PP200: Introduction to Policy Analysis

Project Menu
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1. Digital Equity in Long Beach: Survey Findings to act on to improve access to reliable internet for all residents

Client: City of Long Beach, Mayor's Office

Project Description: Equitable access to the internet is a priority for the City of Long Beach. We've recently given a survey to over 1,000 residents on digital access. We provided this survey through community-based organizations, libraries, parks and other locations in person on paper to ensure those without access to the internet are able to participate. These survey responses need to be analyzed to determine which aspects of digital access are important to residents and the City has purview to act on. For example, could the city have the largest impact by working with ISPs on where 5G towers are placed? Or is it more important to focus on reevaluating Long Beach's Fiber Master Plan to include more of a resident focus? What are the needs seen through survey results we can best act on to improve access to reliable internet to residents of Long Beach?

Client Information: The Mayor drives all policy in the City of Long Beach. As his senior staff I can direct departments to take action.

Policy Areas: Science & Technology: Innovation; Communications and Internet Policy

2. Designing and Regulating Bike Lanes and Multi-User Pathways in the Bay Area

Client: Bike East Bay

Project Description: This project seeks to answer two questions focused on the design and regulation of bike lanes. First, what is the appropriate design for protected bike lanes and multiuser pathways so they can accommodate access for people with a disability? People with a disability who park their cars along a protected bike lane have to access the sidewalk across the protected bike lane. How might this best be approached? There are many current policy considerations and challenges that have not been worked out presently. Bike East Bay is working with the cities of Berkeley and Oakland to design protected bike lanes that are ADA accessible. A design for protected bike lanes that is fully ADA compliant has yet to be developed. There are policies and design considerations for both ADA accessibility in the public realm, and there are design guidelines for protected bike lanes. These two sets of guidelines do not line up and match each other and cities are struggling to find the most appropriate compromises and that as much of both sets of goals as possible. While this project could involve design challenges, it is not meant as a design project. Students will evaluate existing policies that govern both ADA access and protected bike lanes, evaluate some example projects, and come up with a framework for designs that work best, given all the public policies that govern this area. There are many local projects for the student team to look at. Students will review ADA guidelines for public right of way, as well as general ADA principles, and review best practices for protected bike lane designs as outlined by various national agencies. A workable framework for designing protected bike lanes to best practices will necessitate an evaluation of project cost tradeoffs, current state of ADA access in public realm, potential new policies needed moving forward, safety benefits and tradeoffs from a public policy perspective. Final work product from the students will be used by Bike East Bay as we continue to advocate for and work with cities in the East Bay to build protected bike lanes for all users of the space, in Berkeley, Oakland and Richmond in particular, and then more broadly.

The second question focuses on the regulation of faster-moving personal electronic devices in bike lanes/multi-user pathways where pedestrians or slower moving bikes and scooters are present. Bike East Bay is currently working with the cities of Berkeley and Oakland on new scooter ordinances, which when adopted in December 2018 will allow for officially permitted operations of scooters on city streets. In Richmond, we are working with the Mayor's office to develop city policies around how Richmond's many multiuser pathways are regulated. As a non-profit bicycle advocacy group, we are also advocating for these cities to build more protected bike lanes for both bikes and scooters. What devices, in addition to bikes, should be allowed in protected bike lanes? People on ebikes are naturally going to want to use protected bike lanes, as are other people on speed assisted devices (scooters, electric skate boards, hover boards, etc.). People on petroleum powered devices such as truly "motorized" scooters (Vespas, etc) are going to want to use protected bike lanes. Should they be allowed? What are the pro's and con's? On multiuser pathways, should ebikes and escooters be allowed? How should pathways and protected bike lanes be treated similarly or differently? Should the focus being on policies to govern the technology on multiuser pathways? Or the priority be to regulate the behavior of people using them? There may be conflicting policies involved that have to be worked out.

The student team may choose to answer both questions for the client or only focus on one.

Client Information: Bike East Bay promotes healthy, sustainable communities by making bicycling safe, fun and accessible.

Policy Areas: Transportation / Public Infrastructure

3. Analysis and policy recommendations to inform Beyond Coal campaign "coal to clean energy" strategy for municipal utilities

Client: Sierra Club, Beyond Coal Campaign

Project Description: The purpose of this project is to develop a report that outlines tools and strategies on how to wean municipalities off of their reliance on coal fired generation and leave clean energy in its place.

Objectives: While generally smaller in size, there are a large number of coal plants owned by municipal utilities or municipal energy agencies (munis). There are additional plants that, while not owned by a muni, directly serve a muni through a contract (power purchase agreement, or PPA). And finally, many munis rely on coal for electricity because they rely on the local utility or energy market to provide them with electricity, some portion of which is likely to come from coal (some exceptions apply).

Significance: Not only is coal burning responsible for one third of US carbon emissions—the main contributor to climate disruption—but it is also making us sick, leading to as many as 13,000 premature deaths every year and more than $100 billion in annual health costs. The Beyond Coal campaign's main objective is to replace dirty coal with clean energy by mobilizing grassroots activists in local communities to advocate for the retirement of old and outdated coal plants and to prevent new coal plants from being built.

Background: Municipal utilities play a large role in the electricity system all throughout the U.S. accounting for an estimated 12% of retail sales. We are open to establishing a geographic focus for part of the project and may select a few key states/munis to work on (options include Iowa, Michigan, Missouri, and Florida). In the Beyond Coal campaign, securing coal plant retirements and their clean energy replacement requires deep knowledge of utility governance, decision-making, and future options. The Beyond Coal campaign has had success in retiring coal plants owned by munis (over 3,600 MW and 70 units) but has not conducted a systematic, retrospective analysis of these retirements. Additional capacity is needed to formulate effective strategy on transitioning the remaining coal plants owned by munis.

Available data: Sierra Club has access to datasets describing coal plants owned by or in contract with munis, including operational characteristics, emissions, and costs. We have basic documentation confirming how and when coal units were retired. This data will be shared with the team. Munis often have their own datasets available via the web, and many have integrated resource plans (IRPs) which can provide a rich resource into understanding how munis make decisions regarding electricity procurement and planning. Additionally, we can make introductions to Beyond Coal campaign representatives across the country, according to project scope and staff availability, though primary contact will be with the Beyond Coal's research and analysis team.

Possible approaches: We propose a third of the work should be focused on understanding campaign successes to date for munis, focusing on successes that could be translatable to other cities. The research should cover both the means and the ends of retirement. The means would cover both utility governance and decision-making as well as outside pressure (from Sierra Club and partners) including litigation, planning interventions, direct organizing and advocacy, and legislation. The ends would cover coal's replacement with gas or clean energy and other outcomes, if applicable.

Armed with the knowledge produced by the retroactive evaluation, two-thirds of the work will be dedicated to a forward looking approach: researching the tools and strategies of the future that munis can use to exit coal contracts early and/or enter into clean energy contracts to decrease reliance on coal. The team may examine the benefits of various finance tools, including but not limited to: self-build renewables w/ monetization of ITC/RECs; accelerated depreciation/ re-financing / securitization; creating regulatory assets to hold debt associated with coal power plant investments; using PURPA statutes to get off coal; signing PPAs for clean energy; and beyond the realm of finance. The team should also address how the governance of munis can impact decision-making with regards to energy planning. The research should encompass not only how munis contract for energy but also how they contract for capacity. When coal plants retire, we need to address how munis make up the gap in both energy and capacity left behind. The project will require some background in economics, finance, and policy analysis. Background in the electricity sector will be extremely valuable.

Deliverables: Final written report with 1) analysis on successes retiring coal plants owned by munis to date and 2) recommendations for effective tools that munis can use to exit coal contracts early and/or enter into clean energy contracts to decrease the amount of coal-fired generation purchased. The 2nd task can be narrowed in terms of geographic scope, while the scope of the 1st task can be tailored, as needed.

Client Information: The research and analysis team of the Beyond Coal Campaign is managed by Kim Kohl. Our analysis team works with campaign directors and staff day in and day out, helping to make sure their on-the-ground strategy with utilities and our partner organizations is data-informed. Policy analysis coming forth from the IPA project will be used by campaign representatives directly in their work on municipal utilities in the states mentioned in the proposal. The Beyond Coal campaign has been active since 2010 and has over 160 campaign staff nationwide dedicated to a just transition from coal to clean energy. Our campaign combines legislative and utility-based advocacy with grassroots organizing, effective communications strategies, and legal offense. Since 2010, our campaign has retired or received retirement commitments for 276 coal plants (more than half) representing 134 gigawatts of capacity. There is still much work remaining, and municipally owned or contracted coal plants occupy an important sphere of this work. Concurrently, a new campaign at Sierra Club called Ready for 100 is mobilizing cities to commit to 100% renewable energy purchasing, with over 50 cities currently committed. The movement is much larger: the Conference of Mayors (representing over 1400 U.S. cities) adopted a resolution to move to 100% clean energy. At the Sierra Club, the Beyond Coal campaign deputy directors and state campaign representatives (especially in states where munis play a large role) will be the primary users of any research produced by the UC Berkeley team. The Ready for 100 campaign will be secondary users of the research produced. Finally, there is a movement in cities nationwide to transition to 100% clean energy that will also benefit from the research, in particular cities that are served by a muni.

Supporting Materials:

- References Inside the war on coal – Politico: https://www.politico.com/agenda/story/2015/05/inside-war-on-coal-000002
- Beyond Coal website: https://content.sierraclub.org/coal/
- Ready for 100 website: https://www.sierraclub.org/ready-for-100
- From the Ashes film - documenting the Sierra Club Beyond Coal campaign: https://www.fromtheashesfilm.com/

Policy Areas: Energy and Environment

4. Easing the pain of high-cost prescription drugs for Virginians in need

Client: Shelly Simonds for Delegate

Project Description: The high cost of prescription medications is driving some Virginians to forgo necessary medical treatment. Many low-income families can't afford to pay for life-saving or life-extending drugs and prices are still escalating. The policy question we are trying to solve is: "How can the state provide better access to affordable prescription medication for low- and middle-income Virginians in the face of escalating drug costs?"

For this IPA, students will be expected to: 1) evaluate how the state of Virginia currently supports access to prescription medication for low- and middle-income families; 2) identify one or more areas ripe for improvement; 3) conduct a best practice analysis of the policies and practices of any states that have successfully addressed this problem; and 4) suggest legislation or innovative policies that Shelly could propose to solve the problem. Students will work closely with the Shelly Simonds for Delegate team in exploring best practices and creating a report that will inform Shelly's campaign platform and future legislation. The main contact for the IPA is a GSPP graduate, Kate Ringness, who knows how to make an IPA a valuable experience. Kate's office is conveniently located in downtown Berkeley and she will strive to create a collaborative and supportive working environment.

Client Information: Shelly Simonds is a 2019 candidate for a seat in the Virginia State House of Delegates in District 94, a district that includes Newport News and is currently heavily gerrymandered in favor of Republicans. Shelly ran for this seat in 2017, hoping to flip the VA House of Delegates in favor of the Democrats. The race was declared a tie, and she lost the race in a coin toss. This time around, Shelly wants to win the election and be prepared to govern. She wants to have solid legislation ready to put forward to solve some of the problems that cause her fellow Virginians immeasurable suffering. Shelly also has the ear of many sitting legislators and is in the position to offer legislative solutions even in her position as candidate.

Policy Areas: Public Health; Health care provision; Pharmaceutical Regulation; Drug Policy

5. Establishing a Model for Successful System Dosage for Homelessness Intervention in Contra Costa

Client: Contra Costa Health Services – Health, Housing, and Homeless Services Division (H3)

Project Description: There are a variety of interventions that H3 oversees as part of its homeless system of care. “Dosage” pertains to the intensity, duration, and type of contacts consumers and potential consumers make with this system of care in order to move on to sustainable housing situations. Given that there are a variety of interventions, H3 seeks to understand if efforts should be centered on any in particular which produce effective outcomes generally, or for particular subpopulations. The student team will work with service providers to determine the best way to measure "intervention dosage," and will draft policies and procedures for documenting services throughout the year.

What are the depth and breadth of program impacts? Should H3 emphasize different types or combinations of interventions? Should a successful model be widely implemented; if so, how?

The project purpose is to create a better way to offer services, and to what degree, to consumers with different needs, within different programs. This project has the possibility to lead to a summer internship opportunity at H3, wherein a student-intern who is familiar with the findings and policy recommendations of this project would work on their implementation and funding allocation.

Client Information: H3 operates/oversees the system of care, in accordance with HUD regulations. The organization cannot work outside of these regulations, but may seek less restrictive solutions elsewhere, or a focus on other benefits that help ensure sustainable outcomes.

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; Housing provision / Urban Planning

6. How should federal programs more cost-effectively incentivize environmental improvements on farms?

Client: The Breakthrough Institute

Project Description: Several government "conservation" programs reward farmers for using specific practices, such as no-till agriculture, based on the assumption that the practices improve environmental outcomes in a cost-effective manner. However, these assumptions are not always well-founded. For instance, practices and technologies can have very different effects in different environments. No-till farming generally reduces nitrous oxide emissions in dry regions, but increases emissions in moist areas. Conversely, some new practices such as giving cattle methane inhibitors can demonstrably reduce environmental impacts, but are not incentivized by existing programs and regulation. As a result, conservation program spending is used inefficiently, encouraging farmers to use practices that don't have the biggest bang-for-their-buck.

With today's availability of environmental and farm data, environmental incentive programs can be dramatically improved. In the past decade, the amount of data collected by farm equipment, satellites, drones, and farmers has grown exponentially. These data sources can be used to model or measure actual environmental improvements. For example, companies that provide farm management software claim they can use the data they collect from farms to monitor how much farmers are reducing greenhouse gas emissions (GHGs) or nutrient loss levels. Conservation programs could generate greater environmental improvements if they leveraged this data when deciding where to allocate spending. This would represent a profound change in how environmental performance is incentivized and rewarded in American agriculture.

We are interested in how the United States Department of Agriculture (USDA) and potentially the Environmental Protection Agency (EPA) can better target agricultural environmental incentives to have the greatest benefit, focusing particularly on GHGs and nutrient loss. There are several near-term policy opportunities to better use farm and scientific data to target spending. One option is for the USDA, which administers the conservation programs, to direct funding to farms based primarily on their expected cost-effectiveness in addressing environmental problems. For instance, USDA could use soil, climate, yield, and crop price data to model which farmers could most cost-effectively sequester carbon and pay them accordingly. Other options include administering funding for certain environmental improvements through a reverse auction mechanism, providing farmers with insurance premium deductions (or increased payments) based on their expected environmental benefits (or negative impacts), and creating a new food certification system similar to the National Organic Program that provides a price premium to farmers with low environmental footprints. There are likely many other possible policy options as well that student consultants could consider examining.

Client Information: The Breakthrough Institute is a research center that identifies and promotes technological solutions to environmental and human development challenges. 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/or 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; foundations engaged in sustainable agriculture; and agricultural companies or industry associations. 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 findings from the IPA to guide future analysis, and to inform the advocacy work of partners. This may include sharing the report with agricultural policy stakeholders to provide context for a workshop, adapting or referencing the analysis for articles and op-eds, or sharing the findings with stakeholders through one-on-one meetings.

Policy Areas: Energy and Environment

7. Pathways to Sustainable Jobs: Influencing Modern Apprenticeships in California

Client: Year Up, Inc.

Project Description: Year Up California's Priority to Align Systems to Employer Demand

Year Up's mission is to close the Opportunity Divide by providing urban young adults with the skills, experience, and support they need to enter professional careers and higher education. We are currently active in 23 cities, serving over 4,000 young adults each year. Participants complete six months of college-level technical and professional skills training, followed by an opportunity to apply those skills at a six-month internship with one of Year Up's 250+ corporate partners.

The IPA team will be asked to provide recommendations in the following domains:

- **Operations**: Explore how Year Up might expand the skills training we offer to participants, develop new employer partnerships, or improve or recreate our internal processes;
- **Policy Impact**: Identify policies/decisions we should look to influence (and strategies to do that), consistent with Year Up's mission and principles outlined in "On-Ramps to Opportunity: Reimaging California's Talent Marketplace";
- **Influence and Reputation within the Apprenticeship Landscape**: Provide an overview of organizations working as intermediaries in the apprenticeship space within California. Within this analysis, include which employers and training providers are working to host apprenticeships and pre-apprenticeships as defined by Assembly Bill 235. In light of this context, explore how Year Up can maximize the opportunity to position ourselves as a leader in the realm of nontraditional apprenticeships. Note that Year Up has established relationships with many C-Suite players across the United States, therefore recommendations on how to address this level of management are encouraged.

Counties of interest: Alameda, Contra Costa, San Francisco, San Mateo, Santa Clara, and Los Angeles.
Cities of interest: San Francisco, Oakland, San Jose, Los Angeles, Stockton, Sacramento
State of interest: California

Client Information: Year Up provides a year of career training to young adults who have earned high school diplomas or GEDs. With 18 years of experience as a national organization and 10 years in California, Year Up offers a high support, high expectation model that combines marketable job skills, stipends, internships and college credits. Year Up graduates are prepared for employment in the technical, financial, and sales markets, in both public- and private-sector jobs. Typical roles include, but are not limited to: IT Help Desk, Project Management, Sales Representative, Security Analyst, Data Analyst, and Quality Assurance positions. Some employers have described Year Up as an apprenticeship program, although this is not technically accurate, as Year Up does not meet national apprenticeship requirements. In California, we are excited to explore how our Year Up leadership can best participate in the shifting apprenticeship landscape.

Policy Areas: Education (Pre-K, K-12 and College) / Training

8. UCSF Anchor Institution Strategic Implementation Plan

Client: University of California, San Francisco

Project Description: UCSF recently completed the report, "Advancing Health Equity in San Francisco: Assessing UCSF's Institution Capacity and Recommendations for Strategic Direction," as a framework for UCSF to examine ways we can address social determinants of health to impact health equity. This report was done in partnership with a team of phenomenal GSPP students. The next step is to convene a process to translate the report into a strategic implementation plan in collaboration with a robust set of stakeholders. More specifically, we will be reviewing the report and going through a facilitated process to prioritize the recommendations around workforce development, procurement and investment.

There will be research, data collection, and analysis involved that are specific to human resources, supply chain, and social impact investment. The final product is an Anchor Institution Strategic Implementation Plan for UCSF.

Client Information: The Center for Community Engagement (CCE) is the institution infrastructure created to coordinate and deepen partnership between UCSF and under resourced communities to promote health equity. CCE is leading the charge to facilitate the anchor institution framework at UCSF. The Chancellor's Executive Team has reviewed the report and in the recent Chancellor's State of the University Address, Chancellor Hawgood noted that he and his leadership team will be exploring a significant and long-term investment in this anchor work. The Strategic Implementation Plan will potentially have significant impact on UCSF and our under resourced communities, in San Francisco and beyond.

Policy Areas: Social Exclusion: Elder Policy; Poverty; Marginality; Public Health; Health care provision

9. The Socio-Economic Impacts and Politics of Automated Driving Systems

Client: AAA (American Automobile Association) of Northern California, Nevada and Utah

Project Description: I am looking for a team of students to research the socio-political challenges to autonomous vehicles (AVs). The scope of questions to be explored will be narrowed in discussion with the client, but could include the potential impacts of autonomous vehicles on labor, the environment, the economy, traffic safety, and privacy/information security. These issues are raised by both "liberal" and "conservative" stakeholders; the student team should be prepared to analyze all arguments from a neutral, non-partisan standpoint.

For example, increasing vehicle automation may lead to a loss of jobs in the trucking and delivery industries. What is the range and timing of expected job losses/gains, what are the political arguments being made for and against this issue (e.g., what do the Teamsters say about AVs vs the owners of autonomous trucking companies?), and what are ways to address the potential disruption caused by vehicle automation (e.g., job training)? The IPA report should contain a summary of findings from recent research papers and articles on these topics, as well as a set of recommendations. Ideally separate topics would be addressed in three to five stand-alone papers that, taken together, would comprise the IPA report; however, this format is open to discussion.

Our new office is in Berkeley at 1919 Shattuck so I could meet with the students once a week or so to discuss their progress. I can provide them with an initial set of literature; to get started, see this article for context: https://www.baronpa.com/prb/autonomous-vehicles-confront-a-political-viability-crisis/

Client Information: Enabling safe mobility has been at the core of AAA NCNU's mission since it was founded over a century ago. We're a not for profit, mutual benefit corporation that exists to serve our members, who number almost 6 million in Northern California, Nevada, Utah, Alaska, Arizona, Montana and Wyoming. We offer motorists services such as insurance, automotive repair, and mobile electric vehicle charging. We also We were one of the first organizations to pave roads, fill potholes and put up road signage; we launched our first roadside service 100 years ago and helped establish the California DMV.

Thus, AAA has a broad public mission to advocate for innovations and public policies to benefit our members and the broader community. We believe AV technology has the potential to save thousands of lives, as 94% of motor vehicle crashes can be attributed to human error. However, we also want to ensure the technology is safe before it is deployed on public roads. Therefore, we have recently invested in GoMentum Station, one of the US's largest autonomous vehicle test sites, in Concord, CA, and have conducted the first pilot of a low-speed autonomous shuttle available to the public, in Las Vegas, NV.

Policy Areas: Labor / Employment Policy

10. Audience Targeted Strategic Dashboards (ATSD) for monitoring the 2018-2022 National Development Plan of Colombia

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

Project Description: The National Planning Department of Colombia, of which the DSEPP is a division, promotes the strategic vision of the country on social, economic and environmental issues through the design, monitoring and evaluation of public policies and the management and allocation of public investment. It is directly responsible for preparing the 2018-2022 National Development Plan of Colombia (PND, Spanish acronym). The PND is currently in the formulating process and it is expected to be finalized in early February.

The IPA team will help the DSEPP define and build a set of reliable, relevant, and open visualization instruments (Audience Targeted Strategic Dashboards, or ATSDs), in order to help the DSEPP in its monitoring and communication responsibilities and improve how the government presents information about progress and challenges in the PND. The dashboards (ATSDs) will link the three main pillars of the new government (social equality, legality and security, and entrepreneurship and productivity) with the bases of the PND.

The ATSDs will support timely and evidence-based decision making by policy makers, and provide practical information for both citizens and academia. They are important to the national government of Colombia as they will support its goals of transparency and accountability by revealing, in a simplified way, progress and challenges in the implementation of national public policies associated with strategic goals in the PND.

The IPA team will help analyze, consolidate information, and build a separate ATSD for each of three different audiences: senior policy makers; academia; and the general public. Drawing on insights from business intelligence tools, the ATSDs will be tailored to each audience. To keep the project manageable, the IPA team and DSEPP will select two administrative sectors (agencies) on which to focus for this project. Sector selection will be based on each sector's institutional complexity (in terms of internal organization and processes) with perhaps one sector with low complexity and one with high complexity.

Client Information: The National Planning Department promotes the strategic vision of the country on social, economic and environmental issues through the design, orientation, monitoring and evaluation of public policies, the management and allocation of public investment, and guides the plans, programs, and governmental projects. Its direct responsibility is the preparation of the National Development Plan (PND, Spanish acronym); 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. Accordingly, the DNP has the necessary mechanisms to promote policies that serve the development of the country and thus manage resources more efficiently. Therefore, the DNP has the legal support and expertise to implement the ATDS which will be based on the results of this project. Those dashboards will be useful to properly inform different audiences or actors about the national government's performance related to strategic goals included in the National Development Plan for the 2018-2022 period.

Every four years, the elected government formulates a new PND that contains the main policy guidelines to be developed and implemented during the presidential period. DSEPP oversees the monitoring and evaluation of the PND and is continuously trying to develop better and innovative instruments to improve these tasks.

Policy Areas: Economic Development

11. Are Elementary School Report Cards Systematically Inflated? If So, What Can Be Done About It?

Client: Oakland Unified School District, Research, Assessment & Data Department

Project Description: OUSD is trying to understand the extent to which elementary schools report card grades are actually correlated with standardized and local assessments in literacy. OUSD's elementary report cards are "standards-based", i.e., they are designed specifically to help teachers communicate to parents the extent to which students are meeting grade level Common Core standards in literacy. However, OUSD wants to know to what extent teachers' assessments of student on their report card reflect the student's actual proficiency as measured by the annual state common-core aligned tests.

<u>Why is OUSD investigating this question?</u>
Research shows that many parents are over-estimating the extent to which their child is succeeding at school. A 2017 poll commissioned by Learning Heroes surveyed 1,423 parents nationally and found that 9 out of 10 parents think their child is reading at grade level, despite NAEP data showing that just 36% of 4th graders are proficient readers. Just one-third of our 3rd grade students was assessed as at or above benchmark on OUSD's internal reading screener last. Are parents of students aware of how well their student is progressing in literacy? Are schools adequately communicating to parents of children who are struggling with reading in report cards? If report cards are "inflated" relative to student testing, why and what, if anything, can be done? OUSD feels that there is an important equity issue at stake, as a relatively higher percentage of students of color are below benchmark in reading. Are parents of these students' informed? Why and why not? We anticipate a large quantitative analysis aspect to this project, but also a qualitative aspect as well. We envision doing focus groups or interviews with both teachers and parents to understand school-parent communication. We suspect that the qualitative portion of the IPA will be particularly helpful in shaping a policy response to systemic report card-proficiency misalignments if the team finds them.

Client Information: The Research, Assessment & Data department is housed under the district's continuous improvement department and partners closely with the English and Family Engagement departments to provide actionable data. This project is a collaboration of the English Language Arts Department, Family Engagement and Data department. The ELA and Family Engagement can help shape the policies and practices of schools around parent communication and report cards through professional development, district communication, and direct engagement with school sites.

Policy Areas: Education (Pre-K, K-12 and College) / Training

12. Creating a Template for Missing Middle Construction in Oakland

Client: East Bay for Everyone

Project Description: Oakland is poised to implement a vacant property tax by voter referendum. Some have pointed out that the "stick" of the tax is not paired with a "carrot" to make developing vacant parcels easier. One suggestion proposed by the Terner Center for Housing is for Oakland to develop pre-approved plans for "missing middle" housing forms on standard vacant lots. This policy would increase the certainty of approvals for small developers, lower the time to completion for new housing units, and increase the supply of housing with lower construction costs. In addition, the expansion of smaller, multifamily housing options fosters economic and racial inclusion by allowing lower and moderate-income people greater housing choices in otherwise exclusionary single-family neighborhoods.

A study of further legalization and streamlining of missing middle housing in Oakland would be best accomplished by examining a neighborhood of Oakland as a test case. Rockridge, in North Oakland, represents an outstanding example. It is an affluent neighborhood, with access to good schools, services, and opportunity. It is well-served by BART and AC Transit. The zoning, however, is exclusionary and Rockridge's home prices reflect that fact with Zillow reporting a median value of $1.7 million (compared to a median value of $740,000 for the city of Oakland). In the RM-1 zone, which makes up almost all of Rockridge outside of College Avenue and Broadway, only one unit and an Accessory Dwelling Unit are permitted by-right. There are actually quite a few existing triplexes, fourplexes, and small apartment buildings in Rockridge that are now legally non-conforming but present rare, but inclusive housing choices.

A missing middle study would examine the changes to zoning and other land use restrictions necessary to make the development of triplexes and fourplexes in Rockridge both by-right and feasible for construction. Such a study would further analyze: the potential production of missing middle over time, the costs of such production relative to other housing types and the rental costs of existing missing middle housing compared to other housing types.

From here the study would consider how to scale such changes at the city level. This could entail changes to other zones and land use restrictions. It could also incorporate pre-approved massings and footprints and a menu of community-driven design options to frontload feedback and address concerns about neighborhood design character.

Client Information: East Bay for Everyone is a grassroots advocacy organization with an active Oakland membership. We have built strong relationships with several Oakland Councilmembers as well as the Mayor and believe we can successfully advance the findings with Oakland's Planning Department.

Policy Areas: Housing provision / Urban Planning

13. Identifying, Advocating, and Finding Solutions to Over-Policing in Oakland’s Vulnerable Communities

Client: Oakland Coalition for Police Accountability

Project Description: As CPA begins preparing for upcoming city-police negotiations and concurrent city policy discipline changes, it is essential that vulnerable communities which are uniquely impacted by over-policing, police brutality, and police predation (i.e., sex workers, immigrants, LGBTQ, teens, houseless, people of color, people with mental health challenges, and formerly incarcerated people) are involved in identifying issues and formulating demands and that their voices are forefront in the policy discussion and campaign.

The IPA project would research how policing impacts each community and how they experience policing by collecting data through surveys, interviews, and guided group conversations with vulnerable communities to identify common experiences with policing, biggest problems, and solutions that address community needs. Have groups had encounters with police officials they suspect are illegal? What are the biggest problems and greatest impacts of policing to these communities? What changes to policing would have the greatest benefit in these communities? What would improve the relationship between these communities and police department? What do community members want city administrators, city council, mayor, and voters to know about their experiences of policing to influence policy decisions?

The project will distill information and input from a variety of research, policy analysts, advocates, organizers and community members to identify common policing problems for each community, potential solutions, previous efforts to remedy issues, prior and related research. Some CPA allies and members are advocates or attorneys with knowledge about police accountability dating back as far as the 1970s. These conversations and research would occur throughout the project.

CPA has a small grant so that activists from the targeted communities can receive reimbursement for input and organizing meetings in their own communities. Participants will also be reimbursed for their time. Ally organizations with unique access to information or communities are also willing to help with the project, including sharing survey data on overlapping issues among sex worker and formerly incarcerated communities. The project will consider how and whether it’s possible to integrate additional information from these surveys into our findings.

Timing of the project:

- **Winter**: IPA planning and outreach to targeted communities. Students will meet with CPA members to plan their work, identify community targets, expand on existing outreach. CPA has had initial discussions with organizations/advocates and activists about how to engage. CPA has created questions for surveys and identified data for public records requests, but is open to changing methodology based on IPA recommendations as well as experiences mid-project. We are open to accommodating student interest in working in specific communities.
- **March**: IPA team continues to collect data while also analyzing the collected data and evaluate how to use it accurately.
- **April and May**: CPA expects to have the Police Commission hold community hearings to enable input on policing in Oakland and to educate the commission members on each community's experience and demands.
- **May**: IPA will produce a report on the cumulative findings of their research, supporting demands for strengthening discipline and enforcement and policy changes to improve policing in heavily impacted Oakland communities.

Client Information: Building on prior work, 25 organizations, representing over 10,000 residents in communities most impacted by policing, formed the Coalition for Police Accountability (CPA) in 2014, to hold the Oakland Police Department (OPD) accountable for sustainable reforms. CPA broke the political grip of the Oakland police union and its political allies to win a 2017 ballot initiative with 83% of the vote and creating the strongest independent community-based police oversight commission in the US. This project will extend and solidify that initial victory. The work of the IPA would be foundational to CPA's efforts to identify issues, craft policy demands, and advance police accountability through the independent police commission.

Policy Areas: Criminal Justice

14. Predictive Analytics and Power Asymmetry: An Analysis of Emerging Workplace Monitoring Software and Potential Policy Responses

Client: Coworker.org

Project Description: AI and other advanced analytical software is reshaping the relationship between workers and their employers. Facial recognition, emotional and behavioral analytics, and other workplace data gathering software is exacerbating the power asymmetry between workers and management. For example, technologies like HireVue use video and emotional AI to analyze the "microexperssions" of potential job candidates in order to rate their trustworthiness. RedOwl (recently acquired by ForcePoint) promises to profile and track potentially "threatening" employees through email tone, coworker relationships, and physical movement. And monoliths like CornerStone On Demand seek to automate recruitment, employee performance reviews, training, and human resources through cloud-based software all on one platform.

Little is known about how such software operates or what data it uses to inform its decisions. Nor do we know how this data is stored or matched with other data. In some cases, employees may not even know such software is being used in their offices at all. Further, as we have learned through research by academics like Ifeoma Anjuwa, such software often reinforces racial and gender bias. Workplace privacy protections, which are already fairly minimal, were not created to account for these kinds of invasions, so they require a significant overhaul.

We believe that Goldman MPP students would be ideal researchers for a project that aims to better understand these open questions and to identify potential points of policy intervention. The project would involve both qualitative research about existing surveillance and AI-intermediation, as well as quantitative analysis seeking to estimate the size of the workforce impacted by these technologies.

Coworker.org is already working with researchers in the UC Berkeley Computer Science school, investigating this software from a technological perspective. This provides an incredible opportunity for cutting-edge, inter-disciplinary research that will have a strong impact on real world policy debates. A combination of technological, political, and economic analysis would make this report extremely valuable to Coworker, as well as to the contemporary discussion of workplace protections in general. We have no doubt that such a report would receive substantial interest from policymakers, worker advocates, and other stakeholders.

Project Deliverables:

- A taxonomy of relevant workplace technologies and the potential threats they pose to workers
- A list of potential policy responses to the technologies described in part 1
- An analysis of important interest groups and stakeholders involved, who are currently or might become involved in a coalition for regulation of potentially invasive or discriminatory technologies

Other Project Outcomes:

- Collaboration with computer science researchers to better articulate the threats and potential checks on relevant technologies
- Informational interviews with relevant businesses and interest groups
- Discussions with elected officials who have expressed interest in the subject

Client Information: Launched in 2013, Coworker.org is a nonprofit that helps people organize for improvements in their jobs and workplace. We provide labor rights information, communication and networking tools, organizing education, and media support to individuals, small groups, and workers centers seeking workplace improvements. More than 700,000 people have used our resources, offering us a unique, cross-sector view of the ways in which frontline workers are experiencing technology-related changes in employment. We routinely advise policymakers, philanthropic leaders, academics, journalists and progressive allies on issues of technology in the workplace, and so we are in a constant process of identifying and better understanding emerging trends, threats, and potential remedies.

Policy Areas: Labor / Employment Policy; Science & Technology: Innovation; Communications and Internet Policy

15. Evaluating and Strengthening the Fair Chance Act: Ensuring Opportunity in the Workforce for Formerly Incarcerated People

Client: Root & Rebound

Project Description: Recently, there have been significant advancements in protections for job and licensee applicants with respect to when and how employers or licensing agencies can consider applicants conviction histories. The Fair Chance Act of 2018 requires that employers delay the time in which they can consider an applicant's record until after that have offered that applicant the position (previously, employers could ask on applications whether the applicant had been convicted of a crime/felony). Nevertheless, applicants continue to fail securing jobs that align with their talents and skills once an employer is able to consider their record. While applicants with records are now securing offers of employment instead of have their applications rejected at the outset, employers appear to be ignoring the spirit of the new law and instead taking back conditional offers of employment once they are able to consider applicants' records.

This project would identify how to ensure the protections of the Fair Chance Act are deeply felt by the people the law was intended to protect, and to explore the ways the Fair Chance Act falls short. Solutions may involve evaluating stronger regulations (e.g., prohibiting the consideration of records that occurred after a certain window of time, requiring employers to memorialize their individual assessments that they are supposed to conduct once they learn of an applicant's conviction history, and/or increasing incentives to hiring people with records).

Client Information: Root & Rebound is a reentry legal advocacy center, and part of our model includes system reform work. Our systems reform efforts include both traditional avenues to effectuate change, and more creative approaches. As for traditional avenues, we are involved in many efforts to advance bills through the state legislature, including having spearheaded an occupational licensing coalition that ushered through several bills this past legislative cycle. We have written reports to policymakers regarding reentry legal barriers that have ultimately informed their policy agendas and state regulations. We are a highly adaptable, needs-responsive, iterative organization that is eager to operationalize any identified solutions to effectuate change on behalf of the people we serve.

Policy Areas: Criminal Justice

16. Saving DC's Small Businesses: What is the cost of a broken regulatory system?

Client: District Bridges

Project Description:

<u>Policy Question</u>: What are the financial costs to the District of Columbia of inefficient licensing and permitting processes for small business owners?

<u>Background</u>: Increasingly, small business owners see DC as an inhospitable jurisdiction for operating and opening their small business. The most frequent complaint is regarding slow and convoluted permitting and licensing processes. Delays that arise cost these business owners can cost these business owners hundreds of thousands of dollars due to business closures, delayed openings, or inability to expand. What has not been measured is the cost to DC revenues due to lost tax revenue, lower employment rates, business closures, and businesses opting out of locating in DC.

<u>Policy Implications</u>: Business owners, advocates, political leaders and government workers themselves provide anecdotal evidence of the extent and impact of poor permitting and licensing processes. However, there has been no research on monetizing the cost to the District of Columbia. Several DC Council Members are intent on introducing legislation to "fix" the system but lack the roadmap or mandate to initiate. Without this research, it is unlikely that the DC government will undertake important reforms that have the potential to significantly change: (1) DC's local revenue generation through successful businesses and increased employment. (2) Profitability of small business owners with the knock-on benefits accrued to those individuals and their families, (2) Status of DC as an attractive and supportive environment for small businesses. and (3) Pride and job satisfaction of DC permitting/licensing workers.

<u>Applied Research</u>: The results of this study will be immediately used by DC legislators and Mayoral office staff to develop the rationale for much-needed system change. Further, it will provide systematic data to validate what small business owners have asserted is their lived reality.

Client Information: District Bridges is a community-based economic development nonprofit with the mission to enrich neighborhood vitality by bridging community engagement and economic development opportunities so individuals, businesses, and organizations can thrive together. District Bridges manages two DC Main Street Grants that focus on the enabling environment for small businesses in five transitioning neighborhoods in DC. District Bridges as part of the network of 18 Main Street programs across DC, will use the study results to advise government officials who are tasked with developing and implementing reforms.

Policy Areas: Labor / Employment Policy; Economic Development

17. Taking Action on Climate Resilience: A Governance Structure for Contra Costa County

Client: Contra Costa County, Department of Conservation and Development

Project Description: Contra Costa County has been working with the San Francisco Bay Conservation and Development Commission (BCDC) to develop the Adapting to Rising Tides Study (ART), which convenes stakeholders and scientists to plan for climate adaptation. In 2016, BCDC completed an ART study for the region from Richmond to Pittsburg. In 2017, through a grant from the Delta Stewardship Council, BCDC and the County initiated an ART study for the eastern part of the County, from Pittsburg to the Delta. This is the first ART project in the Delta and will improve local capacity to address threats from sea level rise and current flooding. It is expected to be completed in 2019. The ART studies will help local jurisdictions, agencies, communities, and organizations in Contra Costa County understand the vulnerabilities and consequences they may face, including the disproportionate impact to certain community members, the disruption of transportation and utility infrastructure, the loss of employment sites, and limitations on access to goods and services. It is worth noting that the Contra Costa County waterfront is home to seven of the ten largest stationary air pollution sources in the Bay Area according to the Bay Area Air Quality Management District. The industrial facilities are important to the County's economy. The ART studies identify shared and individual actions that will help improve resilience to sea level rise and other climate change impacts. Implementing the findings of the studies will be an ongoing process of continued engagement and partnership building. The goal is for these studies to result in a clear roadmap for adaptation in Contra Costa County. Not included in the ART analysis is recommendations on how to implement the findings of the ART studies. To date, little action has been taken on the first ART study, and unless an implementation strategy and governance structure are established, the second study will face the same fate.

Key questions the GSPP team will answer include:

- How will Contra Costa County stakeholders determine what actions to take?
- What type of organization is best suited to oversee implementation of ART findings: the County? Private sector? Cities? Public-private partnership?
- Do we need to create a new entity, or is there an existing entity that can manage this work?
- How will implementation activities be funded, both initially and over time?
- What should be the process for building support for the recommended implementation structure?

Client Information: The Contra Costa County Department of Conservation and Development (DCD) is the planning and permitting agency for Contra Costa County. DCD is a key partner to BCDC in developing the ART studies, and is the County department best situated to recommend an ongoing governance structure and implementation plan for climate adaptation work to the County Board of Supervisors. The County's Sustainability Coordinator will manage this project and be the primary point of contact for the GSPP team. DCD will work with the Board of Supervisors and other stakeholders to first build consensus and then support for taking action on the ART studies. The GSPP report will be an important component for the next steps in adapting to climate change in Contra Costa County.

Policy Areas: Governance; Energy and Environment

18. Business Improvement Districts and Their Impacts on Our Communities; From Creation to Implementation

Client: Western Regional Advocacy Project (WRAP)

Project Description: The Policy Advocacy Clinic at UC Berkeley School of Law conducted a study for the Western Regional Advocacy Project (WRAP) to understand the effects Business Improvement Districts (BIDs) have on houseless communities in California. During this three-year research project, the UC Berkeley Clinic study found that “BIDs use their expanded power and resources, including from taxpayers via assessments on publicly-owned properties, to advocate for policies and to engage in policing practices that exclude homeless people from their districts.” With the release of the report “Homeless Exclusion Districts: How California Business Improvement Districts Use Policy Advocacy and Policing Practices to Exclude Homeless People from Public Space,” additional research has revealed that not only are cities paying assessment fees for their properties in BIDs, but the cities cast votes in favor of creating and renewing the BID where these publicly-owned properties lie. This is very problematic as tax payer funds are used to finance these districts that exclude and criminalize those without homes.

The UC Berkeley School of Law report focused on the legal aspects of BIDs. We would like the IPA group to look the policy aspects and ramifications surrounding the cities engagement in the creation of BIDs in; San Francisco, Oakland, Los Angeles, Sacramento, Denver, and Portland. We would like the students to focus on three main issues: (1) Understanding how this unique voting structure works, the city being able to vote for the creation of BIDs which offer “enhanced services” to a small number of people, while using money from the general fund to pay the assessments in the districts. What are the enabling policies and legislation that allow this?; (2) The creation of the BIDs impact on rents; commercial and residential, and its relationship to gentrification; and (3) The enforcement of Anti-homeless laws; i.e. sit and lie laws, loitering laws, and panhandling laws inside and outside of the BIDs.

In the proposed projects students would prepare a memo on decision making guidelines and polices regarding voting on BID petitions, funding allocations to BIDs and the rational for "cities supporting and funding "enhanced" services in some neighborhoods (commercial) and not others. Included in this memo, or as a separate memo we would like findings on both subjects: has there been displacement in Business Improvement Districts and the impact on rents, and increased police enforcement, and who in the community has been impacted?

Included in the final product would be a methodology memo so that future students can replicate findings and duplicate the research.

Client Information: The Western Regional Advocacy Project, WRAP, was created to expose and eliminate the root causes of civil and human rights abuses of people experiencing poverty and homelessness in our communities. By bringing together some of the fiercest organizations fighting homelessness on the West Coast, WRAP has developed a unique structure that combines street outreach, movement building, and national policy work, helping us bridge the local-national divisions that have hampered homeless advocacy for the last three decades. WRAP has the power of collective mobilization while remaining accountable to the realities of local communities. This gives us the strength, experience, and legitimacy to make ending homelessness a national priority.

Policy Areas: Housing provision / Urban Planning

19. Understanding the challenge of "re-entry" after a life sentence in prison

Client: UnCommon Law

Project Description: This project proposes to answer several questions: Who is benefiting -- financially or otherwise -- from California's growing reentry industry as it relates to transitional housing programs? Do those benefits incentivize reentry accommodations that harm or help people joining the community after serving lengthy prison terms, who have been released through the discretionary parole process? The need to answer this question is imperative, as the California Board of Parole Hearings (BPH) is granting parole to a growing number of people every year. Between 2016 to 2017, the number of life-sentenced people released on parole increased by seventeen percent. This rate will only grow in the future. The need to answer these questions is heightened by the fact that a common condition of parole that the Board imposes is that the person begin residing in a transitional housing program immediately upon re-entering the community and remain there for six to twelve months. A related question is, given the lack of treatment-focused alternatives, facilities, and funding streams, are profit-focused reentry programs a necessary evil if people want to return to the community following their life sentences? To determine where the individual will live before they are released from prison, the California Department of Corrections and Rehabilitation (CDCR) and Division of Adult Parole Operations (DAPO) work with the inmate to determine whether and where beds are available, These beds can be provided by private contractors or other organizations without contracts. The determination and ultimate housing decision can often be contrary to the individual's parole plans, which were vetted and approved by the Board during the parole process. While some transitional housing programs can benefit this particular population of clients, many are not uniquely situated to address the needs of people who have served lengthy prison terms, resulting in potential conflicts between the individual's needs and the interests of BPH, CDCR, DAPO, and a private contractor. This conflict can impair the successful reentry of a population that historically has an incredibly low recidivism rate -- less than one percent -- because it can interfere with employment or educational opportunities and family reunion. This project will seek to address and understand this inconsistency, as well as to offer potential solutions for the growing need for transitional housing programming that is specifically tailored to people who have served lengthy prison terms.

Client Information: Over the past 12 years, UnCommon Law (UCL) -- a non-profit law firm dedicated to advancing the rights of people in prison -- has discovered, practiced, and proven an innovative, humanizing model of parole representation for people serving life sentences in California prisons. UCL attorneys, social workers, and law student volunteers meet with clients multiple times over the course of at least one year, and sometimes longer, to prepare for parole hearings. Through these meetings, UCL clients are able to face the traumatic events, often dating from childhood, that resulted in their turning to survival strategies such as drugs, violence, and emotional dissociation. As they gain insight into their prior actions and psychological responses, they also develop an understanding of what they need to do to make sure that they will not return to these pathways upon release from prison. UCL's hearing success rate is over 60%, while the statewide average hovers around 20% for people represented by state-appointed attorneys. To date, UCL has represented 196 people who have been released to the community from their life sentences. Of these, just one client has returned to prison (on an immigration violation). The research questions this proposal asks are important to UCL because our clients' parole plans and their success upon release is of the utmost importance. UCL also is expanding our efforts to engage in policy advocacy about parole-related topics, and has identified this as a potential area of concern for many of our clients. UCL aims to center the voices of our formerly incarcerated clients in these conversations to help educate the public and policy-makers about their experiences of reentry, and specifically, in transitional housing programs. To advance potential policy in this area, UCL has long-standing strategic partnerships with other organizations in this field, to enable us to take action on any recommendations.

Policy Areas: Criminal Justice

20. Examining and Addressing Policy Barriers to Affordable Housing Ownership through Community Land Trusts

Client: Oakland Community Land Trust

Project Description: We're in the midst of a full-fledged affordable housing crisis, with families and local businesses being pushed out of rapidly developing or in-demand neighborhoods across the country. In response, community land trusts (CLTs) have gained increasing visibility as one method to encourage community development without displacement of existing residents. A community land trust is an independent, nonprofit corporation that acquires and stewards multiple parcels of land throughout a targeted geographic area in trust for the permanent benefit of low-income communities. Once acquired, the buildings on the land may then be sold off or leased to individual homeowners or cooperative housing corporations. This two-party contract between the landowner (the CLT) and a building's owner enables the CLT to preserve continued affordability of any buildings on its land as well as ensuring the appropriate use and structural integrity of the buildings. Meanwhile, the building owners gain housing security, privacy, legacy, and equity. While community land trusts hold promise in preserving housing affordability indefinitely throughout the Bay Area and beyond, there are many programmatic, regulatory, and political barriers that could be addressed to help CLTs flourish on a level playing field with other forms of affordable housing and community development. Intensive research needs to be undertaken to better understand the complex landscape of existing laws, policies, and financing programs that create scaling barriers and clear policy recommendations advanced in order to forge an advocacy path through these roadblocks.

Client Information: The Oakland Community Land Trust current portfolio includes 20 permanently affordable single-family homes as well as one vacant lot that is being converted to a community orchard. It has successfully acquired critical parcels throughout the city such as an 8-unit building on 23rd Avenue and International Boulevard that is also home to four people of color-led social justice organizations, as well as the building that houses Hasta Muerte Coffee, a worker-owned cooperative that was thrown into the national spotlight for refusing to serve uniformed police officers. It is one of seven other CLTs that form the Bay Area Consortium of CLTs and has been at the center of organizing efforts to initiate capacity building and policy advocacy that promotes community and resident control of land and housing to achieve permanent affordability. The Oakland CLT is uniquely positioned to rally community members as well as the broader CLT organizations to advance a policy advocacy agenda.

Policy Areas: Housing provision / Urban Planning

21. Evaluation of Soda Tax Revenue Investments: are they improving health and wellness of communities suffering from diet-related diseases?

Client: Praxis Project, with various Bay Area soda tax commissions, panels and boards

Project Description: We are seeking a policy analysis of to-date soda tax investments in California, with a community-level focus. The clients for this project are the Praxis Project, in collaboration with the San Francisco, Berkeley, Oakland, and Albany soda tax commissions, panels, and boards, as well as the Alameda County All In Collaborative, which has convened the commissions to consider integrated efforts to improve community health through these revenues. They are seeking to answer these questions:

- How did each jurisdiction define soda tax spending goals in the legislation as written?
- How has soda tax spending thus far contributed to public health goals and what is the process in place to evaluate the progress of these expenditures?
- What proportion of soda tax revenues fund culturally relevant, in-language preventive health services and education led by communities of color?
- Is funding from sugary drink taxes helping to increase community programmatic, organizational, and infrastructure capacity for health equity, and if so, how?
- How many jobs have been created/maintained as a result of the investments? We would like numbers on both direct and indirect--multiplier effect--employment gains.

The clients are seeking recommendations for future soda tax revenue spending that incorporates data from the above five questions. Those recommendations will be shared in district briefings in fall 2019 with leaders from community-based organizations, California Latino Legislative Caucus, the California Legislative Black Caucus, the California Asian Pacific Islander Legislative Caucus, the Stronger California Advocates Network, Select Committee on Diabetes and Heart Disease Prevention, and other networks both inside and outside government with a focus on health equity. The aim of these briefings will be to help get the word out about the impacts of soda taxes on Californians, ideal structures for revenue spending, the potential for revenues to increase health equity, and the potential impacts of industry preemption efforts.

Client Information: The Praxis Project is a national organization that works in partnership with national, tribal, regional, state, and local partners to achieve health justice for all communities. For this project, we are in direct consultation with (and some of our members are appointed members of) the San Francisco, Berkeley, Oakland, and Albany soda tax commissions, panels, and boards. Our mission is to build healthy communities by transforming the power relationships and structures that affect our lives and our communities. Praxis supports policy advocacy and local organizing as part of a comprehensive strategy for change. We emphasize developing fields of work in ways that encourage multi-level trans-disciplinary learning and collaboration across issues, across the country and across the globe. National, multi-site initiatives are a core part of our work as they operate as “laboratories” where we learn and share lessons for application in related fields to help us collectively move the work of health justice further, faster.

Policy Areas: Economic Development; Public Health; Social Exclusion: Elder Policy; Poverty; Marginality

22. Smart Cities: How are mayors around the globe using cutting-edge technology to combat climate change?

Client: American Jobs Project

Project Description: Climate change presents enormous challenges and opportunities. It is already impacting millions of lives and homes, yet American politicians continue to ignore its urgency. This political myopia not only threatens a safe climate future, it means American communities may miss the opportunity to prosper from the $1.4 trillion clean energy market, a job-rich sector that could make a difference for the 4 in 10 Americans still struggling to pay for basic needs. The American Jobs Project aims to change that.

The policy question we are trying to solve is: "Smart Cities: What innovative policies and practices can U.S. mayors propose to reduce their cities' carbon footprint using smart technologies?"

Some cities around the world have been particularly successful in reducing their carbon footprint. For this IPA, students will be expected to create a best practice analysis of the policies and practices of these successful communities. Students will be expected to analyze the effectiveness of a range of technologies and the policies used to implement them. Students will produce a report that AJP will use to advise mayoral candidates around the country for the 2019 and 2020 elections.

The AJP team includes two GSPP graduates who have an appreciation for how to make an IPA a valuable experience. Our office is conveniently located in downtown Berkeley and we strive to create a collaborative and supportive working environment. This IPA could include outreach to stakeholders around the globe.

Client Information: The American Jobs Project (AJP) is dedicated to cultivating a generation of political leaders who are harnessing advanced energy to grow the economy. AJP's mission is to help next-generation leaders of all political parties connect the dots between advanced energy and a resilient economy. This unique strategy will equip and empower leaders to embrace high growth advanced energy markets and ensure local communities are creating jobs suited to the changing economy. This approach works even in conservative states where climate change is not acknowledged as real, and where environmental arguments for clean energy are regarded with suspicion. Our aim is to effect change through policies, programs, and collaboration between the private and public sector. The American Jobs Project is working directly with political candidates of both parties to provide them with data-driven messaging and policy recommendations that form the foundation of their campaign platforms and will serve as a starting point for legislation when they are elected and expected to govern. The American Jobs Project is national non-partisan, non-profit organization that is associated with the California Institute for Energy and the Environment (CIEE) at UC Berkeley. CIEE coordinates energy and climate research at UC Berkeley and promotes interdisciplinary research by integrating science, technology, business and policy.

Policy Areas: Energy and Environment; Social Exclusion: Elder Policy; Poverty; Marginality

23. Impact Evaluation and Strategic Assessment: CRLA's Naturalization Efforts for Rural Californians

Client: California Rural Legal Assistance, Inc. (CRLA)- Oakland

Project Description: How effective are Naturalization clinics when it comes to ensuring that eligible rural Californians complete the process to full citizenship? Additionally, where should CRLA focus its Naturalization efforts to ensure the largest impact? To answer these questions, CRLA expects students to use their background in quantitative analysis and data visualization to assist with mapping the efficacy of Naturalization efforts throughout the state.

Though CRLA cannot provide legal immigration assistance, they help with Naturalization Clinics in rural California, utilizing pro bono legal support to aid applicants in the completion and filing of their applications. On the surface, this work is simple to accomplish if the goal is simply to apply for Naturalization. However, simply completing and filing a Naturalization application and then abandoning the applicant can ultimately be a disservice to a lawful permanent resident. As such, CRLA aims to identify communities in need, identify community partners who can provide logistical support for the clinic preparing/filing applications and identify long-term community partners who will provide preparation for the naturalization examination and ESL classes for those applicants with limited English capacity.

To assist with this project, the CRLA has depended on a study developed by the USC Center for the Study of Immigrant Integration (https://dornsife.usc.edu/csii/eligible-to-naturalize-map/). However, CRLA would like to assess how successful this approach has been and in which regions of California has it been (and might it be) most impactful. Moreover, CRLA aims to look beyond just the absolute number of immigrants eligible for naturalization, but also focus on the proportion of the resident populations that they represent. To identify where CRLA should focus their Naturalization efforts, CRLA requests that students engage with CRLA field offices and rural community partners to get their input and inform which communities are most in need of Naturalization support.

Client Information: CRLA offers a variety of services and programs to California's low-income communities and is a nationally recognized leader in farmworker and migrant service provision through community outreach, educational training and direct legal service.

Policy Areas: Immigration

24. Exploring the Impacts of the Expedited Condominium Conversion Process on Unauthorized Dwelling Units Removals

Client: City and County of San Francisco, Planning Department

Project Description: The conversion of "tenancy-in-common" (TIC) buildings and apartments of six units or less into condominiums is allowed under the Expedited Conversion Program (ECP) created in June of 2013. Property owners of specific building types such as a TIC building or smaller apartment buildings can subdivide and sell their homes more easily on the market. Potential subdivision and condo-ization of these types of buildings also tend to yield a higher return for sale prices due to the clear distinction of property ownership and increased flexibility of ownership options for future homeowners. Due to the strict unit cap of six units, some TIC buildings or apartment buildings intentionally remove illegal or unauthorized dwelling units (UDUs) to qualify for the program. Though unauthorized, UDUs are a potentially valuable type of housing unit in the city, as they provide a typically affordable housing unit for individuals and families. If buildings contain only two units, property owners can bypass the lottery system that larger buildings must participate in, creating further motivation to remove UDUs to reduce official unit count to two units. In certain cases, the removal of a UDU is accompanied by a past recorded (by the Rent Board) eviction or buyout, or an unofficial (unrecorded by the Rent Board) eviction or buyout of a tenant by the property owner. Under current legislation the removal of any UDU that has the capability of meeting Building Code must go to the Planning Commission for review. This requirement for a hearing was a recent change in Planning's approach to UDUs (these amendments are linked below in the list of resources). However, sometimes permits issued to alter existing illegal units may intend work beyond the permit description or do not explicitly state alteration to an illegal unit.

In reviewing a few condo conversion applications, staff found evidence of buildings with a third or seventh illegal unit that had been removed prior to condo-ization. If further research indicates that UDUs have existed in many applications for condo conversion, additional review of current policies is necessary to ensure that existing housing is preserved. The students involved in this research should review policy concerning UDUs and the Expedited Conversion Program to determine improvements to both legislation and process to reduce the number of UDUs removed in the process of converting buildings to condominiums, thereby preserving existing housing units. By providing insight into UDU and ECP processes, students will be filling a valuable gap in understanding of how the two policies interact and can be further improved to prevent the loss of housing. The Planning Department is currently tracking a number of other challenges in our existing endeavors to preserve housing, but the impacts of UDU removals and their interactions with the Expedited Conversion Program are an area of policy and planning that the needs further research.

<u>Framework</u>
Specifically, the Planning Department wants to identify, through research of past condo conversion applications, if UDUs were removed to meet requirements of the Expedited Conversion Program or meet the requirements of the lottery bypass for the program. If such evidence can be collected and measured, the Department will develop mitigating policies to ensure that new condo conversions do not contribute to the displacement of households in San Francisco.

<u>The key questions for research, analysis and policy for this IPA would include</u>:
1) What are the various means of eviction and/or removal of dwelling units prior to condo conversion?
2) What is the prevalence of UDU removals in buildings that have applied for condo conversions?
3) What are the various impacts of the Expedited Conversion Program (both direct and indirect) on displacement? What are some mitigating policies to ensure condo conversion does not lead to displacement?
4) What is the team's analysis and recommendation for how the Planning Department could (a checklist, a framework, etc.) evaluate projects, plans, programs, and policies to determine displacement impacts and identify mitigations for displacement potentially caused by the Expedited Conversion Program?

We recommend the IPA students refer to the resources below as starting points:

- SF Public Works Department's Residential Condominium Conversion Application Materials, https://sfpublicworks.org/sites/default/files/Residential_20171219.pdf
- SF Public Works Department's Flow Chart for Conversions, https://sfpublicworks.org/sites/default/files/3507-Visio-2CC_FLOWCHART_072313.pdf
- SF Public Works Department's Expedited Conversion Program Informational Materials, https://sfpublicworks.org/sites/default/files/ECP%20App%20Cover%20Page__0.pdf
- Subdivision Code – Condo Conversion Fee, https://sfgov.legistar.com/LegislationDetail.aspx?ID=1139030&GUID=DDAF577C-F534-42F0-8EC8-EAB8570A4FD5&Options=Text|&Search=subdivision
- Subdivision Code – Condo Conversion Fee Ordinance, https://sfgov.legistar.com/View.ashx?M=F&ID=2556097&GUID=307ABDC0-AA81-4ED1-B2BC-C11D3882974E
- Condo Conversion Nexus Analysis, https://sfgov.legistar.com/View.ashx?M=F&ID=2589313&GUID=F82D3F70-7A7F-40B9-B695-A26113C44164
- Building Code – Legalization of Dwelling Units Installed Without a Permit, https://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances14/o0043-14.pdf
- Further details and materials, such as the Owner Affidavit for No New Evictions and the Offer of Lifetime Lease, https://sfpublicworks.org/services/subdivisions-and-mapping

The IPA team is encouraged to study how other cities have addressed the challenges of similar condo conversion programs. The IPA team could also apply their proposed evaluation methodology to one or more of the City's existing plans, policies, or programs to refine its results. This research will inform a toolkit of policies, programs and strategies we are assembling to mitigate and prevent displacement and ensure an equitable investment to strengthen neighborhoods at risk of displacement. We look forward to working with the IPA team and faculty advisor to refine and better tailor the questions to the interests and talents of the team.

Client Information: The SF Planning Department, under the direction of the Planning Commission, shapes the future of San Francisco and the region by: generating an extraordinary vision for the General Plan and in neighborhood plans; fostering exemplary design through planning controls; improving our surroundings through environmental analysis; preserving our unique heritage; encouraging a broad range of housing and a diverse job base; and enforcing the Planning Code. We are guided in this work by a vision to make San Francisco the world's most livable urban place – environmentally, economically, socially and culturally. The SF Planning Department is one of the largest in the nation, with over 210 people on staff—and growing. This project intradepartmental effort is led and managed by the Citywide Division of the Planning Department. The Citywide Division serves as the long-range planning function for the City & County of San Francisco. We are responsible for creating area plans that help shape neighborhoods and commercial districts all over the City. The SF Planning Department is currently working with other City agencies and community stakeholders to develop a Community Stabilization Strategy. The Strategy is an effort to provide City agencies, decision-makers and the public the comprehensive analysis and tools they need to make strategic decisions to stabilize our vulnerable populations as the City changes. The findings of the IPA will directly inform the Strategy's policy recommendations to enhance the condo conversion, permitting, and UDU legalization process.

Policy Areas: Housing provision / Urban Planning

25. Assisted Living Waiver: Is this the Key to Caring for California's Growing Elderly Population?

Client: California Advocates for Nursing Home Reform (CANHR)

Project Description: CANHR, a non-profit 501(c)(3) advocacy organization, is seeking a policy and cost-benefit analysis of California's Assisted Living Waiver (ALW) program, administered by the Department of Health Care Services (DHCS). The ALW permits older adults and persons with disabilities to receive Medi-Cal funded care in assisted living facilities and public subsidized housing, as an alternative to institutionalization in a nursing facility. Through the ALW and other similar programs, California complies with the 1999 Supreme Court Olmstead decision (that unnecessary institutionalization of people with disabilities violates the ADA).

Studies show that older adults overwhelmingly prefer to receive care at home or in other non-institutional settings than in (very expensive) institutional care in nursing facilities. California's ALW is one such option. However, the ALW is currently extremely small, serving a maximum of 5,700 persons in 15 counties. In comparison, skilled nursing facilities in California are home to approximately 300,000 individuals each year.

<u>CANHR is seeking an analysis of the following research questions</u>:
1) How do ALW expenditures compare to state spending on skilled nursing facility care, and other community-based Medi-Cal waiver programs? Does the program reduce long term admissions in skilled nursing facilities? Can a case be made for public spending on assisted living care independent from a "waiver" program? GSPP students may analyze publicly available data on, e.g., average monthly expenditures for individuals in the ALW, compared to Medi-Cal provider rates for skilled nursing facility (SNF) care; the % of ALW participants who transition from SNFs and the % admitted from the community. Since the ALW program is small, it may be difficult to analyze its impact on overall long-term care spending in California. GSPP students may also look at comparative studies evaluating other states' investment in Medicaid-funded assisted living, and the corresponding impact on overall long-term care costs.

2) How many Californians could potentially benefit from ALW services? Is there an unmet need in California? If the ALW program could be expanded (both in geographic service area, and in the number of participant slots) what should that expansion look like? GSPP students may review Minimum Data Set (MDS) data on skilled nursing facility residents to gather information on institutionalized individuals with low care needs who may benefit from a transition to an assisted living facility. The analysis of statewide need could also include a review of waitlist data for the ALW and similar Medi-Cal programs offering long term services.

3) What programmatic changes could make the ALW more effective? GSPP students can review public comments from stakeholders during the most recent waiver renewal to get a broad understanding of programmatic challenges faced by the ALW. Many stakeholders report that the ALW provider rates (Medi-Cal per diem rates paid to participating assisted living facilities) are extremely low, and discourage provider participation. In many high-cost counties like San Francisco, San Mateo, and Santa Clara, there are almost no ALW providers. The GSPP students can look at ALW reimbursement rates and compare these to the average cost of assisted living care in California, as well as other factors impacting the cost of providing care, such as city and county minimum wage ordinances. GSPP students should make recommendations about what modifications to the provider reimbursement, if any, would benefit the program, keeping in mind cost-neutrality requirements for the ALW. This may include an analysis of provider rates utilized in other states that have Medicaid-funded assisted living programs, such as Oregon and Washington. How do the provider rates in these states compare with the cost of assisted living care? Do other states include a five "tier" model, based on level of need for participants, like California's program? How are the rates broken down in terms of resident contributions for room and board versus Medicaid contributions?

Client Information: Since 1983, CANHR, a statewide nonprofit 501(c)(3) advocacy organization, has been dedicated to improving the choices, care and quality of life for California's long-term care consumers. CANHR has worked to promote policy solutions allowing seniors and persons with disabilities to avoid unnecessary institutionalization, and live integrated within their communities. CANHR is in a unique position to leverage data and policy recommendations gathered by GSPP students related to the Assisted Living Waiver. CANHR is an active member in a stakeholder group that provides policy recommendations on the ALW to DHCS, and that crafted state legislation in 2017-2018 seeking to make programmatic changes to the ALW. The bill, AB 2233 (Kalra), passed the legislature with unanimous bipartisan support, but was vetoed by Governor Brown. Because AB 2233 passed the legislature with bipartisan support, there is strong potential for success with future legislation under a new administration. A study focused specifically on the ALW program in California, that includes a cost analysis as well as policy recommendations, would be instrumental in shaping legislation for 2020. On an administrative level, the ALW program is likely to undergo programmatic changes in the next 1-2 years, because the state plans to combine the ALW with another waiver, called the Home and Community-Based Alternatives Waiver. Since this will require the state to submit an amended waiver proposal to CMS and engage in stakeholder feedback, it will be a great opportunity to take recommendations to the state. Therefore, the GSPP analysis will both inform policy recommendations provided directly to DHCS, and will be instrumental in shaping a potential legislative proposal in 2020.

Policy Areas: Public Health; Health care provision

26. Fines and Fees Baltimore: Analyzing Policies and Practices to Advance Inclusive Legislation

Client: City Council President, Baltimore, MD

Project Description:

Project Background: It is a generally held belief that fines and fees are a necessary instrument for a city to ensure compliance with rules and regulations that maintain safety and improve the quality of life for its residents. However, as we have seen in cities like Ferguson, MO, there is a fine line between tickets as an instrument to incentivize compliance with the law versus tickets as a means to collect revenue and the unintended consequences of such policies. In an oft-cited report, the Department of Justice found that in 2013, the municipal court in Ferguson issued 32,975 arrest warrants for a city of 21,135 residents. These bench warrants were for fines including but not limited to high grass and weeds ($531) and lacking proof of insurance ($375). Court fines and fees accounted for Ferguson's second highest source of revenue. Ferguson is not alone in its use of fines and fees as a method to balance the budget. There is no readily available data to aggregate the amount of fines and fees collected by the City of Baltimore; yet the following anecdote of Baltimore's towing fees hints at a similar problem. It costs at minimum $272 to recover your car once it has been towed from a city street. If your car is towed from a private lot, it can cost upwards of $400 to retrieve it. In a city where the majority of its citizens drive to work, where the majority are renters, where median rent is $950 and more than 50% of renters in this city are rent burdened, a $300 - $400 towing fee can send an individual or family into severe financial distress.

Project Description and Goals: This is a traditional policy analysis project with the explicit goal of creating and advocating for new policies and programs. It will require a landscape analysis, interviews with stakeholders as determined by the Client (Baltimore City Council President' s Office) and IPA team, financial analysis using available data, and recommendations on policies to pursue as well as an analysis of the attendant political and implementation challenges. The Council President's Office plans to use the IPA team's findings as it pursues legislative action to reform how fines and fees are collected.

The purpose of this project is to research the following areas related to the administration and collection of fines and fees in the City of Baltimore:

1) The current state of fines and fees collection in the City of Baltimore: A key overall question that should inform this analysis: Is the scope of fines and fees assessment and collection a real or perceived burden on residents in Baltimore? This should also include, where possible, a comparison of how Baltimore compares to other cities as a means to assess the scope of this problem.

2) Fiscal impact of fines and fees on the City of Baltimore: This should include a historical analysis of how fines and fees have been used to balance Baltimore City's budget.

3) Impact assessment of fines and fees: The impact assessment should attempt to disaggregate data related to the collection of fines and fees through, but not limited to, the lenses of economic status and race/ethnicity. This should include an assessment of Baltimore's available data, as well as available data from other municipalities.

4) Recommendations on legislative action the Baltimore City Council should pursue in order to ensure an equitable administration of fines and fees: These recommendations should include an analysis of how other cities are addressing this, state legislative efforts that should be considered, inter-agency collaborative efforts, as well as challenges associated with pursuing fines and fees reform.

Client Information: The Baltimore City Council is the City's legislative body, with the power to enact all ordinances and resolutions. City Council members are elected from fourteen districts, and the President is elected at-large, by all voters of the City. The IPA group will work directly with the Baltimore City Council President's Director of Legislative Affairs and Fiscal Legislative Analyst. This research will inform the drafting and passing of legislation related to the administration of fines and fees in the City of Baltimore. As this project is commissioned by the Council President's Office, the recommendations offered will be pursued by the second most powerful elected official in the City of Baltimore. Researchers on this project are uniquely positioned to provide recommendations on legislation that will significantly impact the lives of Baltimore's most financially burdened communities.

Policy Areas: Criminal Justice

27. Analyzing the Animal Hospital industry to support Labor Organizing

Client: The International Longshore and Warehouse Union (ILWU)

Project Description: Key issues: The ILWU needs a robust analysis of the animal healthcare industry that can help drive its bargaining and policy agenda to address the following issues: (1) greater transparency in patient care rates; (2) reduction of employee turnover and improvement in training, pay and benefits standards within the industry; and (3) uniform standards in hospital accreditation, staffing ratio, and patient care.

The ILWU has successfully organized workers in four animal hospitals in the past six months in San Francisco, Portland, Vancouver WA, and Seattle. These hospitals were acquired within the past three years as the veterinary hospital industry has undergone remarkable reconfiguration from small, doctor-owned hospitals to corporate facilities. Mars Inc. has emerged as the leading player in the consolidation of this industry through its Banfield, Blue Pearl and VCA corporate entities. As the industry has been restructuring, consumer costs have risen while wages, benefits and staff retention have decreased.

<u>Research questions</u>:
1) Workforce demographics and economics: what are the size, age range, and overall demographics of the workforce in the immediate San Francisco, Portland-Vancouver, Seattle, and Los Angeles metro areas? What are the average rates of pay, benefits, and student loan debt of the workforce in relation to the cost of living in the same geographical areas?

2) Sectoral Analysis: What is the structure, size and target market of the industry? What are the factors of profitability? To what extent is the industry regulated by government and how do tax and investment policies affect it? What are the key (legislative, community, corporate) issues that concern the industry?

3) Consumer Impact: How have consumer costs for patient care changed over the past five years? Has there been any change in qualified patient caregivers is the same time-frame? What are key concerns of consumers?

The ILWU would like to release a white paper based on this analysis to correspond with the one-year anniversary of its first union election in the industry in late Spring 2019. It seeks recommendations that would shape its work in public advocacy and member representation.

Client Information: The ILWU has a long and proud history that dates back to the early 1930s with roots in maritime and land logistics. As the industrial landscape has evolved, our union has expanded membership in other industries, and currently also represents hospital workers, police & security officers, municipal workers and mechanics. The ILWU has a reputation for strong union contracts, member activism, and strength through strikes and worker actions.

Policy Areas: Labor / Employment Policy