The Rise of Policy Innovation Labs: A Catalog of Policy Innovation in the United States

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Sun Nguyen

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In recent years, governments worldwide have been embracing new and innovative ways to develop public policies and design public services using a variety of methods including crowdsourcing, human-centered design thinking, and economic behavioral nudging. This trend in government innovation has led to the rise of the Policy Innovation Lab (PIL): individual units, both inside and outside of government, that apply the traditional principles of scientific laboratories—experimentation, testing, and measurement—to a host of emergent issues including the rise disruptive technologies, social problems, and environmental concerns.

PILs are an increasingly important development in public policymaking, with a variety of methods and approaches to building relationships between governments, organizations, and citizens, and generating ideas and designing policy. However, these labs are under-researched: Many are established without a full understanding of their role and value to the policy community. We aim to address this knowledge gap and create opportunities where policy innovators can make connections with their peers and learn about the current practices and applications of policy innovation from one another.

In 2018, the Centre for Policy Innovation and Public Engagement (CPIPE) at Ryerson University published The rise of policy innovation labs: A catalog of policy innovation labs across Canada. This effort led by Dr. Bryan Evans identified policy innovation labs (PILs) across Canada. We replicate CPIPE’s methods and format in order to identify operating in the United States. This report is part of a larger NSF sponsored project examining PILs in Canada.

This report identifies the innovation labs in the United States, profiling their methodologies, projects, and partners, mapping the policy innovation landscape across the country. Each one-page summary provides a profile for each lab and highlights the existing innovation practices and networks in the public, academic, non-profit, and private sectors, and identifies methodological and ideological trends across the different labs and networks.

In this highly dynamic space, new labs are emerging and disappearing all the time. The purpose of this report is to put a spotlight on policy innovations and their successes and to build and strengthen connections between researchers, policymakers, and policy innovators. Through a strengthened and sustained community of practice, we hope to see governments continue to embrace new approaches for effective policymaking.

For more information about the project, please contact:
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Twitter: amwellstead
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Chapter 1: Federal Government

Policy Innovation Labs in the Federal Government

18F
HHS Idea Lab
Lab OPM
USAID Global Development Lab
Year Founded
2014

Location
Washington, D.C.

Contact
Kenny Daniel – Agency Partnerships team,
inquiries18F@gsa.gov

Website
18f.gsa.gov

Twitter
@18F

Governance
Housed within the General Services Administration

Scope
Federal, state, and municipal agencies that receive federal funding

Policy Sector
Digital services of partnering agencies

Projects
Land permitting online
Modernizing access to healthcare
Opening up crime data
Campaign data

Partnerships
Civilian and military federal agencies

Funding Sources
Does not use appropriated federal funds; collects funding from partnering agencies

Mission & Approach to Policy Innovation
To provide digital services that meet user needs, are service, and delivered quickly and strengthen government technology practices.
Work is done through path analysis to customize work to each agency. Following the path analysis, the Lab experiments and iterates on a solution to given problems.
# HHS Idea Lab

## Year Founded
2013

## Location
Washington, D.C.

## Contact
General, idealab@hhs.gov

## Website
hhs.gov/cto/index.html

## Twitter
@HHSCTOOOffice

### Governance
Housed within the Department of Health and Human Service’s Office of the CTO

### Scope
National

### Policy Sector
Health and human services

### Projects

<table>
<thead>
<tr>
<th>Partnerships</th>
</tr>
</thead>
</table>

### Funding Sources
Appropriated federal funds

## Mission & Approach to Policy Innovation
To enhance and protect health and well-being of Americans through medicine, public health, and social services.
Builds partnerships and uses data and technology to provide HHS staff the tools to innovate and act as entrepreneurs to solve HHS problems.
## Lab OPM

### Year Founded
2012

### Location
Washington, D.C.

### Contact
Arianne Miller – Managing Director, arianne.miller@opm.gov

### Governance
Housed within the Office of Personnel Management

### Scope
National

### Policy Sector
Federal workforce

### Projects

### Partnerships

### Funding Sources
Appropriated federal funds

### Mission & Approach to Policy Innovation
To assist federal government agencies to deliver innovative solutions to complex problems. Innovation through human-centered design, which mixes design, strategy, qualitative research, and entrepreneurial work to ensure people are at the center of the design process.
# US Global Development Lab

<table>
<thead>
<tr>
<th><strong>Year Founded</strong></th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td>Washington, D.C.</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>Alma Crumm Golden – Executive Director, <a href="mailto:agolden@usaid.gov">agolden@usaid.gov</a></td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td>usaid.gov/GlobalDevLab/</td>
</tr>
<tr>
<td><strong>Twitter</strong></td>
<td>@GlobalDevLab</td>
</tr>
</tbody>
</table>

## Governance
Housed within the U.S. Agency for International Development

## Scope
International

## Policy Sector
International development

## Projects
- Democracy, human rights
- Economic growth, trade
- Education
- Environment

## Partnerships

## Funding Sources
Does not use appropriated federal funds; collects funding from partnering agencies

## Mission & Approach to Policy Innovation
To achieve UN Sustainable Development goals by sourcing, scaling, and testing proven solutions and to accelerate the transformation of global development by opening ideas to people everywhere.

Reaching goals through working and partnering with people globally; evidence-based policy, sciences, and technology; global support; and continuous learning.
Chapter 2: State Government

Policy Innovation Labs in State Governments

California Innovation Lab
Connecticut Interagency Data Management
OCIO Innovation in Technology
Rhode Island Office of Innovation
California Innovation Lab

Year Founded
2016

Location
Sacramento, CA

Contact
Amy Tong – Director and State Chief Information Officer, amy.tong@state.ca.gov

Website
innovate.ca.gov

Twitter

Governance
Housed within the California Department of Technology

Scope
State government employees

Policy Sector
Technology growth, collaboration, and testing in California

Projects
Partnerships
Funding Sources

Mission & Approach to Policy Innovation
To grow the use of web applications to solve government problems.
Increasing the use of cloud-based and online technology and coding by providing open-source resources and assistance from Lab.
**Year Founded**
Planned 2019-20

**Location**
Hartford, CT

**Contact**
David Wilkinson – Chief Performance Officer

---

**Governance**
Position of Chief Performance Officer is cabinet-level and reports to COO and CT Governor

**Scope**
State

**Policy Sector**
State technological development

---

**Mission & Approach to Policy Innovation**
To expand beyond simple monitoring of whether agencies are meeting goals and use technology and data sharing between state agencies to create collaborative and citizen-focused programs.
Using data collected from different agencies to reveal what policies might work given different analyses of data.
OCIO Innovation in Technology

Year Founded

Location
Lincoln, NE

Contact
Ed Toner – Chief Information Officer,
ed.toner@nebraska.gov

Website
cio.nebraska.gov

Twitter
@Nebraska_OCIO

Governance
Nebraska Office of the Chief Information Officer

Scope
State agencies, boards, and commissions

Policy Sector
Technology use in NE

Projects Partnerships Funding Sources

Mission & Approach to Policy Innovation
Respect for the taxpayers of Nebraska.
Using technology to establish efficient and cost-effective IT services.
Rhode Island Office of Innovation

Year Founded
2016

Location
Providence, RI

Contact
Daniela Fairchild – Director
General, innovate.info@innovateri.gov

Website
innovate.ri.gov

Twitter
@InnovateRI

Governance
Housed within the Rhode Island Office of Innovation

Scope
State

Policy Sector
Civic innovation

Projects
Coalition building
Digital equity
Innovating government
5G Rhode Island

Partnerships
Numerous private and non-profit organizations and state governments

Funding Sources

Mission & Approach to Policy Innovation
Inspiring Rhode Islanders to put ideas into action to better serve collective needs. Three tenets of innovation: 1) Ensuring local partnerships and support to know what users need; 2) Provide nontraditional approaches to innovation through various partnerships to design and test programs; and 3) guaranteeing a pilot solution works by scoping and testing solutions and making changes within months and not years.
Chapter 3: Municipal Government

Policy Innovation Labs in Municipal Governments

Beta NYC
Boston Mayor’s Office of New Urban Mechanics
Centennial Innovation Team
City of Austin Office of Innovation
City of Peoria Innovation Team
City of Syracuse Innovation Team
GovLab PHL
i-Team Mobile
Innovation Office
Kansas City Living Lab
Long Beach Office of Civic Innovation
Louisville Office of Civic Innovation
Mayor’s Office of Innovation (Houston)
Minneapolis Innovation Team
Multnomah Idea Lab
NYC Department of Education iZone Lab
NYC Mayor’s Office of the Chief Technology Officer
NYC Opportunity
Rochester Mayor’s Office of Innovation
Civic Lab
Office of Civic Innovation
Innovation and Performance Team
Department of Innovation
The Lab @ DC
The Living Lab
The Los Angeles Innovation Team
## BetaNYC

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
<th>Twitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>beta.nyc</td>
<td>@BetaNYC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York, NY</td>
<td>Noel Hidalgo – Executive Director, <a href="mailto:noel@beta.nyc">noel@beta.nyc</a></td>
</tr>
</tbody>
</table>

### Governance
Housed within the Mayor’s Office of Data and Analytics

### Scope
Municipal

### Policy Sector
Civic engagement

### Projects
- Civic Innovation Lab and Fellows Program

### Partnerships

### Funding Sources

### Mission & Approach to Policy Innovation
To improve lives of citizens through design, technology, and data. Engaging with the public and using data and technology to allow them to participate in the political process. BetaNYC empowers citizens with the tools, education, and data necessary to engage with the political process. They do so in part by making government, technology, data, and design more accessible and allow governments and citizens to collaborate.
Boston Mayor’s Office of New Urban Mechanics

Year Founded
2010

Location
Boston, MA

Contact
Nigel Jacob – co-chair, nigeljacob@boston.gov
Kris Carter – co-chair, kristopher.carter@boston.gov

Website
boston.gov/departments/new-urban-mechanics

Twitter
@newurbanmechanics

Governance
Municipal department for the city of Boston

Scope
Municipal

Policy Sector
Civic innovation

Projects
Housing for All
Future Streets & Mobility
Education & Youth Empowerment

Partnerships
Other city departments, start-ups, universities, and residents

Funding Sources

Mission & Approach to Policy Innovation
To work with departments and communities to explore, experiment, and evaluate new approaches to government. Collaborations and civic engagement and research to design and experiment with policies to enhance Boston’s well-being.
City of Austin Office of Innovation

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
<th>Twitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>cityofaustin.github.io/innovation</td>
<td></td>
</tr>
</tbody>
</table>

**Location**
Austin, TX

**Contact**
Kerry O’Connor – Chief Innovation Officer, (512) 974-1662

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**Governance**
Austin’s Office of Innovation

**Scope**
Municipal

**Policy Sector**
Civic innovation

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**Projects**
- Homelessness
- Smart CityOpen
- Open Government Commitments

**Partnerships**

**Funding Sources**
Does not use appropriated federal funds; collects funding from partnering agencies

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**Mission & Approach to Policy Innovation**
To explore and experiment with new solutions for the city’s complex problems.
Work with other City departments to research, design, and test early-stage solutions.
# City of Peoria Innovation Team

<table>
<thead>
<tr>
<th><strong>Year Founded</strong></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td>Peoria, IL</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>Anthony Corso – Chief Innovation Officer, <a href="mailto:acorso@peoriagov.org">acorso@peoriagov.org</a></td>
</tr>
</tbody>
</table>

**Website**
usaid.gov/GlobalDevLab/about

**Twitter**
@GlobalDevLab

## Governance
Staff directed by Peoria Mayor’s office and City Council

## Scope
Municipal

## Policy Sector
Civic innovation

### Projects
- Neighborhood Vitality
- Sewage Overflows
- Smart City

### Partnerships
City of Peoria departments and outside organizations

### Funding Sources
- Bloomberg
- Philanthropies

## Mission & Approach to Policy Innovation
To serve as in-house consultants to the Peoria government. Taking a deep dive into the heart of issues, reviewing both quantitative and qualitative data, including interviews with residents. The i-team then looks at how other cities or organizations dealt with similar issues. Finally, when implementing a potential solution, the i-team partners with Peoria departments or organizations.
City of Syracuse Innovation Team

Year Founded
2015

Location
Syracuse, NY

Contact
Adria Finch – Chief Innovation Officer,
afinch@syrgov.net

Website
innovatesyracuse.com

Twitter

Governance
Housed within the Syracuse Office of Accountability, Performance, and Innovation

Scope
Municipal

Policy Sector
Civic innovation

Projects
Smart city
Quality of life in housing
Infrastructure repairs

Partnerships

Funding Sources
Initial funding by Bloomberg
Philanthropies

Mission & Approach to Policy Innovation
To act as a catalyst to overcome city challenges through analysis and design by helping departments address the needs to Syracuse citizens.
Work with departments to understand and use city data to drive decision-making; to foster creativity to solve problems; and ensure the advancement of programs and improve transparency of decisions.
GovLab PHL

Year Founded
2017

Location
Philadelphia, PA

Contact
Anjali Chainani – Director of Policy and GovLabPHL, GovLabPHL@phila.gov

Website
phillybsi.org

Twitter
@GovLabPHL

Governance
Housed within the Philadelphia Mayor’s Office

Scope
Municipal

Policy Sector
Civic innovation

Projects
The Philadelphia Behavioral Science Initiative (PBSI)
Recycling and Trash
City Employee Wellness

Partnerships
Various organizations and academic institutions

Funding Sources

Mission & Approach to Policy Innovation
To connect Philadelphia departments with experts to solve problems with data and research; using evidence-based methods to improve outcomes. Collaboration with city agencies, organizations, and academic institutions to use evidence-based methods to solve residential issues with the use of data and research.
i-Team Mobile

Year Founded
2015

Location
Mobile, AL

Contact
Terrance Smith – Director, terrance@cityofmobile.org

Website
iteammobile.org

Twitter
@iTeam_Mobile

Governance
Housed within the Mobile Mayor’s Office

Scope
Municipal

Policy Sector
Civic innovation

Projects
City constituency services
Urban development services
Housing

Partnerships

Funding Sources
Initial funding by Bloomberg Philanthropies

Mission & Approach to Policy Innovation
Having mutual respect for all innovation ideas and shape solutions based on quantitative and qualitative data to improve the city’s biggest problems.
Three key stages. 1) Understanding the problem: issue framing, conducting research, understanding the data, and reframing the problem; 2) Generating and testing ideas: ideate, prototyping, testing and refining, and piloting solutions; 3) Deliver initiatives: develop portfolio of initiatives, set up implementation routines, track progress, and measure impacts.
Innovation Office

Year Founded
2014

Location
San Francisco, CA

Contact

Website
medium.com/designinghumanservices

Twitter
@SFHumanServices

Governance
Housed within the San Francisco Human Services Agency

Scope
Municipal

Policy Sector
Civic innovation and health and human services

Projects
Partnerships
Funding Sources

Mission & Approach to Policy Innovation
To help agencies design services using digital and non-digital touchpoints with a focus on equity.
Provide effective problem solving and innovation through behavioral economics (how people react to services), human-centered design (focusing on the citizens in need), and lean process improvement (improving processes of operations by reducing waste in processes and systems).
# Kansas City Living Lab

**Year Founded**  
2014

**Location**  
Kansas City, MO

**Contact**  
Alex Braszko – Chief Innovation Officer,  
hi@kclivinglab.org

**Website**  
kclivinglab.org

**Twitter**  
@kclivinglab

## Governance
Housed within the Kansas City, MO government

## Scope
Municipal

## Policy Sector
Smart city

## Projects
- Smart city and living lab
- Health care
- Infrastructure

## Partnerships
- Public-private partnerships; Cisco, Sensity, and Think Big Partners

## Funding Sources

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## Mission & Approach to Policy Innovation
The living lab seeks the best emerging technological solutions that can be tested, changes, and ultimately make changes to Kansas City.

Working with public and private employees and entrepreneurs to propose and test technologies to improve civic infrastructure.
Long Beach Office of Civic Innovation

Year Founded
2015

Location
Long Beach, CA

Contact
Tracy Columba – Director,
i-team@longbeach.gov

Website
longbeach.gov/iteam

Twitter
@iteam_LongBeach

Governance
Housed within the Long Beach City Manager’s Office

Scope
Municipal

Policy Sector
Civic innovation with focus on economic development and public safety

Projects
Police Recruitment
African American Cultural Center Development

Partnerships

Funding Sources
Bloomberg Philanthropies and multiple city departments

Mission & Approach to Policy Innovation
To serve as in-house consultants to city departments to address most pressing issues. Design thinking: a human-centered design approach where users are involved at the beginning of solution process; a consideration of both qualitative and quantitative analyses to continually refine understanding; and rapid development of prototypes to test to receive feedback and find the right solution.
Louisville Office of Civic Innovation

Year Founded
2011

Location
Louisville, KY

Contact
Grace Simrall – Chief of Civic Innovation and Technology; General, sioban.king@louisvilleky.gov

Website
opi.lsvll.io/innovation/

Twitter
@opi2lou

Governance
Housed within the Louisville Office of Performance, Improvement, and Innovation

Scope
Municipal

Policy Sector
Civic innovation

Projects
Smart City
Smart Apartment
Digital Inclusion

Partnerships

Funding Sources
Began as part of the Bloomberg innovation teams; grant funding

Mission & Approach to Policy Innovation
To build data and technology to prepare government agencies for a digital future. Providing and using open data to provide transparency and test what innovation ideas may work to solve problems. Testing solutions and adapting as necessary.
Mayor’s Office of Innovation

Year Founded
2015

Location
Houston, TX

Contact
Jesse Bounds – Director of Innovation,
jesse.bounds@houstontx.gov

Website
innovation.houstontx.gov/innovation.html

Twitter
@InnovateHouston

Governance
Housed within the Houston Mayor’s Office

Scope
Municipal

Policy Sector
Civic innovation

Projects
Smart city
Open data & innovation
Lean Six Sigma
streamlining of city processes

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To create improvements to how the city operates.
Using insight to use data and facts to guide decisions; improvement of policies and programs using data and working with city departments to make innovative changes.
Minneapolis Innovation Team

Year Founded
2015

Location
Minneapolis, MN

Contact
Brian Smith – Director,
Brian.Smith1@minneapolismn.gov

Website
Innovateminneapolis.com

Twitter
@MplsInnovation

Governance
Housed within the U.S. Agency for International Development

Scope
International

Policy Sector
Civic innovation and racial disparities

Projects

Partnerships

Funding Sources
Initial funding by
Bloomberg
Philanthropies

Mission & Approach to Policy Innovation
To create changes by partnering with stakeholders to identify problems and design solutions with a human-centered approach. Four-step approach: 1) Investigate problems through quantitative data analysis, interviews and focus groups, researching current and past efforts, and IDing root causes of issues; 2) Generate new ideas by comparing research across cities, workshops, crowdsourcing ideas, and prototyping; 3) Prepare and deliver given solutions; and 4) Deliver and adapt solutions.
**Multnomah Idea Lab**

**Year Founded**
2015

**Location**
Portland, OR

**Contact**
General Human Services,
dchs.communications@multco.us

**Website**
multco.us/Multnomah-idea-lab-mil-innovation-government

**Twitter**
@MultCoMIL

**Governance**
Part of the Multnomah Department of County Human Services

**Scope**
Multnomah County

**Policy Sector**
Poverty and racism

**Projects**
Racial wealth
Family independence
Economic opportunity initiative

**Mission & Approach to Policy Innovation**
To study and test new approaches to positively change community conditions, particularly regarding poverty and race. Innovation focuses on human-centered design, seeking out critical thinking, and conducting applied research testing to develop, test, and adapt project.
NYC Mayor’s Office of the Chief Technology Officer

Year Founded
Website
tech.cityofnewyork.us

Location
Twitter
New York, NY
@NYC_CTO

Contact
Governance
Mayor’s Office of the Chief Technology Officer
Scope
Municipal
Policy Sector
Technology development

Projects
Partnerships
Funding Sources
NYC Connected
Multiple partnerships
NYC Digital

NYC Forward

NYCx

Mission & Approach to Policy Innovation
To make technology in NYC more accessible and inclusive to increase fairness and economic opportunity.
Strategize how technology can solve issues. Research, test, and deliver new technology to improve life. Work with city agencies, tech industry, and communities to improve services, initiatives, and opportunities.
# NYC Opportunity

## Year Founded
2017

## Location
New York, NY

## Contact
Matt Klein – Executive Director,  
nycopportunity@opportunity.nyc.gov

## Website
www1.nyc.gov/site/opportunity/index.page

## Twitter
@NYCO Opportunity

## Governance
Housed within the BYC Mayor’s Office for Economic Opportunity

## Scope
Municipal

## Policy Sector
Economy - poverty and equity

## Projects
Education  
Employment  
Health  
Justice

## Partnerships

## Funding Sources

## Mission & Approach to Policy Innovation
Work is guided by equity, evidence-based policymaking, and innovation to help NYC battle poverty and equity.  
Offering multiple services to agencies through research, service design, digital products, data integration, and programs and evaluation to support evidence-based policymaking.
Rochester Mayor’s Office of Innovation

Year Founded
2014

Location
Rochester, NY

Contact
Henry Fitts – Director of Innovation,
henry.fitts@cityofrochester.gov

Website
rochesterinnovation.com/index.html

Twitter
@InnovationROC

Governance
Housed within the Rochester Mayor’s Office of Innovation and Strategic Initiatives

Scope
Municipal

Policy Sector
Civic innovation

Projects

Partnerships

Funding Source
Initial funding from
Bloomberg
Philanthropies

Mission & Approach to Policy Innovation
To expand Rochester’s capacity for policy research, data analysis, program design and evaluation, and internal processes for improvement. Collaborates with internal and external partners, identifies funding opportunities, and increases the efficiency and impact of City programs through the study of data, creation and testing of programs, and adapting as needed.
## Civic Lab

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
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<tbody>
<tr>
<td>2017</td>
<td>sacog.org/civic-lab-0</td>
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<table>
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<tr>
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<tbody>
<tr>
<td>Sacramento, CA</td>
<td>@SACOG</td>
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<table>
<thead>
<tr>
<th>Contact</th>
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<tbody>
<tr>
<td>Monica Hernandez, Director of Innovation and Partnerships; <a href="mailto:mherandez@sacog.org">mherandez@sacog.org</a></td>
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<tr>
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<tr>
<td>Municipal</td>
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<tr>
<td>Civic innovation</td>
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<table>
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<tr>
<th>Projects</th>
<th>Partnerships</th>
<th>Funding Sources</th>
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<tr>
<td>Smart Mobility</td>
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<tr>
<td>Commercial Corridors</td>
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### Mission & Approach to Policy Innovation

To work with teams around the region to design and launch projects to address challenges at the local level.

Using data and collaborations to discover problems and solutions and then testing, evaluating, and adapting those solutions.
## Office of Civic Innovation

<table>
<thead>
<tr>
<th>Year Founded</th>
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<tbody>
<tr>
<td>2012</td>
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<tbody>
<tr>
<td>San Francisco, CA</td>
<td>@SFMOCI</td>
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### Contact
Amardeep Prasad – Interim Director,
amardeep.prasad@sfgov.org

### Governance
Housed within the San Francisco Department of Technology

### Scope
Municipal

### Policy Sector
Civic innovation

### Projects
- Safe and Clean Neighborhoods
- Affordable Housing
- Living Innovation Zones

### Partnerships
City departments, community partners, and residents

### Funding Sources

### Mission & Approach to Policy Innovation
To support City departments by introducing new approaches, resources, and technologies. Using data and partnerships to find problems and create, test, and adapt solutions.
Innovation and Performance Team

Year Founded
2017

Location
Seattle, WA

Contact
Tina Walha – Director, Tina.Walha@seattle.gov

Governance
Housed within the U.S. Agency for International Development

Scope
Municipal

Policy Sector
Civic innovation and technology support

Projects
Education & early learning
Youth economic opportunity
Pet licensing retention

Partnerships
City departments

Funding Sources
Initial funding through Bloomberg Philanthropies

Mission & Approach to Policy Innovation
To partner with City departments with the use of data and design to solve problems. Providing technical support to use data to help City departments discover problems and find data-driven solutions that departments can continue to maintain without the Team.
Department of Innovation & Technology

Year Founded
2015

Location
South Bend, IN

Contact
Denise Linn Reidl – Chief Technology Officer
General, southbendtrc@gmail.com

Website
Southbendin.gov/department/innovation-and-technology

Twitter
@InnovationCoSB

Governance
South Bend Department of Innovation & Technology

Scope
Municipal

Policy Sector
Civic innovation

Projects

Partnerships
City departments and private and nonprofit, and university organizations

Funding Sources

Mission & Approach to Policy Innovation
To provide cost-effective technology-based solutions to City problems.
Provides technology-related services to City employees. Providing IT support, data analysis, and problem solving and evaluation to City departments.
The Lab @ DC

Year Founded
2017

Location
Washington, D.C.

Contact
Sam Quinney – Director, sam.quinney@dc.gov

Website
thelab.dc.gov

Twitter
@TheLab_DC

Governance
Housed within the Office of the City Administrator

Scope
Municipal

Policy Sector
Civic innovation

Projects
Policing
Rent control and homelessness
Government forms improvement

Partnerships
Agencies, universities, industry, non-profits, and community groups

Funding Sources
Laura and John Arnold Foundation

Mission & Approach to Policy Innovation
To ask questions, test policies, and improve how governments improve public services. Collaborates with D.C. agencies to design policies based on theories, evidence, and administrative data. The Lab conducts evaluations of policies using randomized evaluations and rapid and iterative experimentation. To better shape policies, they collaborate and engage with various stakeholders.
The Living Lab

Year Founded
2014

Location
Boulder, CO

Contact
Mary Ann Weideman – Interim Director,
weidemanm@bouldercolorado.gov

Website
bouldercolorado.gov/goboulder/living-lab

Twitter

Governance
Housed within the Transportation Department

Scope
Municipal

Policy Sector
City transportation

Projects
Biking
Traveler safety

Partnerships

Funding Sources
Primarily through sales taxes

Mission & Approach to Policy Innovation
To test street designs to make all drivers, bicyclists, transit users, and pedestrians safe.
Installing pilot program ideas and testing how they provide safety in transportation. These projects include input from the Boulder community and adjust as necessary.
The Los Angeles Innovation Team

Year Founded
2015

Location
Los Angeles, CA

Contact
Amanda Daflos – Innovation Director

Website
losangelesinnovates.com

Twitter
@LAInnovates

Governance
Housed within the LA Mayor’s Office of Budget and Information

Scope
Municipal

Policy Sector
Civic innovation

Projects
Housing
Policing
Gender equality
Smart City

Partnerships

Funding Sources
Initial funding from Bloomberg Philanthropies

Mission & Approach to Policy Innovation
To work to address the most pressing issues of residents assigned by the Mayor. Working in year-long increments; using innovative methods and strategies with data and analytics to best investigate City problems; using user-centered design to gain a qualitative understanding to existing policies and programs; using the knowledge gained to work with City partners to develop and reform programs as necessary; adapt and change programs through working with partners to know what works; and use behavioral sciences to ensure responsive and adaptable programs.
Chapter 4: University

Policy Innovation Labs in Universities

ACE iHelp Policy Lab
Behavioral Economic and Decision Research Policy Lab
California Policy Lab
Campus as a Lab (Princeton)
Campus as a Living Lab (Cal State)
Campus as a Living Lab (Macalester College)
Campus as a Living Lab (UC Santa Barbara)
Campus as a Living Lab (UL Urbana-Champaign)
Center for Innovation Policy
Center for Policy Impact in Global Health
China-U.S. ZEV Policy Lab
CITRIS Policy Lab
Climate and Energy Policy Laboratory
Democracy Policy Lab
Environmental Law and Policy Lab
Georgia Policy Labs
Global Health Policy Lab
Global Policy Lab
Government Performance Lab
GovEx
GOVT100CM – Policy Lab
Harris Policy Labs
Hawaii Innovation Initiative
Health Equity and Policy Lab
Human Rights Policy lab
Law and Policy Lab
Living Lab (Chaffey College)
Living Lab (University of Michigan)
Living Lab (Cornell)
Living Lab (University of Minnesota)
Living Lab (University of Washington)
Living Lab (Harvard)
Living Lab (Portland State)
Living Labs (UC Boulder)
Living Laboratory (Mount Holyoke College)
Living Laboratory (UCLA)
Living Laboratories (Rutgers)
Living Lab for Healthcare
Long-Term Services and Supports Policy Lab (LTSS)
LSU Public Policy Research Lab
MIT Bigdata Living Lab
MIT CoLab
MIT International Policy Lab
MPPA Global Policy Lab
NYU’s Governance Lab
Oregon Policy Lab
Oregon State Policy Analysis Lab (OPAL)
Policy Lab (Purdue Policy Research Institute)
Public Affairs and Policy Lab
Public Policy Lab
Rural Policy Research Institution
Rutgers Earth System Sciences and Policy Lab
Selman Living Laboratory
Sorenson Impact Center Policy Innovation
Sustainability Innovation Lab at Colorado
The Data for Equitable Justice Lab
Tech Policy Lab
Texas Policy Lab
The Climate Policy Lab
The Policy Lab (Brown)
The Policy Lab (Yale)
The Wagner Innovation Labs
UChicago Urban Lab Add
Urban Policy lab
Youth Policy Lab
# ACE iHelp Policy Lab

<table>
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<th><strong>Year Founded</strong></th>
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<td><strong>Location</strong></td>
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<tr>
<td><strong>Contact</strong></td>
<td>Amy Campbell – Director of Health Law Institute, <a href="mailto:tcmpbll3@memphis.edu">tcmpbll3@memphis.edu</a></td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td>memphis.edu/law/ihelp/education/policy_lab.php</td>
</tr>
<tr>
<td><strong>Twitter</strong></td>
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## Governance
- University of Memphis

## Scope
- Mid-South Community (Memphis, TN)

## Policy Sector
- Public health policy

## Projects
- Adverse Childhood Experience policies
- Energy security and medically vulnerable
- Childcare

## Partnerships
- ACE Awareness Foundation

## Funding Sources

### Mission & Approach to Policy Innovation
To focus on policy-based service work through interdisciplinary, community-focused engagement to support health policy change specifically regarding childhood trauma prevention.

Using policy research, policy advising, capacity-building, community facilitation, and drafting new policies with the help of data and case studies to influence policy change.
Behavioral Economics and Decision Research Policy Lab

Year Founded
Website
bedrpolicy.org

Location
Twitter
Pittsburgh, PA

Contact

Ben Schenck – Lab Manager,
bschenck@andrew.cmu.edu

Governance
Carnegie Mellon University

Scope
National

Policy Sector
Health, labor, crime, household finance, and happiness

Projects

Reassessment of defense of Planned Parenthood

Racial pay gap

Non-compliance in pre-trial system

Partnerships

Mission & Approach to Policy Innovation
To use behavioral economics and psychology to build evidence-based policy recommendations.
Building recommendations through publications and writing based on field experiments and data analytics.

Funding Sources
Multi-funding
California Policy Lab

**Year Founded**
2017

**Location**
Los Angeles & Berkley, CA

**Contact**
Till von Wachter – UCLA Director; twachter@econ.ucla.edu
Jess Rothstein – UC Berkeley Director, rothstein@berkeley.edu

**Website**
capolicylab.org

**Twitter**
@CAPolicyLab

**Governance**
UCLA & UC Berkeley

**Scope**
State of California

**Policy Sector**
Criminal justice, homeless, education, labor & employment, and social safety net

**Projects**
Health conditions of unsheltered US adults

Linking administrative data in CA

Income tax credits

**Partnerships**
State and local government agencies

**Funding Sources**
Multi-funding

**Mission & Approach to Policy Innovation**
To partner with CA’s state and local governments to generate evidence to solve the state’s most urgent problems.

Using government data and university experts to provide data analytics, technical assistance, scientific evaluations of existing and new programs, and capacity-building.
Campus as a Lab (Princeton)

Year Founded
N/A

Location
Princeton, NJ

Contact
Caroline E. Savage – Campus as a Lab Manager, cs35@princeton.edu

Website
sustain.princeton.edu/lab

Twitter
@TigersGoGreen

Governance
Part of the Office of Sustainability at Princeton University

Scope
Princeton students and campus

Policy Sector
Campus sustainability

Projects
Sustainable diets
GHG emissions
Wind energy
Water-energy nexus

Mission & Approach to Policy Innovation
Providing campus data, funding, courses, and research ideas to students to conduct research and learn about using campus as a living lab to advance sustainability. Providing funding, courses, and data allows students to use the campus as a living lab to understand sustainability issues and propose solutions.

Partnerships

Funding Sources
Students can receive funding from The High Meadows Foundation Sustainability Fund for sustainability initiatives
Campus as a Living Lab (Cal State University)

Year Founded
2014

Location
Long Beach, CA

Contact
Elke Schreiner – Grand Program Coordinator,
sustainability@calstate.edu

Website
www2.calstate.edu/impact-of-the-
csu/sustainability/Pages/Campus-
as-a-Living-Lab.aspx

Twitter

Governance
California State University

Scope
CSU students and campus

Policy Sector
Campus sustainability

Projects
Solar energy
Building infrastructure
Food waste
Sense of place

Partnerships

Funding Sources
National Science Foundation Grant

Mission & Approach to Policy Innovation
Began as a part of the CSU Sustainability Policy to integrate sustainability into the academic curriculum. The focus is for faculty to develop courses and projects for students to confront real-world sustainability problems. Using data and the campus as a lab to research and discuss sustainability issues and solutions.
## Campus as a Living Lab (Macalester College)

**Year Founded**  
2007

**Location**  
Saint Paul, MN

**Contact**  
Suzanne Savanick Hansen – Sustainability Manager, shansen2@macalester.edu

**Website**  
macalester.edu/sustainability/education/livinglab/

**Twitter**

---

**Governance**  
Macalester College

**Scope**  
Macalester college students and campus

**Policy Sector**  
Campus sustainability

### Projects

- Renewable energy
- Bicycling
- Hydrology
- Sustainability

### Partnerships

- 

### Funding Sources

- 

---

**Mission & Approach to Policy Innovation**  
To help Macalester further its sustainability goals. The college promotes sustainability in education and provides tangible opportunities for students to use the campus as a lab to achieve those goals. These projects can come from students but also be taught by faculty in classes.
Campus as a Living Lab (UC Santa Barbara)

Year Founded
N/A

Location
Santa Barbara, CA

Contact
Mo Lovegreen – Director of Campus Sustainability, mo@geog.ucsb.edu

Governance
In the UC Santa Barbara Sustainability Department

Scope
UCSB students, faculty, and campus

Policy Sector
Campus sustainability

Projects
Deep sea creatures
Ranching and rubber industry
Citizen engagement

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
This program works to establish connections between faculty, researchers, students, businesses, organizations, and other community members to achieve sustainability goals. This living lab primarily focuses on providing guidance and inspiration to students, largely through articles, to establish a more intellectual understanding of the environment.
## Campus as a Living Lab (UI at Urbana-Champaign)

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<tr>
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<tbody>
<tr>
<td>Location</td>
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<tr>
<td>Contact</td>
<td>Jenny Kokini – Managing Director, <a href="mailto:jkokini@illinois.edu">jkokini@illinois.edu</a></td>
</tr>
<tr>
<td>Website</td>
<td>sustainability.illinois.edu/research/campus-as-a-living-laboratory-research-campus-sustainability-working-together</td>
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<tr>
<td>Twitter</td>
<td>@sustainILLINOIS</td>
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### Governance
In the Institute for Sustainability, Energy, and Environment (iSEE) at UI at Urbana-Champaign

### Scope
UI at Urbana-Champaign students and campus

### Policy Sector
Campus sustainability

### Projects
- Wind turbines
- Glacial tills and geothermal energy
- Student mobility
- Solar energy

### Partnerships

### Funding Sources
iSEE offers seed funding to faculty-led teams that will engage in sustainability issues who plan to apply for national grants

### Mission & Approach to Policy Innovation
To turn the campus into a test bed for solutions to real world problems; linking campus sustainability targets to national and global energy, sustainability, and environmental challenges. These goals are achieved primarily through faculty-led projects on various sustainability issues.
Center for Innovation Policy

Year Founded
2013

Location
Durham, NC

Contact
Balfour Smith & Leanna Doty – Program Assistants, innovationpolicy@law.duke.edu

Website
law.duke.edu/innovationpolicy

Twitter

Governance
Part of Duke University School of Law

Scope
National

Policy Sector
Social welfare, public policy

Projects
Administrative jurisdiction
Machine learning and patents
Pharmaceuticals

Partnerships
Business leaders, government officials, lawyers, & other academics

Funding Sources
Public and private nonprofit and for-profit entities

Mission & Approach to Policy Innovation
A forum for independent analysis and discussion of policies promoting technological innovation to enhance long-term social welfare.
The Center achieves this by working with technology and business leaders, government officials, lawyers, and academics to study and adapt legal frameworks and policies through intellectual property, R&D, specific regulations, and communications. The Center holds public events and conferences and faculty undertake original research.
Center for Policy Impact in Global Health

Year Founded
2016

Location
Durham, NC

Contact
Gavin Yamey – Directory for Center for Policy Impact in Global Health, gavin.yamey@duke.edu

Website
centerforpolicyimpact.org

Twitter
@DukeCPIGH

Governance
Based at Duke University’s Global Health Institute

Scope
International

Policy Sector
Global health

Projects
Analyzing interlinked health transitions (4Ds)
Financial protections
Vaccine initiatives

Partnerships
Institute for Health Policy, University of Ghana, AidData, SEEK Development, Pharos Global Health Advisors, Evidence to Policy Initiative

Funding Sources
Multiple funding sources

Mission & Approach to Policy Innovation
To address critical challenges in financing and delivering global health. The Center works to link policy analysis with policy engagement by implementing various health-related projects through data analysis, R&D, collaborations, and more.
China-U.S. ZEV Policy Lab

**Year Founded**
2014

**Location**
Davis, CA

**Contact**
Yunshi Wang – Director, yunwang@ucdavis.edu

**Website**
Chinacenter.ucdavis.edu/initiatives/china-u-s-zev-policy-lab

**Twitter**

**Governance**
UC Davis’ Institute for Transportation and CATARC (China’s primary auto industry regulator)

**Scope**
International

**Policy Sector**
Transportation technology; zero-emission vehicles

**Projects**
Zero-emissions vehicles

**Partnerships**

**Funding Sources**

**Mission & Approach to Policy Innovation**
A collaboration between China and UC Davis to expand the global market for zero emission vehicles (ZEVs).
They conduct joint policy research and share best practices and policy collaboration and implementation; conduct consumer behavior studies; train vehicle researchers and leaders in CA and China; and inform Chinese regional and central government officials on CA’s ZEV policies.
CITRIS Policy Lab

Year Founded
2018

Location
Berkeley, CA

Contact
Brandie Nonnecke – Interim Director,
nonnecke@citris-uc.org

Website
citrispolicylab.org

Twitter
@CITRUSPolicyLab

Governance
Headquartered at UC Berkeley

Scope
International
Policy Sector
Technology

Projects
Inclusive AI
Computational propaganda
Democratic innovations
Disaster risk reduction

Partnerships
UC Berkeley, UC Davis,
UC Merced, & UC Santa Cruz.

Funding Sources

Mission & Approach to Policy Innovation
To support interdisciplinary technology policy research and engagement to ensure
development and deployment of technology.
Research is done through interdisciplinary work on current and future technological
capabilities.
**Climate and Energy Policy Laboratory**

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<tr>
<td>Marilyn Brown – Director, <a href="mailto:marilyn.brown@pubpolicy.gatech.edu">marilyn.brown@pubpolicy.gatech.edu</a></td>
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<td>Carbon mitigation</td>
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<tr>
<td>Local to national energy transitions</td>
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**Mission & Approach to Policy Innovation**

To achieve Georgia Tech’s School of Public Policy research and educational missions, the CEPL offers certificate programs and master’s degrees as well as conducts R&D on multiple topics through policy analysis using quantitative rigor and strong conceptual frameworks. The program uses modeling tools such as the National Energy Modeling System, Input-Output approaches, Monte Carlo methods, and GT-DSM and GT-Solar cost-benefit calculators.
Environmental Law and Policy Lab

Year Founded

Location
New Orleans, LA

Contact
Marianne Cufone – environmental attorney, mcufone@loyno.edu

Website
law.loyno.edu/environmental-law/environmental-law-policy-lab

Twitter

Governance
Loyola University’s Center for Environmental Law

Scope
Students at Loyola University

Policy Sector
Environment

Projects
Oil and gas drilling
Endangered species
Climate change
Fisheries management

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To develop professional, capable, and ethical lawyers who will have a holistic understanding of and be able to effectively engage in environmental policy worldwide. This lab is a course that allows students to work individually or in teams under skilled attorneys. Classes focus on drafting and signing client retainers, crafting legislation, lobbying, writing FOIA requests, using press releases, organizing community action, participating in stakeholder working groups, attending legislative hearings, and more.
# Georgia Policy Labs

<table>
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<table>
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<tr>
<th>Contact</th>
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<tbody>
<tr>
<td>Maggie Reeves – Senior Director, <a href="mailto:mreeves9@gsu.edu">mreeves9@gsu.edu</a></td>
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</table>

## Governance
Georgia State University

## Scope
State

## Policy Sector
Education

## Projects
- Metro Atlanta Policy Lab for Education
- Child & Family Policy Lab
- Career & Technical Education Policy Exchange

## Partnerships
Collaborations with government agencies

## Funding Sources

## Mission & Approach to Policy Innovation
To create an environment where policymakers have the information and tools available to improve the effectiveness of existing government policies; helping governments use scarce resources more effectively and make a positive difference. Through partnerships with governments and government data, they examine interactions that children and families have with the state government to design solutions to problems, followed by testing solutions and adjusting policies and programs to effect positive changes.
Global Health Policy Lab

Year Founded
2014

Location
Hanover, NH

Contact
Anne N. Sosin – Global Health Initiative Program
Director, anne.n.sosin@dartmouth.edu

Website
dickey.dartmough.edu/health/programs/global-health-policy-lab

Twitter

Governance
Dickey Center for International Understanding at Dartmouth

Scope
Dartmouth student; international

Policy Sector
Health

Projects
Telehealth in Peru
Substance abuse treatment in Greenland
Palliative care program in Kosovo

Partnerships
NGOs, Ministries of Health, community partners

Funding Sources

Mission & Approach to Policy Innovation
To teach students to be leaders to confront problems that resist national, disciplinary, and empathy boundaries.
This lab is offered to upper class undergraduate students to do coursework and then travel abroad to conduct research and write a policy brief for a partnering institution.
Global Policy Lab

Year Founded

Location
Berkeley, CA

Contact
Solomon Hsiang – Principal Investigator, shsiang@berkeley.edu

Governance
UC Berkeley

Scope
International

Policy Sector
Climate change, development, violence, migration, disasters, agriculture

Projects
New Jersey’s rising coast
Property rights and fishing
Physical risks of climate change

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
Uses econometrics, spatial data science, and machine learning to conduct research and answer questions central to rationally managing planetary resources.
## Government Performance Lab

### Year Founded
2011

### Location
Cambridge, MA

### Contact
Jeffery Liebman – Director, jeffery_liebman@hks.harvard.edu

### Website
govlab.hks.harvard.edu

### Twitter
@HKSGovLab

### Governance
Harvard’s Kennedy School

### Scope
National

### Policy Sector
Behavioral health & homelessness, children and families, criminal justice, education, procurement

### Projects
- Criminal recidivism
- Youth joblessness
- Child poverty
- Opioid crisis

### Partnerships

### Funding Sources
Multiple, including the Rockefeller Foundation

### Mission & Approach to Policy Innovation
To use their affluence and technological sophistication to use those resources to solve national social issues. Conducts research on how governments can improve their policies and services; providing pro bono technical assistance to state and local governments and hands-on involvement to gain insights on government barriers and how to strengthen policies and programs. The Lab also engages Harvard students and recent grads in the process to provide experiential learning.
# GovEx

**Year Founded**  
2015

**Location**  
Baltimore, MD

**Contact**  
Beth Blauer – Executive Director,  
bblauer1@jhu.edu

**Website**  
govex.jhu.edu

**Twitter**  
@civicimpact_jhu

## Governance

Johns Hopkins University

## Scope

Governments

## Policy Sector

Data use in governments

## Projects

City dependent  
e.g. education, economy,  
smart cities, poverty,  
housing, health, & food insecurity

## Partnerships

Cities across the nations

## Funding Sources

Mission & Approach to Policy Innovation

To help governments use data to make informed decisions and improve people’s quality of life.  
Basically, IT consultants; helping governments get smarter and make better decisions through customized coaching on how to analyze and use their data to solve given problems.  
Done through in-person guided discussions and workshops.
GOVT100 CM – Policy Lab

Year Founded

Location
Claremont, CA

Contact

Website
catalog.claremontmckenna.edu/preview_course_nopop.php?catoid=21&coid=25747

Twitter

Governance
Claremont McKenna College

Scope
Students of Claremont McKenna College

Policy Sector
Public policy

Projects

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
This is a college course that explores the politics and process of domestic policymaking in the US, the analytical tools for policy creation, and client-based experiential approach to policy research and formation.

Students learn through case studies and will work in a policy lab with a DC-based client to conduct real-world research.
Harris Policy Lab

Year Founded

Location
Chicago, IL

Contact
Carol Brown – Executive Director, carolbrown@uchicago.edu

Website
harris.uchicago.edu/academics/design-your-path/applied-experience/harris-policy-lab

Twitter

Governance
The University of Chicago’s Harris Public Policy school

Scope
Harris Public Policy students

Policy Sector
Public policy

Projects
Education
Health
Global Conflict

Partnerships
External clients such as:
City of Gary, Cook Country Health and Hospitals System, Metro Planning Council, Navy Pier, and more

Mission & Approach to Policy Innovation
Providing an opportunity for teams of second-year Harris students to apply their education to real-time public policy challenges for client organizations.
Each objective and role of the students depends on the mission, policy area, and goals of each client. Broadly, students help drive policy change, conduct policy analysis, and understand policy institutions.
Hawaii Innovation Initiative

Year Founded
2015

Location
Honolulu, HI

Contact
Eric R. Matsunaga – Director of Research & Administrative Operations, ematsuna@hawaii.edu

Website
Hawaii.edu/innovation

Twitter

Governance
University of Hawaii

Scope
State

Policy Sector
Economic development

Projects
Creating high-quality jobs and diversify Hawaii’s economy

Partnerships
Local businesses, Hawaii government

Funding Sources

Mission & Approach to Policy Innovation
As the state’s largest research enterprise, the University, in partnership with businesses and government use data and scientific discovery to achieve economic development. The University also trains others for the required technological innovation to enable citizens to participate in the technological sector. The approach includes identifying and removing administrative and policy barriers that impede research; achieving financial sustainability; and craft internal incentives and rewards for growth.
### Health Equity & Policy Lab

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>healthequityandpolicylab.com</td>
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<table>
<thead>
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<tbody>
<tr>
<td>Philadelphia, PA</td>
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<table>
<thead>
<tr>
<th>Contact</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Jennifer Prah Ruger – Director, <a href="mailto:jenpr@upenn.edu">jenpr@upenn.edu</a></td>
<td></td>
</tr>
<tr>
<td>Victoria Wu – Assistant, <a href="mailto:vswu@sas.upenn.edu">vswu@sas.upenn.edu</a></td>
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<table>
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<table>
<thead>
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<tbody>
<tr>
<td>Health and social policies</td>
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<table>
<thead>
<tr>
<th>Projects</th>
<th>Partnerships</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and economic welfare in Vietnam</td>
<td>65 collaborators worldwide</td>
<td></td>
</tr>
<tr>
<td>Heroin addiction and HIV in Malaysia</td>
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<tr>
<td>HIV/AIDS in Malawi</td>
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<table>
<thead>
<tr>
<th>Mission &amp; Approach to Policy Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>To produce research and scholarship that informs policy to improve health equity, efficiency, systems, and governance.</td>
</tr>
<tr>
<td>Using empirically grounded and theoretically grounded approach to social and behavioral science research to conduct mixed-method research. Using this method, the Lab conducts global, national, systems, program, and individual analysis to conduct comprehensive studies.</td>
</tr>
</tbody>
</table>
Human Rights Policy Lab

Year Founded

Location
Chapel Hill, NC

Contact
Deborah M. Weissman – Professor of Law,
weissman@email.unc.edu

Website
law.unc.edu/human-rights-policy-lab

Twitter

Governance
University of North Carolina’s School of Law

Scope
State, national, and international

Policy Sector
Human Rights

Projects
Immigrant rights
Trafficking
Gender violence
Prison reform

Partnerships
State, local, and international human rights organizations.

Funding Sources

Mission & Approach to Policy Innovation
To offer students the opportunity to engage in non-litigation strategies and collaborations with state, national, and international human rights organizations. Students work with organizations on their specific goals and work on research papers, briefs, and more to solve human rights issues.
# Law and Policy Lab

**Year Founded**  
2013

**Location**  
Stanford, CA

**Contact**  
Paul Brest – Director, pbrest@stanford.edu

**Website**  
law.stanford.edu/education/only-at-sls/law-policy-lab/

**Twitter**  
@SLSPolicyLab

### Governance
Stanford Law School

### Scope
County, state, national, international

### Policy Sector
Public policy and multiple areas

### Projects
- Hate crimes
- Voter verification
- Eviction and debt
- Post-Ferguson civil rights

### Partnerships
- e.g. US Dept. of State,  
  Public International Law and Policy Group, OMB,  
  Stanford Hospital, CA  
  Supreme Court, The Nature Conservancy

### Funding Sources

### Mission & Approach to Policy Innovation
A way to find solutions to by having law students counsel real-world clients in policy arenas. The lab assists nonprofits, governments, private organizations, and foundations to decide whether and how qualitative or quantitative evidence can be used to understand a policy problem and assess options. Methods include comparative case studies, population surveys, interviews, experimental methods, program evaluation or big data science, and mixed methods analysis. The law students finalize results in an oral or written policy brief.
Living Lab (Chaffey College)

**Year Founded**
2016

**Location**
Rancho Cucamonga, CA

**Contact**
Theodore Younglove – Dean of Math and Science, theodore.younglove@chaffey.edu

**Website**
chaffey.edu/livinglab/

**Twitter**

**Governance**
Chaffey College

**Scope**
Students at Chaffey College

**Policy Sector**
Campus sustainability and on-campus learning

**Projects**

**Partnerships**

**Funding Sources**
In part by Prop 39 Clean Energy Workforce Grant and Sector Navigator Energy and Utilities (SB1402) Grant

**Mission & Approach to Policy Innovation**
To provide an additional instructional tool for faculty and a unique way for students to learn. These hands-on labs provide experiences across numerous areas of study.
Living Lab (University of Michigan)

Year Founded
2012

Location
Ann Arbor, MI

Contact
Craig Smith – Coordinator
General: livinglab@umich.edu

Governance
The University of Michigan

Scope
Adults and children (families)

Policy Sector
Social/behavioral sciences

Projects
Children’s beliefs on fairness and justice
Children’s thoughts on rules
Explanations and children

Partnerships
Ann Arbor Hands-On Museum and psychologists from University of MI, UM Museum of Natural History

Funding Sources

Mission & Approach to Policy Innovation
To create a space where UM researchers can conduct psychological studies with visiting children and their parents. Research takes place at the museum and in the open, where researchers can collect data and talk with visitors about studies conducted.
Living Lab (Cornell)

**Year Founded**
2010

**Location**
Ithaca, NY

**Contact**
Sarah Carson Zemanick – Director of Campus Sustainability Office, sarahzemanick@cornell.edu

**Website**
sustainablecampus.cornell.edu/campus-initiatives/living-laboratory

**Twitter**
@SustainCornell

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**Governance**
Cornell University’s Campus Sustainability Office

**Scope**
Cornell students and campus

**Policy Sector**
Campus sustainability

---

**Projects**
- Sustainable living course
- Green buildings
- Social inequalities
- Food waste

**Partnerships**

**Funding Sources**

---

**Mission & Approach to Policy Innovation**
To create a sustainable campus through research, coursework, and campus systems. Faculty, staff, and students can contribute to research that may have a global impact using campus resources and students can take courses on sustainability.
# Living Lab (University of Minnesota)

<table>
<thead>
<tr>
<th><strong>Year Founded</strong></th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td>Minneapolis &amp; St. Paul, MN</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>Shane Stennis – Director of Sustainability, <a href="mailto:stennes@umn.edu">stennes@umn.edu</a></td>
</tr>
</tbody>
</table>

**Website**
[Italladds@umn.edu/content/living-lab](italladds@umn.edu/content/living-lab)

**Twitter**
@UMNSustain

## Governance
The University of Minnesota’s Sustainability Office

## Scope
UM Campus and cities of Minneapolis and St. Paul

## Policy Sector
Campus Sustainability

## Projects
- Low impact turf grass & native grasses
- Rain gardens
- Pest control

## Partnerships

## Funding Sources
- Seed funding for selected projects comes from the University, as necessary
- Other outside funding available

## Mission & Approach to Policy Innovation
Using un-programmed areas on campus into spaces for innovation, testing, demonstrations, and learning. The Twin Cities Sustainability Committee invites people to submit proposals twice yearly from the UM community to create various living labs.
Living Lab (University of Washington)

Year Founded

Location
Seattle, WA

Contact
Maddy Zschiesche – Green Certificate Coordinator, greenlab@uw.edu

Website
green.us.edu/research/living-laboratory

Twitter
@sustainableUW

Governance
Sustainability program at the University of Washington

Scope
UW Campus; sometimes local communities in WA

Policy Sector
Campus sustainability

Projects
Wetlands
Sustainable stormwater
Greenhouse
Trail systems

Partnerships
UW school system

Funding Sources

Mission & Approach to Policy Innovation
Faculty and student projects that help achieve the UW’s sustainability goals or that provide value and meaning to the local community or State. Projects funded by the Lab should include a specific place; should incorporate sustainability at a social, cultural, ecological, and economic level; use educational goals with real world needs; provide data to serve for future projects; collaboration with students, faculty, and staff and the community when necessary; and demonstrate monitoring and evaluation of projects.
# Living Lab (Harvard)

## Year Founded
2017

## Location
Cambridge, MA

## Contact
Heather Henriksen – Managing Director Sustainability Office; General: sustainability@harvard.edu

## Website
green.harvard.edu/series/living-lab

## Twitter
@GreenHarvard

## Governance
Harvard University Sustainability program

## Scope
Harvard campus

## Policy Sector
Campus sustainability and climate

## Projects
- Green buildings
- Food
- Health and wellness
- Renewable resources

## Partnerships

## Funding Sources

## Mission & Approach to Policy Innovation
To work across disciplines and with students, faculty, and staff to make the Harvard campus more sustainable and introduce ideas and solutions to real-world challenges that can be replicated on local, regional, and global scales. These goals are achieved primarily through coursework and student research project, which the Lab provides funding for.
Living Lab (Portland State University)

Year Founded
2015

Location
Portland, OR

Contact
General: livinglab@pdx.edu

Website
pdx.edu/sustainability/living-lab

Twitter
@sustainablepdx

Governance
Portland State University Sustainability Program

Scope
Portland State University campus

Policy Sector
Campus sustainability

Projects
Stormwater management
Food waste
Green buildings
Recycling behaviors

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To bridge the gap between opportunities in education and improved campus operations by bringing together campus stakeholders to solve a problem, ask questions, and find sustainable solutions. Students work on sustainability challenges through projects on campus.
## Living Labs (UC Boulder)

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
<th>Twitter</th>
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<tbody>
<tr>
<td>2013</td>
<td>teahengineering.org/livinglabs</td>
<td></td>
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</table>

**Location**
Boulder, CO

**Contact**

### Governance
Engineering at University of Colorado Boulder

### Scope
National

### Policy Sector
STEM, energy, mass transit, environment

### Projects
- Renewable energy
- Earthquakes

### Partnerships

### Funding Sources

### Mission & Approach to Policy Innovation
A way for students to use data to describe and understand the world. Students and faculty can conduct research to analyze data to solve problems, such as how scientists and engineers do.
# Living Laboratory (Mount Holyoke College)

**Year Founded**
2010

**Location**
South Hadley, MA

**Contact**
Jenica M. Allen – Living Lab Manager,
jenallen@myholyoke.edu

**Governance**
Miller Worley Center for the Environment at Mount Holyoke College

**Scope**
Mount Holyoke campus

**Policy Sector**
Campus sustainability

## Projects
- Water monitoring
- Climate monitoring
- Forest monitoring
- Environmental history

## Partnerships

## Funding Sources
Initial endowment from Lesley Miller and Ridard Worley (alumni) and other alumni

## Mission & Approach to Policy Innovation
To allow students to conduct research and interdisciplinary learning to learn more about the natural and built campus landscape.
Living Laboratory (UCLA)

Year Founded

Location
Los Angeles, CA

Contact
Nurit Katz – Chief Sustainability Office, sustainability@ucla.edu

Website
sustain.ucla.edu/living-laboratory-projects/

Twitter

Governance
University of California Los Angeles Sustainability Department

Scope
UCLA campus

Policy Sector
Campus sustainability, sustainability

Projects
Environmental health and electricity
Water-cleaning tech
Electric vehicles

Partnerships

Mission & Approach to Policy Innovation
To act as an area for sustainability research where students and faculty do coursework and research to test for new concepts and technologies. Students conduct research, sometimes with faculty, for class projects, master’s projects, or other research.
## Living Laboratories (Rutgers)

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
<th>Twitter</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>livinglabs.rutgers.edu</td>
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<thead>
<tr>
<th>Location</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Brunswick, NJ</td>
<td>Laura Lawson – Dean of Agricultural and Urban Programs, <a href="mailto:jlawson@sebs.rutgers.edu">jlawson@sebs.rutgers.edu</a></td>
</tr>
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<table>
<thead>
<tr>
<th>Governance</th>
<th>Scope</th>
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</thead>
<tbody>
<tr>
<td>The Office of Agriculture and Urban Programs at Rutgers</td>
<td>Local, county, and state of New Jersey</td>
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<table>
<thead>
<tr>
<th>Policy Sector</th>
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</thead>
<tbody>
<tr>
<td>Sustainability, cultural well-being, medicine</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects</th>
<th>Partnerships</th>
<th>Funding Sources</th>
</tr>
</thead>
</table>

### Mission & Approach to Policy Innovation
To use the campus landscape as an educational tool to help students achieve a deeper understanding of experiential learning not found in classrooms. Students provide needs to NJ citizens, conduct research, and perform public services in support of local, county, and state governments.
## Living Lab for Health Care

**Year Founded**
2012

**Location**
Lafayette, LA

**Contact**
Ramesh Kolluru – Director of CBIT, kolluru@louisiana.edu

**Website**
cbit.louisiana.edu/outreach/living-lab-health-care

**Twitter**

---

### Governance
University of Louisiana at Lafayette’s Center for Business and Information Technologies

### Scope
State of Louisiana

### Policy Sector
Healthcare

### Projects
- Childhood obesity
- Aging in place
- Emergency medicines
- Workplace health

### Partnerships
- CBIT, Center for Visual and Decision Informatics, FiberCorps, and community leaders in Lafayette and Louisiana.

### Funding Sources

---

### Mission & Approach to Policy Innovation
To ensure and use quality technology to better health care services. The lab is a community-scale testbed for healthcare innovators to define, design, and develop solutions to healthcare. Researchers use technology to study multiple healthcare issues, such as obesity, emergency medicine, workplace health, and more through big data analytics.
Long-Term Services and Supports Policy Lab

Year Founded
2011

Location
Worcester, MA

Contact
Abigail R. Averbach – Director of Office of Data Analytics, abigail.averback@umassmed.edu

Website
commed.umassmed.edu/trenfnderltss

Twitter

Governance
University of Massachusetts Medical School

Scope
State

Policy Sector
Medicine

Projects
Opioids
Massachusetts
Medicare enrollment
Pediatrics

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To aggregate and study diverse data from agencies to help influence health and human services decisions to anticipate future demands and keep healthcare resources at a reasonable cost.

Through data analytics, the Lab conducts geographic impact analyses to know what locations are at larger risks for certain health issues and where to place future support; conducts quality assurance; tracks resource use and expenditures; and ensures program integrity.
# LSU Public Policy Research Lab

**Year Founded**
2001

**Location**
Baton Rouge, LA

**Contact**
Michael Climek, Operations Manager,
mclimek@lsu.edu

**Website**
pprllsu.com

**Twitter**
@Research_LSU

## Governance
Reilly Center for Media and Public Affairs and College of Humanities and Social Sciences at LSU

## Scope
State, national

## Policy Sector
Survey technology, data analytics

## Projects
Health risk behaviors
Yearly public opinion surveys in LA

## Partnerships

## Funding Sources

## Mission & Approach to Policy Innovation
To provide survey research, big data analytics, social media tracking, and focus group interviews for partners. Provides primarily survey technology and research to clients and helps analyze data.
MIT BigData Living Lab

Year Founded
2014

Location
Cambridge, MA

Contact
Steve Buckley – Director, sbuckley@mit.edu

Website
livinglab.mit.edu

Twitter

Governance
Massachusetts Institute of Technology

Scope
State and national

Policy Sector
Multiple public policy issues

Projects
Wellness and health
Social patterns and human behavior
Transportation

Partnerships
Government and industry

Funding Sources

Mission & Approach to Policy Innovation
To explore the technical issues and social issues of big data; enabling innovation and proper data use and demonstrating best practices for collecting and managing information. The Lab collects and analyzes different types of data, whether through activity trackers or via social media. They use this data to help partners learn from and make changes to policy.
MIT CoLab

Year Founded
1996

Location
Cambridge, MA

Contact
Dayna Cunningham – Executive Director,
dayna@mit.edu

Website
colab.mit.edu

Twitter
@MITCoLab

Governance
Department of Urban Studies at Massachusetts Institute of Technology

Scope
National and throughout the Americas

Policy Sector
Sustainability and social justice in urban planning

Projects
Territorial innovation in the Colombian Pacific
Unleashing alternative futures
Transnational economic democracy

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
Works with MIT students, faculty, and technical resources to build collaborations with communities. These collaborations promote economic development that is sustainable, socially just, and democratic. These researches generate new and relevant knowledge and lead innovation across different sectors to address systemic failures. Researchers work on the ground to work with marginalized communities and use such data to help generate more equitable solutions through knowledge sharing and theory building.
# MIT International Policy Lab

<table>
<thead>
<tr>
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<th>Website</th>
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<tbody>
<tr>
<td>2015</td>
<td>policylab.mit.edu</td>
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<tbody>
<tr>
<td>Cambridge, MA</td>
<td>@MITpolicylab</td>
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</table>

**Contact**
Chappell Lawson – Faculty Director, clawson@mit.edu

**Governance**
Massachusetts Institute of Technology Center for International Studies

**Scope**
National, international

**Policy Sector**
Public policy

**Projects**
- Food assistance programs
- Deep-sea mining
- Housing development
- Cybersecurity impact on international trade

**Partnerships**

**Funding Sources**

**Mission & Approach to Policy Innovation**
To develop and enhance connections between MIT research and public policy to best serve the nation and world.
The Lab IDs policy-relevant research on campus; works with faculty to ID the policy implications of their work; creates and implements outreach strategies to engage relevant policymakers and other stakeholders in dialogue; and provides coaching and communication training to make engagement effective.
MPPA Global Policy Lab

Year Founded

Location
Evanston, IL

Contact

Website
sps.northwestern.edu/masters/public-policy/global-policy-lab.php

Twitter

Governance
Masters of Public Policy and Administration (MPPA) at Northwestern University

Scope
Northwestern students, international focus

Policy Sector
Public policy

Projects
Projects for the Red Cross
Urban land use with Urban Land Institute Chicago

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
This course provides students with hands-on opportunities to apply skills from the MPPA program, primarily with international work. Students work for a client organization on a commissioned project under the supervision of a faculty advisor. The course allows students to collect, analyze, and synthesize information of real-world issues, apply empirical methods of policy analysis, collect and summarize information from organizations and individuals, write analyses, and integrate professional skills.
# NYU’s Governance Lab

**Year Founded**
2012

**Location**
New York, NY

**Contact**
Beth Simone Noveck – Director, 
noveck@thegovlab.org

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## Governance
New York University’s Tandon School of Engineering

## Scope
National, international

## Policy Sector
Public policy

## Projects
- Criminal justice
- Gender and urban mobility
- Open data in developing economies

## Partnerships

## Funding Sources
Multiple funders

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## Mission & Approach to Policy Innovation
To strengthen the ability of institutions and people to work opening, collaboratively, effectively, and legitimately to make better decisions and solve problems. They embrace failure to learn and share experiences; collaborate with experts, governments, and practitioners across different sectors and disciplines and geographies; rely on reproducible experiments and metrics to understand what works to translate theory into action; and put users at the center.
Oregon Policy Lab

**Year Founded**
2018

**Location**
Eugene, OR

**Contact**
General: csco@uoregon.edu

**Website**
AND
ipre.uoregon.edu/programs/policylab/

**Twitter**

**Governance**
Lane County and University of Oregon School of Planning, Public Policy, and Management

**Scope**
Lane County, OR

**Policy Sector**
Public policy

**Projects**
Wildfire smoke policy intervention
Open data census
Part-time and wage equity

**Partnerships**
A partnership between Lane County, OR and the University of Oregon in Eugene, OR

**Funding Sources**

**Mission & Approach to Policy Innovation**
To provide Lane County decision-makers with the tools to assess and address complex policy challenges while also providing real-world experiences for students and research opportunities for faculty.
Oregon State Policy Analysis Laboratory (OPAL)

<table>
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<td>liberalarts.oregonstate.edu/spp/opal</td>
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<td>Corvallis, OR</td>
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<table>
<thead>
<tr>
<th>Contact</th>
<th></th>
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<tbody>
<tr>
<td>Mark Edwards – Director, <a href="mailto:medwards@oregonstate.edu">medwards@oregonstate.edu</a></td>
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<tbody>
<tr>
<td>Oregon State University School of Public Policy</td>
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<tbody>
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<td>State, national, international</td>
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<table>
<thead>
<tr>
<th>Policy Sector</th>
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<tbody>
<tr>
<td>Education, energy, climate change, disaster response, other public policy issues</td>
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<table>
<thead>
<tr>
<th>Projects</th>
<th>Partnerships</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>OR nonprofit engagement with Latino communities</td>
<td></td>
<td>Primarily through sales taxes</td>
</tr>
<tr>
<td>Food-water-energy nexus</td>
<td></td>
<td></td>
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<tr>
<td>Social acceptability of liquefied natural gas</td>
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</table>

**Mission & Approach to Policy Innovation**

OPAL provides opportunities for graduate students to conduct research on real world policy problems. Students in OPAL use quantitative and qualitative skills they have learned in classes to provide support to clients facing certain policy problems.
Policy Innovation Lab of Tomorrow (PILOT)

**Year Founded**
2019

**Location**
Centre County, PA

**Contact**
Andrea M. Matwyshyn – Founding Director,
andreamm@psu.edu

**Website**
pilotlab.org

**Twitter**
@PSUPILOTLab

**Governance**
Penn State University’s Law, Policy, and Engineering Initiative

**Scope**
State, national, international

**Policy Sector**
Technology and data in government

**Projects**
- Computing history
- Connected health
- Disinformation, governance, and tech literacy
- Machine learning

**Partnerships**

**Funding Sources**

**Mission & Approach to Policy Innovation**
To bridge the gap of technology in policy decisions. This pilot lab is part of the Law, Policy, and Engineering Initiative to provide interdisciplinary education and research to address society needs. Students and researchers at the Lab work with affiliates internationally to work on issues of technology in government decision making.
Policy Lab (Purdue)

Year Founded

Location
West Lafayette, IN

Contact
Stacey Connaughton – Director of the Purdue Policy Research Institute, sconnaug@purdue.edu

Website
purdue.edu/discoverypark/ppri/policy-lab/index.php

Twitter
@PurduePPRI

Governance
Purdue Policy Research Institute (PPRI)

Scope
Local, state, national, international

Policy Sector
Public policy

Projects
Global GMO policy
Ocean pollution
Drone policy
Agricultural sustainability

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To produce interdisciplinary, policy-relevant research on global grand challenges. Students, faculty, and state focus on producing research primarily through policy briefs about multiple policy issues.
The Public Affairs and Policy Lab

<table>
<thead>
<tr>
<th>Year Founded</th>
<th>Website</th>
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<tbody>
<tr>
<td></td>
<td>american.edu/spa/resources/papl.cfm</td>
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<td>Washington, D.C.</td>
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<tr>
<td>Contact</td>
<td></td>
</tr>
<tr>
<td>General: <a href="mailto:aupublicaffairs@american.edu">aupublicaffairs@american.edu</a></td>
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</table>

Governance
Course at American University

Scope
Students at American University

Policy Sector
Public policy

Projects
- Dress codes in schools
- Colorism and justice
- Fossil fuels and stranded oil movement
- Death House narratives

Mission & Approach to Policy Innovation
An undergraduate course where students conduct research for faculty on ongoing policy projects. Students work with the faculty member over the summer up to 20 hours/week to engage in research that may result in publication.

Partnerships

Funding Sources
Funding provided to faculty and students from University

Twitter
Public Policy Lab

Year Founded
2019

Location
Philadelphia, PA

Contact
Judith Levine – Director,
judith.levine@temple.edu

Website
cla.temple.edu/public-policy-lab

Twitter
@TemplePPL

Governance
Temple University College of Liberal Arts.

Scope
Local state, national

Policy Sector
Public Policy

Projects
Community violence and criminal justice

Equitable and just urban space

Wealth inequality and black middle class

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
The lab acts as a non-partisan and interdisciplinary aid to discuss and work on policy issues for faculty and student’s scholarship. The Lab also helps disseminate researcher’s’ findings.
Rural Policy Research Institute Cultural Wealth Lab

Year Founded

Location
Iowa City, Iowa

Contact
General: info@rupri.org

Website
rupri.org/areas-of-work/rural-cultural-wealth-lab

Twitter
@RUPRIpolicy

Governance
Part of the University Iowa College of Public Health

Scope
Rural communities

Policy Sector
Rural health, wealth, arts and culture

Projects
Partnerships

Funding Sources
National Endowment for the Arts Research Labs

Mission & Approach to Policy Innovation
Conducts research that united the knowledge and lived experiences of a diverse array of scholars and practitioners to explore the intersection or rural arts and culture, entrepreneurship and innovation, and the role of cultural wealth. This research helps to understand the most critical issues and opportunities facing rural communities to strengthen policymakers’ understanding of the relationships and assets that define rural community wealth. The Lab uses the Rural Wealth Framework to analyze rural health and wealth.
### Rutgers Earth System Science and Policy Lab

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<thead>
<tr>
<th><strong>Year Founded</strong></th>
<th><strong>Website</strong></th>
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<tbody>
<tr>
<td>2012</td>
<td>bobknopp.net/lab</td>
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<th><strong>Location</strong></th>
<th><strong>Twitter</strong></th>
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<tbody>
<tr>
<td>New Brunswick, NJ</td>
<td>@RutgersEOAS</td>
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<table>
<thead>
<tr>
<th><strong>Contact</strong></th>
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<tbody>
<tr>
<td>Bob Knopp – Group Director, <a href="mailto:robert.knopp@rutgers.edu">robert.knopp@rutgers.edu</a></td>
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<td>Rutgers University</td>
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<table>
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<th><strong>Policy Sector</strong></th>
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<tbody>
<tr>
<td>Human impacts on earth systems</td>
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<table>
<thead>
<tr>
<th><strong>Projects</strong></th>
<th><strong>Partnerships</strong></th>
<th><strong>Funding Sources</strong></th>
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<tbody>
<tr>
<td>Reconstructing sea level and ice sheet changes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projecting future changes in sea levels and coastal flooding</td>
<td></td>
<td></td>
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<tr>
<td>Climate modeling and risks</td>
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</table>

### Mission & Approach to Policy Innovation

This lab is student-research oriented where researchers use multiple techniques to study and solve issues of human influence on the Earth system. They use Bayesian statistics, geophysical and geochemical modeling, integrated assessment modeling, and quantitative risk analysis.
## Selman Living Laboratory

<table>
<thead>
<tr>
<th>Year Founded</th>
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<tbody>
<tr>
<td>1998</td>
<td>sites.uco.edu/cms/sll</td>
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<th>Contact</th>
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<tbody>
<tr>
<td>Edmond, OK</td>
<td>Dr. Rebecca Williams – Professor, <a href="mailto:rpace2@uco.edu">rpace2@uco.edu</a></td>
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<table>
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<tr>
<td>University of Central Oklahoma</td>
<td>Woodward County, OK</td>
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<th>Policy Sector</th>
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<th>Partnerships</th>
<th>Funding Sources</th>
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<tbody>
<tr>
<td>Biology</td>
<td></td>
<td></td>
<td>Initial funding from Oklahoma State Department of Tourism</td>
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</table>

### Mission & Approach to Policy Innovation
Provides students with hands on experiences to conduct biology research and take courses.
## Sorenson Impact Center Policy Innovation

### Year Founded
2014

### Location
Salt Lake City, UT

### Contact
Anders Aabo – Director,
anders.aabo@sorensonimpact.com

### Website
bouldercoloardo.gov/goboulder/living-lab

### Twitter

### Governance
David Eccles School of Business at The University of Utah

### Scope
State

### Policy Sector
Social impact financing policies

### Projects
- Housing and homelessness
- Early childhood development and education

### Partnerships

### Funding Sources
Social Innovation Fund, an initiative of the US Department of Housing and Urban Development and DOJ

### Mission & Approach to Policy Innovation
The Lab works across sectors and with all key stakeholders to accelerate social change. The Lab determines feasibility by helping governments weigh evidence-based solutions to challenging social problems; helps customize data solutions and creates financial models; develops performance-based contracts for delivering programs; assists structuring programs; helps measure and manage programs towards ideal outcomes; and evaluates enacted strategies.
Sustainability Innovation Lab at Colorado

Year Founded
2014

Location
Boulder, CO

Contact
Jason Neff – Director,
jason.c.neff@colorado.edu

Website
colorado.edu/silc

Twitter
@SILCatCU

Governance
University of Colorado Boulder

Scope
Local, state, national, international

Policy Sector
Sustainability

Projects
Land potential knowledge systems
Impact of climate change on Global Food Production
Soils

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To develop the knowledge, capacity, partnerships, technology, and diverse workforce to accelerate the transition to a more sustainable world and educated the next generation of researchers, communicators, and innovators. The Lab provides interdisciplinary support to diverse projects and educational programs focused on sustainability. The Lab’s research focus is on developing, testing, and deploying and adjusting high impact solutions to sustainability challenges.
**The Data for Equitable Justice Lab**

**Year Founded**

**Location**
Philadelphia, PA

**Contact**
Ezekiel Dixon-Roman – Director of MS in Social Policy Program, [ezekield@sp2.upenn.edu](mailto:ezekield@sp2.upenn.edu)

**Website**
Sp2.upenn.edu/research/data-analytics/initiatives/the-data-for-equitable-justice-lab

**Twitter**

---

**Governance**
University of Pennsylvania’s School of Social Policy and Practice

**Scope**
Local, state, national

**Policy Sector**
Social Justice

---

**Projects**

**Partnerships**

**Funding Sources**

---

**Mission & Approach to Policy Innovation**
A program where masters students have an opportunity to analyze social issues through projects with the guidance of faculty that focus on issues through or on data or digital technology. Outputs of these projects result in op-eds, blogs, podcasts, academic articles, short films, and more.
Tech Policy Lab

Year Founded
2013

Location
Seattle, WA

Contact
Hannah Almeter – Program Manager, halmeter@uw.edu

Website
techpolicylab.uw.edu

Twitter
@TechPolicyLab

Governance
University of Washington-Seattle

Scope
Local, state, national

Policy Sector
Technology

Projects
Augmented reality
Artificial intelligence
Diverse voices

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
Aims to enhance technology policy through research, education, and thought leadership; to bridge the gap between technologists and policymakers to create more inclusive tech policies. The Lab uses cutting edge research to work with governments and diverse perspectives of stakeholders to make technology in policy more inclusive.
Texas Policy Lab

Year Founded
2018

Location
Houston, TX

Contact
Ekim Cem Muyan – Executive Director,
ekimcmuyan@rice.edu

Governance
Rice University School of Social Sciences

Scope
State of Texas

Policy Sector
Social and economic policies

Mission & Approach to Policy Innovation
To provide meaningful, actionable public policy insights by leveraging cutting-edge scientific methods, informing policymaking at every level of government, fostering public discussion and debate around social policies and programs, and maximizing the impact of public resources to help shape a better future for all Texans. The Lab collaborates with governments to discover policy issues; provides scientific knowledge to design, implement, and evaluate priority programs, services, and policies to help refine current ones and pilot new ones; and refine agency programs over time.

Website
texaspolicylab.org

Twitter

Funding Sources
Initial funding through Laura and JohnArnold Foundation
The Climate Policy Lab

<table>
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<tr>
<th>Year Founded</th>
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<tbody>
<tr>
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<tr>
<td>Medford, MA</td>
<td>@CIERP_Fletcher</td>
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<table>
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<tbody>
<tr>
<td>Kelly Sims Gallagher — Director, <a href="mailto:kelly.gallagher@tufts.edu">kelly.gallagher@tufts.edu</a></td>
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<tr>
<td>Initiative at the Fletcher School at Tufts University</td>
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<table>
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<tr>
<th>Projects</th>
<th>Partnerships</th>
<th>Funding Sources</th>
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<tr>
<td>Carbon pricing</td>
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<tr>
<td>Climate finance</td>
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<tr>
<td>Green industrialization</td>
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<tr>
<td>Clean energy innovation</td>
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**Mission & Approach to Policy Innovation**

The Lab provides independent and objective advice for governments contemplating climate policies consistent with the Paris Climate Agreement. It is a virtual lab for international comparative policy analysis and conducts rigorous evidence-based research to provide rapid and concrete answers to questions posed by policymakers.
The Policy Lab (Brown)

Year Founded
2019

Location
Providence, RI

Contact
David Yokum – Director,
david_yokum@brown.edu

Website
thepolicylab.brown.edu

Twitter

Governance
Brown University

Scope
State of Rhode Island

Policy Sector
Public policy

Mission & Approach to Policy Innovation
To bring together experts from government, universities, and community organizations to collaborate on research to inform decisions about how to improve state policies. The Lab aims to generate evidence to fill in knowledge gaps; integrates that evidence into planning, budgets, procurements, and performance management processes; and builds coalitions across different groups.
The Policy Lab (Yale)

**Year Founded**
2017

**Location**
New Haven, CT

**Contact**
Adam Thal – Lab Manager, adam.thal@yale.edu

**Governance**
Yale University

**Scope**
Local

**Policy Sector**
Public policy

**Projects**
- Segregation and education
- Voting rights
- Housing equality
- Prison education

**Partnerships**

**Funding Sources**

**Website**
policylab.yale.edu

**Twitter**
@YalePolicyLab

---

**Mission & Approach to Policy Innovation**
The Lab provides students a physical space and dynamic programming to conduct data-intensive policy investigations, develop specialized technical skills, and engage with policymakers.
The Wagner Innovation Labs

Year Founded
2011

Location
New York, NY

Contact
Neil Kleiman – Clinical Assistant Professor of Urban Planning and Public Service, neil.kleiman@nyu.edu

Website
wagner.nyu.edu/innovation-labs

Twitter

Governance
New York University Wagner

Scope
State, national, international

Policy Sector
Public policy

Projects
Public health
Recidivism
Inequality

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
A series of policy experiments that marry theory and practice to promote informed, evidence-based decision-making in a complex world.
### UChicago Urban lab

<table>
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<th>Year Founded</th>
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<tbody>
<tr>
<td></td>
<td>urbanlabs.uchicago.edu</td>
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<tr>
<td>Chicago, IL</td>
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<tbody>
<tr>
<td>General:</td>
<td><a href="mailto:urbanlabs@uchicago.edu">urbanlabs@uchicago.edu</a></td>
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#### Governance
Housed within the Transportation Department

#### Scope
City of Boulder, CO

#### Policy Sector
Crime, education, health, poverty, environment

#### Projects Partnerships Funding Sources
Primarily through sales taxes

#### Mission & Approach to Policy Innovation
A series of five labs working on addressing issues of crime, education, health, energy and environment, and poverty. The Lab works with partners to address the most pressing challenges primarily through R&D. The Lab works to identify key issues, propose and test solutions.
Urban Policy Lab

Year Founded
2014

Location
New York, NY

Contact
Suzanne Bostwick – MS program contact,
bostwics@newschool.edu

Website
newschool.edu/public-engagement/ms-public-urban-policy-urban-policy-lab

Twitter

Governance
The New School Milano Public and Urban Policy masters program

Scope
Students, local

Policy Sector
Public policy

Projects
Partnerships
Public-sector and nonprofit clients

Funding Sources

Mission & Approach to Policy Innovation
This course has students work with government and nonprofit clients to assist them solve policy and management issues. Students conduct research, identify potential solutions, and analyze them.
LGBT Policy Lab

Year Founded
2017

Location
Nashville, TN

Contact
Christopher Carpenter,
christopher.s.carpenter@vanderbilt.edu

Governance
Vanderbilt University

Scope
Vanderbilt University

Policy Sector
LGBTQ2IA+

Mission & Approach to Policy Innovation
The Lab studies LGBT+ public policies and hopes to strengthen such policies and foster an inclusive campus community.
Youth Policy Lab

**Year Founded**
2016

**Location**
Ann Arbor, MI

**Contact**
Andrea Plevek – Executive Director, aplevek@umich.edu

**Website**
youthpolicylab.umich.edu

**Twitter**
@YoughPolicyLab

**Governance**
University of Michigan

**Scope**
National

**Policy Sector**
Public health, employment, education, poverty

**Projects**
- Workforce and the future
- College access and success
- Early start to education

**Partnerships**
Mission & Approach to Policy Innovation
To help community and government agencies make better decisions about public health and other social challenges.

**Funding Sources**
Chapter 5: Not for Profit

Policy Innovation Labs in Nonprofits

City as Living Lab
Colorado Evaluation and Action Lab
Colorado Health Institute
Democracy Policy Lab
Immigration Policy Lab
Innovation Lab of the Inter-American Development Bank
Laboratory for Energy and Environmental Policy Innovation (LEEP)
Living Lab (Brooklyn)
Oklahoma City Innovation Lab (government collaboration)
Planning and Policy Lab
Public Policy Lab
Results for America
Rhode Island Innovative Policy Lab (RIIPL)
Startup Policy Lab
Sunlight Foundation
The Policy Lab (Boston)
Transatlantic Policy Lab
What Works Cities
City as Living Laboratory (CALL)

Year Founded
2016

Location
New York, NY

Contact
Olivia Georgia – Executive Director,
info@cityaslivinglab.org

Website
cityaslivinglab.org

Twitter
@CityAsLivingLab

Governance
Nonprofit

Scope
City, state, national

Policy Sector
Sustainability through the Arts

Projects
Rescuing Tibbets brook in Brooklyn
Atlas of water for Milwaukee
Cultural and ecological sustainability in Chinatown

Partnerships
Community actors, governments, urban planners, scientists

Funding Sources

Mission & Approach to Policy Innovation
To help citizens connect environmental challenges to personal experience and take action to find solutions for concrete improvements. CALL works with scientists, urban planners, community actors, and government officials to increase engagement in arts and how qualitative exploration enhances peoples’ understanding of climate change and sustainability goals.
# Colorado Evolution and Action Lab

<table>
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<th><strong>Year Founded</strong></th>
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<td>coloradolab.org</td>
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**Location**
Denver, CO

**Contact**
Dr. Kristin Klopfenstein – Director,
kristin.klopfenstein@du.edu

**Website**
coloradolab.org

**Twitter**
@ColoradoLab

## Governance
University of Denver

## Scope
State

## Policy Sector
Sustainability, economy, childhood welfare and justice, healthcare, recidivism

### Projects
- Foster care youth and school mobility
- Student re-engagement
- Racial disparities and criminal justice

### Partnerships

### Funding Sources
Initially through the Laura and John Arnold Foundation

## Mission & Approach to Policy Innovation
To support data-driven decision-making while valuing perspectives of government staff. First, the Lab defines the problems or research topics. Then, they activate a research hub for connecting government and researchers. From there, they take a 360-degree view of how to connect government data to design the best policies. Then, they help enact various policies and decisions.
Colorado Health Institute

Year Founded
2002

Location
Denver, CO

Contact
Jeff Bontrager – Director of Research and Evaluation,
bontragerj@coloradohealthinstitute.org

Governance
Nonprofit

Scope
Municipal

Policy Sector
Healthcare

Projects
Health equity
Access to care
Community health
Payment reform

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To be a trusted and leading source of credible evidence-based analysis and expertise for Colorado leaders. CHI provides strategic planning for clients to prioritize resources and markets; facilitation of data and analysis for each client; research and analysis through initial literature reviews and qualitative and quantitative analysis; modeling of how CHI’s solutions will be feasible; project management; evaluation of current or new projects; and strategic communication of new plans.
Democracy Policy Lab

Year Founded
2001

Location
Boston, MA

Contact
Kevin Peterson – Founder & Executive Director

Website
thenewdemocracycoalition.org
/the-democracy-policy-lab

Twitter

Governance
Nonprofit

Scope
City, state, national

Policy Sector
Voter registration

Projects
Automatic voter registration

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To have activists, academics, policy experts, clergy, labor members, and citizens seek experimentation at innovating policies and legislation focused on Universal Automatic Voter Registration.
### Immigration Policy Lab

**Year Founded**
2014

**Location**
Stanford, CA & Zurich, Switzerland

**Contact**
Duncan Lawrence – Executive Director,
duncan.lawrence@stanford.edu

**Website**
immigrationlab.org

**Twitter**
@ImmigrationLab

#### Governance
Nonprofit

#### Scope
International

#### Policy Sector
Immigration

#### Projects
- Red tape and citizenship
- Ethnic networks shape refugee integration
- Cost of refugee employment bans

#### Partnerships
Collaboration between CA and SWZ

#### Funding Sources
Gifts and grants from multiple sources in the US and SWZ

### Mission & Approach to Policy Innovation
To guide those who set public policies to properly serve immigrant communities and improve their lives.

The Lab works around the world using analytical tools, large datasets, and creative research design to provide evidence to decision makers.
Innovation Lab of Inter-American Development Bank

Year Founded
2007

Location
Washington, D.C.

Contact
General contact: innovation@iadb.org

Website
bidinnovacion.org/en

Twitter
@el_BID

Governance
Competitiveness and Innovation Division of the Inter-American Development Bank

Scope
Latin America and Caribbean

Policy Sector
Socioeconomic and sustainable development

Projects
Labor market
Social and economic inclusion
Crime
Disabilities

Partnerships
Citizens, universities, governments, NGOs

Funding Sources

Mission & Approach to Policy Innovation
To promote the generation, implementation, and dissemination of innovations with high social impact through multidisciplinary and participative processes.
Goals achieved by discovering the problems, prioritizing needs, creating and calling for solutions, selecting solutions, and then implementing and adjusting solutions.
Lab for Energy and Environmental Policy Innovation

Year Founded

Website
LEEPinnovationlab.org

Location
Boulder, CO

Twitter

Contact
William Boyd – Director, boyd@law.ucla.edu

Governance
University of Colorado, Boulder

Scope
International

Policy Sector
Energy and environmental

Projects
Acre-CO exchange
Clean energy for El Alto
Governors’ climate and forests task force

Partnerships
Private sector, citizens, and governments

Funding Sources

Mission & Approach to Policy Innovation
To develop and support real-time policy experiments, robust networks for learning and exchange, meaningful processes for stakeholder engagement, and durable policy outcomes. Using a bottom-up approach to environmental and energy problems. The Lab uses a network approach to governance and works with governments, civil society, and the private sector to promote vertical and horizontal policy alignment.
Living Lab

Year Founded
2018

Location
Brooklyn, NY

Contact
Regina Myer – President

Website
downtownbrooklyn.com/make-it-in-brooklyn/living-lab

Twitter

Governance
Nonprofit

Scope
Brooklyn, NY

Policy Sector
Smart city

Projects
Map-based features

Artificial intelligence

Acoustic sensor network for noise pollution

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
The Lab works with startups and other partners to share technology to use Brooklyn as a testing ground for innovative smart cities and technologies.
NRPA Innovation Labs

Year Founded
2015

Location
Ashburn, VA

Contact
General: customerservice@nrpa.org

Website
nrpa.org/events/innovation-labs

Twitter
@NRPA_news

Governance
National Recreation and Park Association

Scope
National

Policy Sector
Parks and recreation in cities

Projects
Oklahoma City
Miami
Seattle
Austin

Partnerships
Collaborations with city governments nationwide

Funding Sources

Mission & Approach to Policy Innovation
To ensure that parks and recreational opportunities continue to drive economic development and attract businesses and visitors.
Work with data, technology, governments, and innovators in and outside the field of parks and recreation to think of ways to meet challenges, reduce costs, and best serve the public.
Planning & Policy Lab

Year Founded
2011

Location
Bronx, NY

Contact
Katherine Mella – Program Director

Website
bcdi.nyc/ppl

Twitter

Governance
Nonprofit

Scope
Bronx, NY

Policy Sector
Community, economic development

Projects

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To create and maintain long-term strategy for equitable development and supportive public policy in the Bronx.
The Lab offers technical assistance and consulting for organizations and institutions undertaking economic democracy. A community-driven approach: The Lab ensure that all people can participate in planning and policy decisions that affect their community, which helps create the most equitable public policies.
# Public Policy Lab

**Year Founded**  
2011

**Location**  
Brooklyn, NY

**Contact**  
Chelsea Mauldin – Executive Director,  
info@publicpolicylab.org

**Website**  
publicpolicylab.org

**Twitter**  
@publicpolicylab

## Governance
Nonprofit

## Scope
Local, state, national

## Policy Sector
Public service and civic innovation for low-income and at-risk communities

## Projects
- Temporary housing
- Public benefits
- Mental health
- Jailing and opioid use

## Partnerships

## Funding Sources

## Mission & Approach to Policy Innovation
The Lab works with universities, governments, and other organizations to help improve public services. They conduct projects in three phases: 1) Discover by conducting research on the current state of the service system; 2) Design, in collaboration with partners and policymakers, objectives and prototype programs and design theory to help solve the given problem; and 3) evaluation of projects and adjusting how the solutions function.
Results for America

Year Founded
2012

Location
Washington, D.C.

Contact
Simone Brody – Executive Director

Website
results4america.org

Twitter
@Results4America

Governance
Nonprofit

Scope
National

Policy Sector
Data use in government

Projects

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To make investing in what works the “new normal,” so when policymakers make decisions, they start by seeking the best evidence and data available. Invests and works with other organizations and governments to collect and use data.
Rhode Island Innovative Policy Lab

Year Founded
2015

Location
Providence, RI

Contact
Justine Hastings – Policy Professor & Founder,
justine_hastings@brown.edu

Website
ripl.org

Twitter
@RIPL_org

Governance
Nonprofit organization housed at Brown University

Scope
Local, state, national

Policy Sector
Population, education, poverty

Projects
Achievement gap
Criminal justice
Social program innovations

Mission & Approach to Policy Innovation
The Lab uses data and science to impact policy and improve people’s lives.
The Lab uses high-power research, policy expertise, and technical knowledge to provide
governments the tools necessary to best serve their communities. Success comes from
partnerships at every step of defining policy problems, conducting research, and proposing,
testing, and revising solutions.

Funding Sources
Initial funding through
Laura and John Arnold
Foundation
Mission & Approach to Policy Innovation
The Lab seeks to inform better public policy driven by emergent technology. Their mission is to promote innovative, open, and data-driven policymaking. The Lab’s approach involves the use of technology in three ways: 1) Capacity: expanding the availability of human capital; 2) Capability: Lift the quality of human capital; and 3) Catalyst: provide a conduit to spark innovation.
Sunlight Foundation

Year Founded
2006

Location
Washington, D.C.

Contact
John Wonderlich – Executive Director,
info@sunlightfoundation.com

Website
sunlightfoundation.com

Twitter
@SunFoundation

Governance
Nonprofit

Scope
Local, state, and federal governments

Policy Sector
Technology in government

Projects
FOIA reform
DATA Act
OPEN Government Data Act
Honest Ads Act

Partnerships

Funding Sources

Mission & Approach to Policy Innovation
To provide and use technologies, open data, and policy analysis, and journalism to make government and politics more accountable and transparent through technology. The group has primarily worked to help pass or amend technology and data information policies at the federal level.
The Policy Lab

Year Founded
2011

Location
Boston, MA

Contact
General: contact@thepolicylab.org

Website
thepolicylab.org

Twitter
@Policylabtweets

Governance
Nonprofit

Scope
International

Policy Sector
R & D in government

Projects
Cooperative risk management
Humanitarian innovation
Cooperative ethics
Strategic engagement

Partnerships

Mission & Approach to Policy Innovation
To help organizations achieve better impact by design.
The Lab is like a research center staffed by scholars and practitioners. It is also like a design firm, where they apply knowledge to the design of solutions, focusing on evidence-based design and using methods of strategy building, modeling, prototyping, co-creation, and facilitated dialogue.
Transatlantic Policy Lab

Year Founded
2016

Location
Boston, MA & Athens, Greece

Contact
Anthony Silberfield – Director, Transatlantic Relations, anthony.silberfeld@bnfa.org

Website
bnfa.org/projects/transatlantic-policy-lab-2

Twitter

Governance
Part of Bertelsman nonprofit foundation

Scope
US and Europe

Policy Sector
Social inequity

Projects
Social inequity in Boston
Social inequity in Athens

Mission & Approach to Policy Innovation
To identify and design customized policy solutions for implementation in each pilot city (Boston and Athens). These pilot cities project elements included lab composition and structure, where each lab had experts from various backgrounds; conducted on-site lab sessions allowing participants to assess inequity in each city; conduct virtual lab sessions; provide policy recommendations; and implement suggested solutions.
What Works Cities

Year Founded
2015

Location
New York, NY

Contact

Website
whatworkscities.bloomberg.org

Twitter
@Whatworkscities

Governance
Nonprofit

Scope
Local governments around the nation

Policy Sector
Data use in government

Projects
Partnerships
Over 100 cities nationally

Funding Sources
Bloomberg
Philanthropies

Mission & Approach to Policy Innovation
One of the largest philanthropic efforts to enhance cities’ use of data and evidence. These efforts primarily involve providing technical assistance to local governments form the organization’s experts.
Chapter 6: Private/Other

Policy Innovation Labs in the Private Sector/Other

Policy Lab (Children’s Hospital of Philadelphia)
**Policy Lab (Children’s Hospital of Philadelphia)**

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<th>Location</th>
<th>Contact</th>
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<tbody>
<tr>
<td>2008</td>
<td>Philadelphia, PA</td>
<td>General: <a href="mailto:policylab@email.chop.edu">policylab@email.chop.edu</a></td>
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<tr>
<td>policylab.chop.edu</td>
<td>@PolicyLabCHOP</td>
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**Governance**
Part of the Children’s Hospital of Philadelphia (CHOP)

**Scope**
State, national

**Policy Sector**
Youth healthcare

**Projects**
Behavioral health
Care coverage, access, and quality
Health equity

**Mission & Approach to Policy Innovation**
To achieve optimal child health and well-being by informing program and policy changes through interdisciplinary research.
The Lab collaborates with practitioners, families, and policymakers through evidence-based research processes. The Lab offers policy analyses and briefs, population needs assessments, program implementation and evaluation, and expert testimony and commentary.