative model to link education with skills in the Indian system be developed? MSDE hopes that the information rendered through this project will help to improve the PMKVY program guidelines. The research undertaken is hoped to provide data analytics based insights to drive policy decisions on focusing government interventions and efforts. The research results are expected to identify whether the current program has the potential for faster scaling up of skill training while ensuring outcomes in terms of placement/employment. MSDE might be interested in examining potential exemptions/additions in the financial outlay of the PMKVY program.

**Client Information:**
For the first time in 68 years of India’s independence, a Ministry for Skill Development & Entrepreneurship (MSDE) has been formed to focus on enhancing employability of the youth through skill development. The skill ecosystem in India, is seeing some great reforms and policy interventions which is reinvigorating and re-energizing the country’s workforce today; and is preparing the youth for job and growth opportunities in the international market. Skill India is an initiative of the Government of India which has been launched to empower the youth of the country with skill sets which make them more employable and more productive in their work environment. Pradhan Mantri Kaushal Vikas Yojana (PMKVY) alone aims to skill 10 million youth for a new successful India by 2020.

**Policy Areas:** Economic Development; and Education (Pre-K, K-12 and College)/ Training
Project Description and Goals:
Tipping Point has three desired outcomes: (1) increase the rate of State and federal earned income tax credit (EITC) uptake among qualifying workers in the Bay Area (or a particular county, area); (2) understand the profiles of those who qualify and do/don't file taxes and apply for the EITC; (3) contribute to the field by better understanding those interventions that have the strongest potential to increase EITC uptake in the long term. The project would help us understand what works and what doesn't work in terms of increasing uptake, and the Goldman School could also offer creative strategies and/or more rigorous evaluation for us to use. The project could also involve working with one or more of Tipping Point's grantees, to work with/interview their clients on this effort. In terms of analytic work, this may require looking at/analyzing current data on EITC uptake; working with the State Franchise Tax Board; surveying grantee organizations or clients at grantee organizations, etc., to determine profiles of those who do/don't qualify and receive EITC.

Client Information:
Tipping Point is a grant making organization raising about $25 million a year to support nonprofit organizations in the Bay Area that we believe are best fighting poverty. Increasing uptake of EITC is one strategy to increase income among low-income workers. We are in a place to influence other funders to support novel, lasting or cost-effective strategies. For example, we have begun working with the City and County of San Francisco Office of the Treasurer on a few projects aimed at increasing income or reducing debt among low-income persons. We also work with the Bay Area Workforce Funders Collaborative, a group of funders in the employment field.

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; and Economic Development
Project Description and Goals:
Many states around the U.S. have not fully recovered from the Great Recession. Job growth has been based in low-paying service professions, making it hard for many Americans to earn a living wage. Manufacturing jobs in high-technology sectors pay well above service industry jobs and can provide Americans with the stable income they need to thrive. The advanced energy sector, in particular, is projected to grow rapidly, presenting an economic opportunity for states to create good-paying manufacturing jobs while decarbonizing the economy. In today’s competitive, globalized economy, businesses are more likely to thrive in cities and states that offer strong foundational elements for business growth: a rich innovation ecosystem, fertile grounds for capital investment, a highly skilled workforce, and clear policy signals. The policy question we are trying to solve is: “What policies and practices have other countries successfully used to support sector-based job creation?” Some countries and cities around the world have been particularly successful in developing local economies around a particular industrial sector or technology. For this IPA, students will be expected to create a best practice analysis of the policies and practices of these successful communities. The economic development policies will focus on four foundational elements of sector-based job creation: the innovation ecosystem, access to capital, corporate recruitment, and workforce development. Students will work closely with the AJP team in exploring best practices, engaging local stakeholders, and creating a report that will inform our published reports and potentially be featured on our website. The AJP team includes two GSPP graduates who have an appreciation for how to make an IPA a valuable and enjoyable experience. Our office is conveniently located in downtown Berkeley and we strive to create a collaborative and supportive working environment. This IPA will require outreach to stakeholders around the globe.

Client Information:
The American Jobs Project (AJP) is advancing our clean energy future, state by state and job by job. In each state, we build the economic case that state and local leaders can bolster job creation and economic growth through advanced energy manufacturing. The AJP brings best practice policy models, innovative ideas and tools from around the globe to local and state governments and stakeholders for strategies to create middle-class jobs in advanced energy. We engage stakeholders to create right-fit policy solutions, accounting for nuances of public opinion and political feasibility. The ultimate goal: middle-class jobs for communities at risk, especially those who face changing energy economies. This approach works even in conservative states where climate change is not acknowledged as real. From photonics in Montana to energy storage in North Carolina and additive manufacturing in Ohio, the AJP is promoting advanced energy industries that create jobs that pay well and have a future. Our aim is to effect change through policies, programs, and collaboration between the private and public sector. Our work is paying off in Illinois, where legislators and business leaders are collaborating to grow the energy storage industry; in West Virginia, where our recommendations informed a Draft Report for the state’s 5-Year Energy Plan; and in Nevada, where recent moves by the legislature and the Public Utilities Commission have set the stage for rooftop solar growth. States we have worked with are asking us to return with additional assistance. We work hard to meet the demand that our success has created and seek students to join us in our practical and proven approach to building our nation’s clean energy future, job by job. This IPA will inform our web-based policy bank and state-level reports, used by local stakeholders to effect change. The American Jobs Project is national non-partisan, non-profit organization associated with the Berkeley Energy and Climate Institute (BECI) at UC Berkeley. BECI coordinates energy and climate research at UC Berkeley and interdisciplinary research by integrating science, technology, business and policy.

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; and Economic Development
18. Understanding the Economic Implications of Medicare Policy for End-Stage Renal Disease

**Client:** UCSF Departments of Surgery and Bioengineering (Surgical Innovations program)

**Project Description and Goals:**
End-stage renal disease (ESRD), the final stage of kidney disease in which the kidneys have irreversibly ceased to function, is unique among diseases in that it is the sole individual medical condition receiving full entitlements under Medicare, regardless of patient age. Deadly without treatment, the only available options are dialysis, a highly morbid and life-limiting therapy with a 5-year survival rate of only 42%, and kidney transplant, for which demand outstrips supply by a 5:1 ratio. Although ESRD patients comprise less than 1% of the Medicare population, they consume 7% of its budget: the U.S. spends $42 billion annually on dialysis treatment, 80% of which is absorbed by Medicare. With disease prevalence rising at 3% per year, many consider the expense of ESRD care to the federal budget to be unsustainable, leading to calls for rationing care.

This project deals with the economic implications of Medicare policy regarding ESRD. If the current costs are unsustainable, what policy alternatives could be proposed, and what are their impacts from a cost-efficacy perspective? Students will be asked to investigate and compare various policy alternatives through efficiency analysis. They will also examine and attempt to quantify the impacts of regulatory policy (FDA), reimbursement coverage (CMS), and research funding (NIH) on ESRD outcomes. The overall goal of this project is to understand the economic effects of current policies affecting ESRD care to inform advocacy and policy reform efforts as well as the development of improved treatment options for ESRD patients.

**Client Information:**
Surgical Innovations (https://surgicalinnovations.ucsf.edu/) is a Chancellor-funded initiative to accelerate the development and commercial translation of novel medical technologies invented by UCSF researchers. The program supports leading clinical and scientific innovators from across UCSF who are working to bring their research discoveries into public benefit by developing them into commercially available products. In many cases, these are paradigm-changing medical technologies that push the boundaries of current FDA and Medicare policies. One such project is The Kidney Project (https://pharm.ucsf.edu/kidney), a national research effort to develop a fully implantable bioartificial kidney to address the shortage of donor organs by bringing the benefits of a biological kidney to patients waiting for transplant. Commercializing a breakthrough technology such as the artificial kidney requires engagement and collaboration with regulators and policy makers at FDA, CMS, and NIH.

Faculty involved in Surgical Innovations are international thought leaders in medical device innovation who publish and present frequently. We are working closely with FDA through the Center for Devices and Radiological Health (CDRH)’s Innovation Pathway program and the UCSF-Stanford Center of Excellence in Regulatory Science and Innovation (CERSI). UCSF is a leading voice in health policy and advocacy at a national level and maintains a presence in Washington, D.C. The results of this policy analysis will inform the direction of UCSF’s advocacy efforts with regard to laying the policy groundwork for introducing the artificial kidney into clinical use.

**Policy Areas:** Public Health; Health care provision; and Health Insurance and Finance
19. A New World of Customer Choice: How CCA Growth Will Impact California's Decarbonization Goals

Client: California Energy Storage Alliance

Project Description and Goals:
By an estimate by the California Public Utilities Commission (CPUC), community choice aggregations (CCAs) may be the load-serving entity (LSE) for 80% of customers in California, which represents a major shift in grid planning for reliability and decarbonization. There are many benefits to CCAs, which enable customer choice, provide retail competition, and offer customers with additional clean energy options (sometimes greener than that of their competing investor-owned utilities). Importantly, CCAs intend to reach very aggressive RPS/GHG targets, far beyond the legislative RPS/GHG mandates, in contrast to investor-owned utilities (IOUs) that view RPS/GHG requirements as 'ceilings' rather than 'floors'. While CCAs offer a number of benefits, a world full of CCAs also presents a number of challenges. There are concerns of their lack of credit history, their dependence on IOUs as the 'provider of last resort', their potential lack of consideration of disadvantaged communities, and their strategy to procure renewables under short-term (usually one-year) agreements. The CPUC has also expressed concern that CCAs may not contribute to their share of providing for system reliability and grid integration needs (since the CPUC has limited jurisdiction over the CCAs), which may fall on the IOUs and raise contentious battles between IOUs and CCAs over (potentially anti-competitive) non-bypassable charges.

All in all, California's grid used to be primarily served by three major IOUs, but the growth of CCAs have created significant uncertainty for the CPUC, the energy community, and environmental and social justice advocates. It is unclear how California will meet its RPS and GHG goals in world with many more LSEs.

Clarity and research is needed on what the CCAs plan for their renewable and energy storage procurement. How will they contribute to the state achieving these results? What is each CCA’s energy program/procurement strategy? Do they have plans for customer-sited distributed energy resources? There are a number of broad policy questions that need to be answered as well. Can the CPUC be assured of grid reliability, accessibility, and affordability for all ratepayers in the state by allowing the CCAs to 'self-provide' their own renewables and grid integration solutions? Or does the CPUC need to take on a more paternal role? If CCAs are allowed to independently pursue their own goals, which advance the state's goals as well, then what is the future role of the IOU? Is it reasonable and fair for IOUs to be the provider of last resort? Or is the future role of the IOU to be a 'poles and wires' company only?

Client Information:
The California Energy Storage Alliance (CESA) is a 501c-6 industry association representing 65+ member companies in the energy storage industry. Our member companies are still trying to understand how CCA growth will impact their businesses and how renewable and energy storage procurement to achieve the state’s goals will be impacted by a world in which there are multiple, locally-focused LSEs. There are 13 CCAs in operation today, and CESA does not have much insight into what the CCAs plan to do or currently are doing. CESA would benefit from an IPA team that can do some policy and interview research on some of the key CCAs and identify any key trends, uncertainties, and opportunities. The results of this IPA will guide CESA’s policy positions in regulatory proceedings related to CCAs and inform CESA members in approaching CCAs and in shaping their programs and policies.

Policy Areas: Energy and Environment; and Science & Technology: Innovation; Communications and Internet Policy
20. Quantifying the cost savings of using food as medicine to healthcare systems

**Client:** ALL IN Alameda County, Alameda County Board of Supervisors

**Project Description and Goals:**
Could healthcare systems save money on costs by providing healthful foods to clients as a preventative measure? And if so, how much money can they save? In other words, is the overall cost of providing healthful foods (which we define as whole grains, fresh produce and fiber-rich foods) directly to clients to help address and/or prevent diet-related illness more cost-effective than providing standard medical treatment to address those diseases? We are hoping that this analysis can involve both a literature review of any similar existing approaches in the United States and a quantitative analysis on the efficacy of using food as medicine to achieve better health outcomes.

**Client Information:**
ALL IN is collaborating with a number of partners, including the Alameda County Community Food Bank and UCSF Benioff Children’s Hospital Oakland, on a project that involves physicians issuing “Food Prescriptions,” and establishing “Food Farmacies” at local health clinics that serve low-income populations. We are seeking to build a strong case for the efficacy of this approach in reducing health care costs incurred by public health care systems in the medium and long-term, as healthier diets and reduced food insecurity leads to reductions in rates of diabetes and other diet-related disease. We are conducting research directly on patient outcomes in partnership with the clinics we are working with. However, we believe there is also a very valuable analysis to be done of the potential cost-savings to health care systems and health insurers that can be realized through a food prescription/food farmacy approach. We plan to use this analysis in our legislative advocacy for a statewide food prescription/food farmacy initiative.

**Policy Areas:** Public Health; Health care provision; and Food
Project Description and Goals:
In the late 1990s, the US Supreme Court held that segregation of people with disabilities, including people with disabling mental health conditions, constitutes discrimination in violation of the Americans with Disabilities Act (Olmstead v. L.C.). The Olmstead decision requires public entities to provide community-based services to persons with disabilities when (1) the services are appropriate (2) the individuals are amenable to community-based treatment and (3) such treatment can be reasonably accommodated, considering the available resources and the needs of other disabled people. In California, county mental health plans (MHPs) are responsible for providing an array of crisis and psychiatric inpatient care services to defined groups of Medi-Cal beneficiaries to the extent resources are available; the California Welfare & Institutions Code states that public mental health treatment should be in the most appropriate and least restrictive environment, preferably in the client’s own community. A range of 24-hour treatment settings exist for individuals with mental health conditions who need this level of care (e.g. state hospitals; institutes for mental disease (IMDs); non-institutional facilities such as crisis residential treatment.)

This IPA project asks students to study county cost reports, which are annual records of county MHP expenditures to analyze on which settings counties spend the most funds for 24-hour-setting care. Previous research has shown that most counties spent nearly most of the relevant funding on institutional 24-care rather than residential treatment alternatives. The report will guide policy and legislative recommendations that CASRA could pursue to fulfill the promise of the Olmstead decision and goal of providing non-institutional care. Policy questions to address: • In aggregate and by county, what is the percentage and dollar amount of 1991 Realignment funding that is spent on institutional-level care? • Of the funding spent on providing institutional-level care, what percent is spent on providing treatment to individuals detained involuntarily under the Lanterman Petris Short Act? • Using the cost report analysis, what are possible policy or legislative solutions that CASRA might pursue to advance the goal of non-institutionalization? (The original submission has more detail.)

Client Information:
CASRA is a statewide organization of private, not-for-profit, public benefit corporations that service clients of the California public mental health system. Member agencies provide a variety of services that serve to enhance the quality of life and community participation of youth, adults and older adults living with challenging mental health issues. CASRA is dedicated to improving services and social conditions for people with psychiatric disabilities by promoting their recovery, rehabilitation and rights.

Policy Areas: Public Health; Health care provision; and Social Exclusion: Elder Policy; Poverty; Marginality
**Project Description and Goals:**
Through the IPA project, the Planning Department hopes to answer several interrelated questions. Primarily, we want to understand if there is a mechanism that can be brought to scale which could help owners of single-family homes transform their homes into three or four unit buildings? Most of San Francisco's land area is currently zoned for single-family homes that can, typically be up to 40 feet in height. Despite 64% of San Francisco residents renting, nearly 36% are homeowners. In addition, certain neighborhoods have a high proportion of homeowners—and owners of single-family homes. As the City and County seek to alleviate the housing crisis, we are seeking innovative ways to add more housing units to serve more families and individuals. While new multi-family buildings are in the development pipeline on under-developed sites across the city (think a gas station or one-story shop becoming a multi-story apartment complex), very little attention has been paid to the single-family housing stock. If the underlying zoning of existing single-family neighborhoods allowed for two and three unit buildings, the cost of the land remains high and might prohibit the home from being remodeled to add the additional units. There are, however, a number of homeowners with significant equity in their homes. We are seeking to ascertain if there could be a mechanism to aid these homeowners in accessing their equity, adding units to their existing home (possibly through finishing the first floor or adding additional stories). In addition, the homeowners are maintaining ownership of their asset, creating new income streams, and increasing the value of their properties. If such a mechanism could be brought to scale, it could help homeowners and would-be tenants. We are seeking to understand (1) what financing assistance, expertise, and capital would be required, (2) what design or other expertise would be required, and associated costs, (3) how the alterations might best augment neighborhood character, and (4) what role local government (the City and County of San Francisco) could or should play in realizing this idea; should the City be the lead actor or would a non-government entity be a better service provider? This project involves understanding financing, program development, a bit of architecture/design, and recommendation of the appropriate role for a public agency in developing or administering such a program.

**Client Information:**
If we found such a program could be brought to scale, the Planning Department, in collaboration with the Mayor's Office of Housing and Community Development could continue to develop the concept and set in motion the steps to realize the idea.

**Policy Areas:** Housing provision/ Urban Planning
23. Hidden and Highly Mobile Homeless Youth: How to Serve the Hardest to Reach Students

**Client:** Community Education Partnerships (CEP)

**Project Description and Goals:**
In 2017, the Oakland Unified School District identified nearly 1600 homeless and highly mobile (HHM) students enrolled in its schools. Unfortunately, the school district does not have the resources to fully and comprehensively meet these students’ needs, and community groups and non-profit organizations often step in to assist these students. Unfortunately, of these 1600 HHM Pre-Kindergarten-12th grade students in Oakland, only a few are in shelters and transitional homes. The majority (80%+) of them are what we call “hidden” and are particularly difficult to identify and reach. They may be living in hotels or motels, staying with friends or couch surfing, living in cars or tents, or are doubled up and tripled up in apartments and houses.

Both government organizations and community-based groups lack an effective and efficient way to identify and reach these homeless families that is also sensitive to families’ self-identification, experiences, and privacy. Government and community-based organizations face many challenges in their efforts to identify the needs of and to deliver services to these families.

Students working on this IPA project will draw on previous studies from other US and international locations to gain a broad understanding of family and youth homelessness and to fully understand the scope of the issues presented here. Primary research will need to be conducted with, for example, housing and service providers, with current or formerly homeless and highly mobile families, and with government entities. Identification and service delivery strategies will need to be identified and evaluated. All data will be analyzed and synthesized with the aim of identifying implications for policy and practice.

**Client Information:**
Community Education Partnerships (CEP) is a nonprofit, community-based organization whose mission is to increase the learning opportunities and enhance the academic achievement of homeless and highly mobile (HHM) youth in the Bay Area. We pursue this mission primarily through the provision of schools supplies and one-on-one tutoring and mentoring. Cleary, the findings of the IPA will immediately and directly impact our core work. The IPA will, ideally, provide both critical information regarding the whereabouts of and how to identify “hidden” homeless and highly mobile youth, as well as how best to reach them. We would also hope to use the findings and conclusions of the IPA for an awareness-raising campaign within the Bay Area. Many other local organizations stand to benefit from these research findings and recommendations including, for example, school districts, local hospitals, and other community-based service providers.

**Policy Areas:** Education (Pre-K, K-12 and College)/ Training; and Housing provision/ Urban Planning
24. Identifying and Improving Federal Efforts to Reduce Illicit Financial Flows

Client: U.S. Government Accountability Office (Financial Markets and Community Investment & International Affairs and Trade teams)

Project Description and Goals:
As the new global financial architecture takes shape post-crisis, regulations at the national level are developing at different speeds and increasing interconnectedness is allowing bad actors to exploit political, legal, and regulatory institutions and exploit vulnerabilities across the globe. Illicit financial flows—such as money generated from corruption, organized crime (e.g., human trafficking or drug sales), terrorism financing, and breaches of tax laws (e.g., tax evasion)—are one result of this problem. Illicit financial flows often move from developing countries through the global financial system, exploiting ineffective anti-money laundering controls and eventually being received by financial institutions in developed countries including the United States. While estimates vary, some groups assert that illicit financial flows from developing countries may be nearly $1 trillion per year and other groups have estimated that the proceeds of organized crime make up for somewhere between 4 to 15 percent of global GDP. As stated in GAO's Strategic Plan, GAO will help Congress understand threats posed by illicit actors in the global financial system. To help GAO better understand the threats posed specifically by illicit financial flows, GAO would like a team to investigate potential study objectives such as: 1. What is known about the size of illicit financial flows and the activities that generate them? 2. What countries are the main sources from which illicit financial flows leave, how much is leaving from these countries, and what vulnerabilities are being exploited in these countries? 3. What countries are the main destinations for illicit financial flows, how much are these countries receiving, and what vulnerabilities are being exploited in these countries? 4. In what ways are U.S. agencies and international organizations working to reduce or intercept illicit financial flows? What is known about the extent to which these efforts are effective? What additional steps could U.S. agencies and international organizations take?

This proposal focuses more broadly on the threat of money laundering as a global issue, including the scope and concentration of the problem, what is being done to address it and whether it’s effective (asset recovery is just one example), and what other steps might be taken. GAO would use this report to inform potential future work on money laundering. For the new proposal, case studies might be helpful methodologies. Sources might include interviews with NGOs like Global Financial Integrity or Transparency International, as well as reports by FATF, academic researchers, or professional groups like ACAMS.

Client Information:
GAO's mission is to help improve the performance and ensure the accountability of the federal government. We examine how taxpayer dollars are spent and advise lawmakers and agency heads on ways to make government work better. In short, we accomplish our mission by providing objective and reliable information and analysis to the Congress, to federal agencies, and to the public, and we recommend improvements, when appropriate, on a wide variety of issues. As stated in GAO’s Strategic Plan—which identifies trends and other developments that affect America's future and help shape our work--GAO will help Congress understand threats posed by illicit actors in the global financial system. To help GAO better understand the threats posed specifically by illicit financial flows, GAO would like a team to investigate the issues identified in this proposal. Such analysis would help GAO better understand whether these issues should be highlighted for relevant Congressional committees as potential areas of future GAO work, and would help prepare GAO staff for such a request. In addition, such analysis would complement GAO’s ongoing multilateral efforts to help U.S. and other foreign law enforcement and international affairs agencies recover stolen assets more effectively.

Policy Areas: Financial Regulation; Tax Policy; Housing Finance; and Science & Technology: Innovation; Communications and Internet Policy
25. Free College & Equity: What's the best path forward for California?

**Client:** The Education Trust-West; Research & Policy Analysis (Higher Education)

**Project Description and Goals:**
At The Education Trust-West (ETW), a non-profit, civil rights and education equity advocacy organization, we have recently launched our higher education and policy team. College affordability is a major issue facing California, and one that we plan to build our team's strategy to include. There have been many proposals to address higher education financing and financial aid, some from the legislature and others from student and faculty groups, advocacy groups, and other stakeholders. For ETW, we would benefit from an analysis of those proposals, with a special consideration of the equity concerns for students of color and low-income students and families. The project would be an analysis of competing policy proposals; there is also an inherent opportunity to educate the organization about the impact of the "high-tuition, high-aid" framework and alternatives.

**Client Information:**
The Education Trust-West is a research and advocacy organization committed to closing opportunity and equity gaps. Our theory of change includes high quality research, policy advocacy, engagement with practitioners, and the creation of community-based tools. As such, we seek to use the best social science to guide our advocacy efforts in order to secure policy changes at the local and state levels. We will use what we learn from this project to inform future positions we take on college affordability proposals.

**Policy Areas:** Education (Pre-K, K-12 and College)/ Training; and Economic Development
26. State-level revenue mechanisms to meet fast-growing need for home care for seniors and the disabled

Client: SEIU Healthcare Minnesota

Project Description and Goals:
Central question: what state-level policy proposals to bring new revenue into home care services for seniors and the disabled should the state of Minnesota pursue?

The analytic work required to complete this project successfully will include:

- Analysis of the vast gap between the supply of Home and Community Based Services for seniors and the disabled in Minnesota and the rapidly-growing demand for such services as the state's population ages (this step will involve synthesis of existing studies/work by others, more than original analysis -- but this definition of the problem is needed before entering into the main focus of the project: state-level policy solutions to bring new revenue into these programs).
- Careful evaluation of the small number of efforts underway in other states (just Hawaii and Washington at this point, to our knowledge) to develop policy mechanisms to bring new revenue at the state level into Home and Community Based Services programs.
- Original analysis and policy-development to generate other viable mechanisms and strategies for a state (and Minnesota in particular) to bring new revenue into Home and Community Based Services programs, and comparison/evaluation of those possible new mechanisms and strategies with the policy efforts underway in Hawaii and Washington (and other states, if any are found).
- Concrete, action-able recommendations for the best policy proposal(s) in this arena for our organization and a large and powerful set of partner organizations to pursue in collaboration with the next governor of our state (to be elected in Nov. 2018).

Client Information:
SEIU Healthcare Minnesota is a healthcare workers' union, bringing together over 35,000 hospital, clinic, nursing home, and home care workers. We are a local of the two-million-members-strong Services Employees International Union. In 2013, SEIU Healthcare Minnesota succeeded, after more than a decade of effort, in winning collective bargaining rights for the first time for over 20,000 home care workers providing services in the state's consumer-directed Home and Community Based Services programs. In 2014, those workers voted to form a Union and become part of SEIU Healthcare Minnesota. In the three years since forming their Union, home care workers have won substantial increases in wages, benefits, training opportunities, political power, and recognition.

For all the strengths and success of our model of organization, power-building, and policy-change through direct negotiation between frontline caregivers (90% women, mainly women of color) and state officials, there is a growing mismatch between a) the availability of Home and Community Based Services through Medicaid and Medicaid-waivered services and b) the need for such services. New mechanisms for revenue into these programs will be needed if seniors and people with disabilities will continue exercising the choice to stay in their homes and communities. If the recommendations generated by the IPA team working on this project are persuasive, they will directly inform that governing agenda. (More info in the application)

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; and Economic Development
Project Description and Goals:
Project Goal: Offer policy recommendations and analysis to strengthen decision-making about regulations and policies regarding paratransit services and transportation systems, especially those impacting low-income communities, in Latin America and the Caribbean.

Policy Question: Given local contexts, to what extent can ITS (Intelligent Transportation Systems) provide solutions for maintaining the positive contributions of paratransit services, reduce their negative externalities, and improve their integration with high-capacity public transit systems in Latin America and the Caribbean? Students will:
1. Apply legal/regulatory, microeconomic, and political/institutional analysis in order to identify the main constraints to integrating paratransit into high-capacity public transit systems in selected cases.
2. Determine to what extent ITS solutions can be applied and adapted to paratransit services to improve the quality of users’ experience, to better integrate into public high-capacity transit systems, and to facilitate new business models and regulations that can support the gradual improvement of the paratransit fleet and its reliability.

Students will turn these solutions/applications into policy recommendations for selected cases in Latin America and the Caribbean.

Note: Students on this project should feel comfortable working with Spanish documents.

Client Information:
We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education, and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of increased integrity, transparency, and accountability. The Bank’s current focus areas include three development challenges – social inclusion and inequality, productivity and innovation, and economic integration – and three cross-cutting issues – gender equality and diversity, climate change and environmental sustainability; and institutional capacity and the rule of law. The project would enable the Transport Division of the IDB to better advise its clients on how to regulate and reform the informal transit sector utilizing ITS in the context of the implementation of BRT systems.

Policy Areas: Transit and urban planning; and Housing provision/ Urban Planning
Project Description and Goals:
Project Goal: Offer local administrators policy suggestions and informative analysis to strengthen decision-making about regulations and policies regarding the entry of Transport Network Companies (TNCs, including Uber, Lyft, Cabify, and others) into Latin American and Caribbean (ALC) urban centers. This project will focus on cities in Colombia (Bogotá, Medellín) and Brazil (São Paulo).

Policy Questions: What impact do TNCs have on labor, i.e. hours worked, pay, employment in the transport services sector, traffic safety (long hours of driving)?

Students will analyze the labor market issues of TNCs in order to provide policy recommendations to LAC cities, with a contextual emphasis on Colombia and Brazil.

Note: Students on this project should feel comfortable working with Spanish documents.

Client Information:
We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education, and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of increased integrity, transparency, and accountability. The Bank’s current focus areas include three development challenges – social inclusion and inequality, productivity and innovation, and economic integration – and three cross-cutting issues – gender equality and diversity, climate change and environmental sustainability; and institutional capacity and the rule of law. The project would help the Transport Division of the IDB advise governments in Latin America on how best to regulate TNCs in order to improve the social and environmental impacts of the services overall transportation system in urban areas.

Policy Areas: Transit and urban planning; and Housing provision/ Urban Planning
Project Description and Goals:
There is an air pollution crisis in the north of India. For the last two years as the seasons change from summer to fall, Delhi and the rest of the north have been enveloped in a thick smog, at times registering pollution so high that the monitors max out. A brief primer is here: https://www.vox.com/energy-and-environment/2017/11/22/16666808/india-air-pollution-new-delhi
IDinsight is looking to start a new research initiative based around combatting pollution in northern India, specifically Delhi. This would consist of developing a ‘learning partnership’ with a government agency. This learning partnership would work with the agency to identify possible policy levers, explore existing research on their effectiveness, focus on research gaps, and undertake research projects to close these gaps and drive decisions by policy-makers. The goal of this research would be to help IDinsight make a decision on the following problem:
• Is there a niche for us to contribute to this problem? Is so, what is it?
• Who should our partners be, in terms of both government and funders?
Some basic ideas on tasks to accomplish this would be:
• Comprehensive review of the technical issues contributing to pollution and suggested solutions.
• Research to understand who is already working on this issue and what approaches they are taking
• Analysis from both a technical and policy perspective of various suggested anti-pollution approaches
• Overview of stakeholders in government, with a focus on understanding who would be the ideal partner to do this work
• Analysis of potential funders for this work
Students who would be particularly suited to this task might have the following characteristics:
• Some knowledge of the science around air pollution
• Knowledge of the political and regulatory environment in India, at national, state, and municipal levels

We would also be particularly interested with working with students who have the interest and background that would make them suitable candidates for working with IDinsight post-graduation. We look for candidates who want to work in one of our non-US offices, have experience with evidence-based policy making and causal research, and have strong quantitative skills.

Client Information:
IDinsight is a global not-for-profit organization with offices in San Francisco, Delhi, Nairobi, Luskasa, and Manila. Opening soon in Dakar and Johannesburg. Students would work with staff in San Francisco and Delhi.

IDinsight is a non-profit research organization dedicated to helping policy-makers use data and evidence to make better decisions. We use a variety of tools, including rigorous impact evaluations. Our largest office is in Delhi, and we are continually expanding our operations.

Establishing the type of learning partnership proposed here is very much core to our service offerings, so if this project determined that there was a niche for us we would certainly move forward with trying to make this project a reality. We are passionate about this project, and would conduct the proposed analysis in-house apart from the fact that our staff are oversubscribed and we don’t have the enough internal resources at the moment. We have a long history of forming deep learning partnerships, including with the Ministry of Energy in Bihar, the Society for Elimination of Rural Poverty (SERP) in Andhra Pradesh, and the national government think tank, Niti Aayog.

Policy Areas: Energy and Environment; Urban planning