

From: Soura, Christian
To: Koczera, Paula <Paula_Koczera@hks.harvard.edu>
Date: 2/5/2013 10:14:26 AM
Subject: RE: Summer Policy Fellows Program

OK, thanks. Here's the submission for South Carolina, then. The number in my signature below is my cell, so feel free to call or email if you need anything else or any clarifications, etc.

For what it's worth, when I was part of Governor Rendell's administration in Pennsylvania, I worked with a K School grad who had served as a fellow in the Governor of New Hampshire's office while working on his MPP at Harvard.

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South Carolina has a part-time legislature that meets from early January until the first week in June; the session is often extended in order to complete the annual budget or to respond to the Governor's budget-related or other vetoes. A Fellow arriving in May would likely participate in the process of analyzing the budget as it works its way to final passage, but more importantly, be part of the grueling 5-day (by law) process of dissecting the appropriations act, selecting individual veto candidates, and preparing the final veto statements for the Governor's approval. The veto process is fast-paced and is essentially a rolling multi-day internal debate within the Governor's Office on the fiscal, policy-related, and political ramifications of countless prospective vetoes. This process is typically resolved on or about June 30th.

During May, we are in the final stages of pressuring the legislature to pass the Governor's initiatives for the current legislative session. In 2013, this primarily refers to a bill to create a Department of Administration in order to give South Carolina's Governor the same control over the backoffice that 48 of her peers currently enjoy. The Governor is also currently advancing a plan for accountability-based funding for higher education that is built upon a clearly-defined framework, but for which a Fellow could do important work to further operationalize – we need help identifying optimal measures and indicators for certain components of the model. So far, this process has been open and collaborative with both the state's Commission on Higher Education and also South Carolina's public colleges and universities. Governor Haley is also advancing a transportation package this year, but there would likely be little work for a Fellow in this space.

Two other major areas of opportunity stand out. Last week, the Governor convened a working group on K-12 education that includes members of all four caucuses. The group has a broad mandate to review the full range of programs and funding streams in place today and make recommendations for improvements in the 2014 session. As this year's session winds up, a Fellow could not only distill the group's findings into discrete, actionable policy alternatives, but also add his or her own evidence-based solutions into the first draft of the Governor's K-12 education package for the 2014 budget and legislative session.

Finally, the Governor is in the earliest stages of developing a public-private partnership with the state's electric utilities and various environmental groups, with the intention of launching a new revolving loan facility that would finance residential energy-efficiency projects. We intend to use on-bill financing, so that ratepayers would use their realized energy savings in order to repay the loan without the hassle of a separate bill. There is an enormous amount of work to be done to establish the business case and crystallize the plan – a Fellow could play a very meaningful role in this project this summer.

Obviously, as we get closer to May, I'll have a better sense of which specific project(s) would be the best candidates for a summer Fellow. We're a small office, so a Fellow would have significant interaction with the Governor. I'm the Deputy Chief of Staff for Budget and Policy and would serve as liaison/supervisor, so I'd have the ability to bring a Fellow into top-level meetings here in the Governor's Office, but also likely with legislative leadership, depending on what bills are moving when. This is probably more than you're looking for, but I didn't want to give you some generic paragraph. There's real work to be done here. Thanks.

CLS

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From: Koczera, Paula [mailto:Paula_Koczera@hks.harvard.edu]
Sent: Monday, February 04, 2013 12:37 PM
To: Soura, Christian
Subject: RE: Summer Policy Fellows Program

Hi Christian-

Your email gave me a good laugh, I appreciate your sense of humor! Hopefully one of the fellows can help with efficiency.

The good news is, the deadline for submitting a proposal has been extended to this Wednesday, February 6 at 12pm EST. Unfortunately we won't be able to take any further proposals beyond that date.

Here is an example of a proposal sent by another state that gives just the amount of detail we're looking for (though it doesn't have to be this long):

Our State is in the midst of rethinking its overall energy policy structure at the Governor's direction. The foundation for that conversation will be a series of reports on various areas (renewable energy, energy efficiency, the electric marketplace) that will be prepared in May through September. A policy fellow would have the opportunity to take a key role in shaping those reports, and have the opportunity to see other aspects of energy and environmental policy making by working alongside top appointees and staff of the Governor.

In addition to working on energy and environmental policy, a policy fellow would work closely with the Director of Strategy and strategy advisors to research other potential public policy issues that are currently on the Governor's agenda. In the past, due to a small staff, talented interns have influenced a number of policy decisions and we would expect a policy fellow would be very likely to make meaningful, impactful contributions. Responsibilities would include meeting with appropriate experts and stakeholders as needed and preparing background briefings, policy memos and fact sheets. We would expect the policy fellow would have the opportunity to interact with the Governor.

The policy fellow would be under the direction of the Governor's Director of Strategy and would report directly to our Deputy Legal Counsel and Senior Policy Advisor.

So, if you would like to submit one, please do so by Wednesday at which point we will advertise them to students who have until March 4 to apply. State will be notified by mid-late March if their proposal has been matched with a student.

If you have further questions, please let me know.

All the best,
Paula

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From: Soura, Christian [<mailto:ChristianSoura@gov.sc.gov>]
Sent: Monday, February 04, 2013 12:28 PM
To: Paula_Koczera@harvard.edu
Subject: Summer Policy Fellows Program

Paula,

We're a government operation, so naturally, your January 3rd letter regarding the Summer Policy Fellows Program was just placed in my hand 10 minutes ago.

I know we're a couple of days beyond February 1st now, but if it's not too late, I'd like to discuss the possibility of having a Fellow serve here in Governor Haley's office this summer. I'm the Governor's Deputy Chief of Staff for Budget and Policy, so I would serve as liaison/supervisor. Thanks for your consideration.

Christian

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