

John Boyd, Psy.D.
Chair

AGENDA

Khatera Aslami-Tamplen
Vice Chair

DAY 1
November 14, 2018

Approximate Times

- 9:00 AM Convene and Welcome**
Chair John Boyd, Psy.D., will convene the Mental Health Services Oversight and Accountability Commission meeting and will introduce the Transition Age Youth representative, Stephanie Smith. Roll call will be taken.
- 9:05 AM Announcements**
- 9:15 AM Consumer/Family Voice**
Katherine Switz will open the Commission meeting with a story of recovery and resilience.
- 9:45 AM Action**
1: Approve October 25, 2018 MHSOAC Meeting Minutes and Reconsider Approval of September 26-27, 2018 Meeting Minutes,

The Commission will consider approval of the meeting minutes from the October 25, 2018 meeting, and will reconsider approval of the September 26-27, 2018 meeting minutes.
- Public Comment
 - Vote
- 9:50 AM Action**
2: City of Berkeley Innovation Plan (Extension)
Presenter: Karen Klatt, M.Ed., MHSOAC Coordinator

The Commission will consider approval of \$266,134 to support the City of Berkeley Innovation Project extension previously approved in 2016.
- Public Comment
 - Vote
- 10:20 AM Information**
3: Programs, Providers, and Services Tool
Presenters:
- Rachel Heffley, Associate Governmental Program Analyst
 - Brandon McMillen, Associate Governmental Program Analyst
- The Commission will receive a progress report and demonstration of the Programs, Providers, and Services Transparency Tool.
- Public Comment

ACTION

5: San Francisco County Innovation Plan

Presenters:

- Stephanie Felder, M.S., Director, Comprehensive Crisis Services, San Francisco Department of Public Health
- Amber Gray, Health Worker III, Peer Specialist, San Francisco Department of Public Health
- Charlie Mayer-Twomey, LCSW, Project Administrator, Hathuel Tabernik and Associates

Wellness in the Streets

Stephanie Felder, M.S., Director, Comprehensive Crisis Services, San Francisco Department of Public Health, provided an overview, with a slide presentation, of the need for the proposed Innovation project.

Amber Gray, Health Worker III, Peer Specialist, San Francisco Department of Public Health, continued the slide presentation and discussed the outreach process.

Charlie Mayer-Twomey, LCSW, Project Administrator, Hathuel Tabernik and Associates, continued the slide presentation and discussed the Community Needs Assessment, stakeholder engagement process, proposed project to address the need, and innovative components.

Ms. Gray, a certified Wellness Recovery Action Plan (WRAP) instructor, spoke about her experience and how the WRAP program might work well in the streets.

Ms. Felder spoke about her work on the streets and how the proposed project may increase collaboration with Comprehensive Crisis Services. She stated the component that is missing is the peer-to-peer interventions. The proposed project will help fill that gap.

Mr. Mayer-Twomey continued the slide presentation and discussed the evaluation, budget, and sustainability of the proposed project. He showed a video presentation by Tracey Mitchell-Helton, Manager, Peer-to-Peer Services, San Francisco, who was unable to be in attendance today.

Commissioner Questions and Discussion

Commissioner Anthony asked how the proposed project partners with the DHCS and how it will facilitate the process of establishing and receiving Medi-Cal, CalFresh, and supplemental security income (SSI) for individuals who are on the streets and disconnected.

Mr. Mayer-Twomey stated the county will convene and participate in committees and workgroup meetings to discuss how to be a part of the bigger picture and to seek other funding sources. He stated the hope to test new ways to meet the needs of these individuals so that successful components of the project can be sustained in the future. He noted that the new mayor is placing an emphasis on working with this population.

Poshi Walker requested a second General Public Comment period earlier in the day. NorCal MHA has heard that CCJDH, formerly COMIO, has been sole-sourced for the criminal justice stakeholder contract, not just to oversee it but to perform it. NorCal MHA is wondering if that is true and whether the immigrant/refugee stakeholder contract will also be sole-sourced. That rumor has been heard, as well.

Dr. Sherin stated he was sorry he was unable to attend yesterday's strategic planning session.

Chair Boyd asked him to share his comments today.

Dr. Sherin stated one of the things he has tried to understand is the different roles of the different entities: the counties, DHCS, CBHDA, MHSOAC, and advocacy groups across the board including consumers. He stated the MHSOAC has an incredibly important role – to transform mental health in this state. He stated the need for help to serve people. If the Commission is positioned such that the ear of the consumers can connect up with the mental health boards across the state to find out what is going on, it can distill that voice and identify needs locally and across the state. And then, with that, in collaboration with all stakeholders including the DHCS, the counties, and other stakeholders, it can identify outcomes. He recommended identifying the outcomes the Commission wants and agreeing on what those outcomes look like, and then holding everyone to that.

Dr. Sherin stated, in order to go after those goals, there needs to be less focus on funding. To succeed, California needs the DHCS to facilitate the work, not to audit everyone to death. Mental health workers do not want to take care of medical charts, they want to take care of human beings. Half the time in the trenches is taking care of auditors, not people.

Dr. Sherin stated he also wanted county governments and boards of supervisors to understand that the state is giving money to the counties and that the counties have their own process for approving activities. Setting the goals and then allowing the counties the flexibility to use the money to take care of people and not bureaucracy will transform the system.

Dr. Sherin asked the Commission to think about things in that manner – collect the voice through the Commission, identify the outcomes that matter, and then help counties with the state to succeed.

ADJOURN

There being no further business, the meeting was adjourned at 5:17 p.m.

promotes learning, fund exploration of a new and/or locally adapted mental health approach/practice, and target one of the four allowable primary purposes.

The Need

Berkeley cites that its overall community planning process has called attention to the need to institute supportive services to address trauma in the youth population. Trauma-Informed Care approaches in schools, also referred to as “trauma-informed schools,” “trauma-sensitive schools,” and “trauma-informed classrooms,” are relatively common. One recent journal article, introducing a special issue on “trauma-informed schools,” suggested that TIC approaches have been implemented in schools in at least 17 states, whether in clusters of individual schools, district-wide implementation, or even state-wide implementation (including Massachusetts, Washington, and Wisconsin) (Overstreet and Chafouleas, 2016). TIC-based school programs are currently being implemented in a number of California school districts, including San Francisco Unified School District and Oakland Unified School District.

Berkeley did not cite specific data on behavioral or disciplinary problems in Berkeley Unified School District (BUSD) schools or potential trauma-related academic achievement shortcomings in the schools. However, it did note that the City and BUSD, and others, have worked since 2008 in “the development of plans and models for internal and cross-jurisdictional collaboration to remove barriers to learning and to promote healthy development for all Berkeley children and youth,” (City of Berkeley, p. 3) in a collaborative called the 2020 Vision for Berkeley’s Children & Youth, a collaborative that utilizes “collective impact” principles.

The Response

Berkeley has not identified in its documentation a specific TIC school-based approach or curriculum that it intends to adapt. Hence it is somewhat difficult to assess the degree to which their proposed approach constitutes a substantial change from existing practices. A number of models are available to choose from, including the Massachusetts Advocates for Children framework, which the University of California at San Francisco has adapted in its UCSF Health Environments and Response to Trauma in Schools (HEARTS) project, which it is implementing in San Francisco and Oakland.

The City notes in its application that its review of the research on school system implementation of TIC models shows that, while the interventions often show promising results, where schools utilized outside trainers “the model was not sustainable once the trainers left the system and the funding ended” (City of Berkeley, p. 3).

It should be noted that, while a number of similar trauma-informed schools approaches are being applied around the country, “the impact of professional development training in educational environments has yet to be fully evaluated” (Overstreet and Chafouleas, 2016). The proposed strategy will make a change to an existing mental health approach that has not yet been demonstrated to be effective, including but not limited to adaptation for a new setting, population or community.

Berkeley’s proposed strategy to use a “train the trainer” approach and Peer Support Learning Circles, and to invite participation from interested parents, directly addresses the cited concerns that some other interventions that relied on outside trainers have not proven to be sustainable.

The City may wish to identify the source of the indirect costs since City costs are not well differentiated from contractor costs.

Additional Regulatory Requirements

The proposed project (extension) appears to meet the minimum requirements listed under MHPA Innovation regulations.

References

<https://www.vawnet.org/about>

http://www.traumacenter.org/products/pdf_files/Trauma_Smart_JCFS.pdf

<https://www.wested.org/service/trauma-informed-practices-in-early-education/>

http://www.iimhl.com/files/doc/Make_It_So/2016206.pdf

Full project proposal can be accessed here:

<http://mhsoac.ca.gov/document/2018-10/city-berkeley-innovation-plan-trauma-informed-care-plan-update-november-2018>

The iFish Group: Visualization Configuration & Publication Support Services (16MHSOAC021)

MHSOAC Staff	Brandon McMillen & Rachel Heffley
Active Dates	10/31/16 – 7/27/2019
Total Contract Amount	\$1,000,000
Total Spent	\$850,000

To make data from reports on programs funded under the Mental Health Services Act, available to the public via a Visualization Portal. The portal will provide transparency through the publication of information & statistics to various stakeholders. Resources will be provided to allow MHSOAC staff to evaluate, merge, clean, & link all relevant datasets; develop processes & standards for data management; identify & configure analytics & visualizations for publication on the MHSOAC public website; & manage the publication of data to the open data platform.

Deliverables	Due Date	Status	Change
Fiscal Transparency Tool 1.0- (Design specs, Configuration & Related Datasets, Test Results, Visualization & Dataset Deployed)	10/31/16	Complete	No
Configuration and Publication for Providers, Programs, and Services Tool 1.0, & Full Service Partnerships Tool 1.0- (Design specs, Configuration & Related Datasets, Test Results, Visualization & Dataset Deployed)	05/30/18	In Progress	No
Fiscal Transparency Tool 2.0- (Design specs, Configuration & Related Datasets, Test Results, Visualization & Dataset Deployed)	07/28/18	Complete	No

DHCS MHSA Annual Revenue and Expenditure Status Update											
County	FY 12-13		FY 13-14		FY 14-15		FY 15-16		FY 16-17		
	Electronic Copy Submission Date	Final Review Completion Date	Electronic Copy Submission Date	Final Review Completion Date	Electronic Copy Submission Date	Final Review Completion Date	Electronic Copy Submission Date	Final Review Completion Date	Electronic Copy Submission Date	Return to County Date	Final Review Completion Date
Alameda	1/4/2015	1/6/2015	1/10/2017	1/5/2017	9/14/2017	9/29/2017	9/29/2017	9/29/2017	1/2/2018		1/3/2018
Alpine	9/12/2016	9/13/2016	9/12/2016	9/13/2016	6/26/2017	6/26/2017	11/22/2017	11/27/2017	7/23/2018		7/23/2018
Amador	10/30/2015	9/9/2016	9/8/2016	3/27/2017	3/27/2017	3/27/2017	4/7/2017	4/10/2017	4/12/2018		4/13/2018
Berkeley City	7/6/2015	7/17/2015	4/18/2016	5/2/2016	5/2/2016	7/26/2016	4/13/2017	4/13/2017	1/25/2018		2/1/2018
Butte	4/10/2015	4/13/2015	3/7/2016	3/7/2016	4/4/2016	6/23/2016	4/17/2017	4/18/2017	5/4/2018		5/7/2018
Calaveras	12/1/2015	12/1/2015	12/18/2015	1/19/2016	1/4/2016	1/13/2016	4/18/2017	4/19/2017	6/1/2018	6/14/2018	7/20/2018
Colusa	3/27/2015	8/4/2015	11/16/2015	11/16/2015	1/8/2016	2/10/2016	5/17/2017	5/17/2017	5/8/2018		5/9/2018
Contra Costa	4/13/2015	4/14/2015	3/8/2016	3/14/2016	3/8/2016	3/14/2016	4/17/2017	4/18/2017	12/29/2017	1/5/2018	1/24/2018
Del Norte	4/1/2015	4/15/2015	11/2/2016	1/4/2016	5/13/2016	5/16/2016	4/17/2017	5/19/2017	2/23/2018		2/26/2018
El Dorado	4/1/2015	4/7/2015	12/15/2015	8/29/2016	2/9/2016	2/11/2016	4/17/2017	4/19/2017	12/29/2017	1/5/2018	1/24/2018
Fresno	3/25/2015	4/21/2015	10/30/2015	11/12/2015	12/14/2015	12/18/2015	4/17/2017	4/18/2017	12/29/2017	1/8/2018	5/7/2018
Glenn	4/30/2015	5/1/2015	10/30/2015	11/4/2015	3/17/2016	3/24/2016	7/20/2017	7/20/2017	2/22/2018		2/22/2018
Humboldt	2/10/2015	4/8/2015	6/3/2016	6/6/2016	9/30/2016	10/3/2016	4/13/2017	4/18/2017	12/21/2017	1/3/2018	4/25/2018
Imperial	4/1/2015	4/8/2015	10/28/2015	11/3/2015	12/31/2015	1/4/2016	4/27/2017	4/27/2017	12/28/2017		1/9/2018
Inyo	5/29/2015	6/29/2015	11/19/2015	12/5/2015	2/24/2016	2/24/2016	5/9/2017	5/9/2017	7/6/2018		7/9/2018
Kern	3/27/2015	4/2/2015	11/12/2015	11/12/2015	10/31/2016	10/31/2016	5/30/2017	2/7/2018	1/30/2018		2/7/2018
Kings	4/17/2015	6/5/2015	4/7/2016	7/26/2016	4/7/2016	5/2/2017	5/2/2017	5/24/2017	1/29/2018		1/29/2018
Lake	1/31/2018	1/31/2018	2/12/2018	2/12/2018	7/25/2018	7/26/2018	7/25/2018	7/26/2018	9/12/2018	9/12/2018	
Lassen	3/30/2015	7/27/2015	11/1/2015	12/16/2015	9/21/2016	9/29/2016	5/18/2017	5/25/2017	5/14/2018	5/16/2018	7/23/2018
Los Angeles	5/6/2015	7/29/2015	10/17/2016	10/19/2016	4/20/2017	4/21/2017	1/31/2018	2/1/2018	6/29/2018	7/2/2018	7/20/2018
Madera	4/1/2015	11/8/2016	11/13/2016	12/7/2016	12/6/2016	12/7/2016	5/12/2017	6/13/2018	3/27/2018	6/14/2018	7/26/2018
Marin	3/11/2015	3/12/2015	9/6/2016	9/6/2016	10/21/2016	10/21/2016	5/10/2017	5/11/2017	1/31/2018		2/1/2018
Mariposa	6/26/2015	6/29/2015	9/23/2016	9/23/2016	9/23/2016	9/28/2016	5/18/2017	5/19/2017	3/14/2018		3/14/2018
Mendocino	5/1/2015	5/1/2015	10/28/2015	10/28/2015	5/31/2017	5/31/2017	8/31/2017	8/31/2017	4/27/2018		4/30/2018
Merced	5/9/2015	10/15/2015	10/20/2015	10/21/2015	3/28/2017	3/29/2017	7/21/2017	7/21/2017	2/1/2018		2/1/2018
Modoc	3/11/2015	3/12/2015	10/27/2015	11/10/2015	3/24/2016	3/25/2016	4/17/2017	4/19/2017	4/20/2018		4/23/2018
Mono	5/1/2015	6/2/2015	3/30/2016	4/4/2016	3/30/2016	4/6/2016	4/25/2017	6/20/2017	5/18/2018	5/22/2018	6/13/2018
Monterey	4/27/2015	5/6/2015	10/20/2017	10/23/2017	3/29/2018	4/23/2018	10/4/2018	10/4/2018	10/4/2018		10/4/2018
Napa	6/17/2015	8/25/2017	8/18/2017	8/25/2017	8/18/2017	8/25/2017	11/9/2017	11/13/2017	5/15/2018		5/15/2018
Nevada	4/1/2015	4/2/2015	11/3/2015	11/23/2015	6/21/2018	6/21/2018	7/20/2018	7/25/2018	8/13/2018		8/13/2018
Orange	4/1/2015	4/7/2015	10/29/2015	10/5/2016	12/30/2015	12/30/2015	12/27/2016	4/13/2017	12/29/2017	1/17/2018	1/25/2018
Placer	4/1/2015	12/16/2017	10/4/2016	10/5/2016	11/15/2016	11/17/2016	4/14/2017	4/18/2017	12/22/2017		1/23/2018
Plumas	11/3/2015	11/3/2015	4/10/2017	4/10/2017	6/8/2017	6/23/2017	3/27/2018	3/28/2018	10/8/2018		10/15/2018
Riverside	4/1/2015	4/6/2015	10/30/2015	11/2/2015	5/12/2017	5/15/2017	6/9/2017	6/12/2017	12/29/2017	1/24/2018	1/25/2018
Sacramento	12/11/2015	12/11/2015	9/21/2016	9/21/2016	5/8/2017	5/8/2017	6/19/2017	6/20/2017	12/29/2017	1/24/2018	1/25/2018
San Benito	4/8/2015	4/14/2015	4/18/2016	4/19/2016	10/24/2016	3/8/2016	9/8/2017	9/12/2017	9/25/2018		9/27/2018
San Bernardino	4/1/2015	4/14/2015	11/17/2015	11/17/2015	5/19/2016	5/19/2016	5/1/2017	5/1/2017	6/29/2018		7/2/2018
San Diego	4/8/2015	4/8/2015	12/2/2015	9/28/2016	12/18/2015	5/26/2017	5/26/2017	5/26/2017	5/11/2018		6/11/2018
San Francisco	4/17/2015	4/21/2014	10/30/2015	11/2/2015	3/4/2016	3/4/2016	7/5/2017	9/18/2017	3/21/2018		3/27/2018
San Joaquin	4/2/2015	4/7/2015	11/10/2016	11/10/2016	6/8/2017	6/13/2017	10/3/2017	10/4/2017	12/29/2017	1/24/2018	1/25/2018
San Luis Obispo	4/3/2015	4/6/2015	11/6/2015	9/29/2016	1/15/2016	1/15/2016	5/12/2017	5/16/2017	2/15/2018		2/16/2018
San Mateo	3/15/2016	3/17/2016	9/28/2016	10/3/2016	5/9/2017	5/9/2017	10/10/2017	10/18/2017	4/20/2018		4/30/2018
Santa Barbara	4/2/2015	5/8/2015	5/24/2017	5/24/2017	5/24/2017	6/20/2017	5/24/2017	6/20/2017	12/22/2017	1/22/2018	1/25/2018
Santa Clara	4/18/2017	4/20/2017	4/18/2017	4/20/2017	5/5/2017	5/11/2017	12/18/2017	1/4/2018	4/20/2018		4/23/2018
Santa Cruz	4/2/2015	4/17/2014	3/18/2016	3/23/2016	4/5/2018	4/9/2018	7/19/2018	7/20/2018	8/15/2018		8/16/2018
Shasta	10/29/2015	11/2/2015	10/29/2015	9/30/2014	10/7/2016	10/7/2016	4/14/2017	4/17/2017	3/29/2018		4/23/2018
Sierra	10/9/2015	11/2/2015	10/17/2016	10/18/2016	10/17/2016	10/17/2016	8/16/2017	5/25/2018	6/28/2018	6/28/2018	7/23/2018
Siskiyou	10/30/2015	3/24/2017	6/30/2017	7/10/2017	6/30/2017	7/10/2017	6/30/2017	7/10/2017	7/27/2018		
Solano	4/1/2015	4/6/2015	10/29/2015	11/3/2015	12/29/2015	12/30/2015	3/23/2017	4/4/2017	12/28/2017	1/23/2018	1/25/2018
Sonoma	12/18/2015	11/20/2016	12/6/2016	12/6/2016	4/10/2017	4/10/2017	6/26/2017	6/27/2017	7/13/2018		7/23/2018
Stanislaus	3/19/2015	4/3/2015	10/27/2015	10/28/2015	12/22/2015	12/22/2015	4/5/2017	4/5/2017	4/27/2018		4/30/2018
Sutter-Yuba	11/19/2015	12/22/2015	8/15/2018	8/17/2018	8/15/2018	8/17/2018	8/15/2018	8/17/2018	8/15/2018	5/1/2018	8/17/2018
Tehama	5/29/2015	6/19/2015	3/31/2016	4/4/2016	4/29/2016	5/11/2017	5/8/2017	5/16/2017	7/25/2018		7/26/2018
Tri-City	4/3/2015	4/16/2015	10/30/2015	2/3/2016	12/30/2015	2/3/2016	4/6/2017	4/6/2017	12/29/2017	1/24/2018	2/15/2018
Trinity	10/9/2015	10/14/2015	3/23/2016	3/23/2016	9/19/2016	9/23/2016	7/14/2017	7/14/2017	6/29/2018		7/2/2018
Tulare	3/26/2015	6/9/2015	12/3/2015	12/3/2015	3/17/2016	3/22/2016	4/12/2017	4/12/2017	12/26/2017	1/22/2018	1/25/2018
Tuolumne	4/1/2015	4/7/2015	10/26/2015	11/2/2015	12/23/2015	12/28/2015	4/10/2017	5/18/2017	2/16/2018		3/1/2018
Ventura	6/19/2015	6/30/2015	10/29/2015	11/3/2015	12/31/2015	1/4/2016	4/14/2017	4/27/2017	4/27/2018		5/25/2018
Yolo	4/2/2015	4/7/2015	6/16/2017	6/21/2017	6/21/2017	6/21/2017	3/9/2018	3/12/2018	3/23/2018		3/26/2018
Total	59	59	59	59	59	59	59	59	59		57

Current Through: 10/26/2018

AGENDA ITEM 7

Information

November 14, 2018 Commission Meeting

Innovation Incubator Update

Summary:

In 2017, the Commission directed staff to develop a proposal for an Innovation Incubator to address the following four goals:

1. **Provide Strategic Guidance**. The Innovation component of the MHSA provides an opportunity to explore new ways to organize and deliver mental health services. An Innovation Incubator can allow the state to support innovation investments that target high-priority needs, facilitate multi-county collaborative to address shared challenges and build the evidence base to support systemic improvements in care.
2. **Support Technical Assistance and Training**. Innovation is difficult. To support the ability of counties to successfully plan, design and implement mental health innovations, the Incubator can help the counties tap California's broad innovation sector to support the goals of the MHSA.
3. **Enhance Evaluation**. Program evaluation is a key component of the MHSA Innovation component. The Incubator can support the design and delivery of evaluations that can help the counties and other stakeholders understand the impact of individual innovations and the broad innovation component.
4. **Disseminate Information**. For innovations to lead to transformational change, the lessons learned need to extend beyond the individual counties that invested in the initial innovation. The Incubator can help capture the lessons learned from the Innovation component and translate that information into systemic change necessary for statewide impact.

The Commission has received Expenditure authority to spend \$5 million to launch an Innovation Incubator. The Commission's budget includes \$2.5 million in Fiscal Year 2018-19 and \$2.5 million in 2019-20. The Administration has directed that these funds be dedicated to strategies that have the potential to reduce the number of mental health consumers who become involved with the criminal justice system.

The Commission retained California Forward and X-Sector Labs to develop a business plan for the innovation incubator.

From April to October 2018, the Commission, in partnership with California Forward and X-Sector Labs, convened a series of stakeholder meetings and Design Labs to explore the necessary functions of an innovation incubator, build a business plan and develop criteria for the management of an

The Commission was provided a copy of the DRAFT Business plan during the July and August Commission Meetings.

The next step is to take the conceptual proposal and consider the following:

1. Building upon the final business plan proposal and with additional stakeholder engagement, the Commission could use a Request for Proposal (RFP) or a Request for Concept Proposal (RFCP) to establish the Innovation Incubator. Given the unique nature of this proposal, what would the Commission see as the appropriate for the procurement process?
2. Given the number of elements and options for the Incubator (University, non-profits), there is a need for more consulting with state procurement experts and a public outreach process for proposals to understand what is available and how to build the framework of the procurement process.
3. Once the guidelines and the procurement process are developed, staff plans to return to the Commission for review and approval of this process and suggested timeline in either January or February 2019.

Based on feedback and guidance received, we will continue our work with the consultants and support further stakeholder involvement.

Presenters: Toby Ewing, Ph.D., Executive Director

Enclosures (1): Draft Business Plan

Proposed Motion: None.

ii List of Incubator Models Researched

Grand Central Tech
NFX
InBIA
Department of Homeland Security’s CyberApex Program
Seneca Family of Agencies
Entrepreneur First
Plug & Play
IDEO
Chobani Incubator
Tipping Point Community
Superpublic
Deloitte’s reehouse
Booz Allen Innovation Center
1776
City Innovate
Case Foundation
Techstars
Launchpad
Lean Launchpad
BioDesign
Omidyar Network
Emerson Collective
Presidio Institute
World Economic Forum
The Technology Suite (and 7 Cups)

Sources

- Singari Seshadri, *Associate Director, Entrepreneurial Programs Center for Entrepreneurial Studies, Stanford Graduate School of Business*
- Russell Siegelman, *Lecturer in Management, Stanford Graduate School of Business*
- Robert Chess, *Lecturer in Management, Stanford Graduate School of Business*
- Peter Reiss, *Lecturer in Management, Stanford Graduate School of Business*
- <http://www.govtech.com/local/SF-Launches-Entrepreneurship-in-Residence-EIR-Program.html>
- <https://www.challenge.gov/>
- <https://lab.opm.gov/>
- <http://www.ycombinator.com/>