

Calvin C. Johnson, PhD

EDUCATION

University of Maryland, College Park, MD

PhD in Criminology and Criminal Justice [May 1997]

Temple University, Philadelphia, PA

Master of Arts in Sociology/Research Methods [May 1993]

Eastern Washington University, Cheney, WA

Bachelor of Arts in Sociology/Crime and Deviance [June 1991]

Fellowship

- Elected Fellow, Congressionally chartered National Academy of Public Administration (NAPA) in the Fall 2020

Standing Panel Participation:

- *Standing Panel on Social Equity in Governance*
- *Standing Panel on Intergovernmental Systems.*

Professional Certifications:

- Program and Project Management (FAC-P/PM Senior Level) – [see Appendix I for courses]
- Contracting Officer's Representative (COR-Level III) – [see Appendix I for courses]

COMMISSIONS AND COUNCILS

- *Inter-agency Policy Council for Gun Violence Prevention – Gun Violence Emergency Response Protocol.* The White House Office of Gun Violence Prevention.
- *Evaluation Officers Council – OMB Evidence Team.* Foundations for Evidence-Based Policymaking Act of 2018.
- *G7 Urban Development Ministers Council.* Senior Urban Development Official (SUDO), Research Liaison for the Secretary of the U.S. Department of Housing and Urban Development.
- *National Secured Data Services (NSDS) Expert Panel.* National Science Foundation, National Center for Science and Engineering Studies.
- *Commission on Peer Review and Accreditation.* Network of Schools of Public Policy, Affairs, and Administration (NASPAA).
- *Executive Council.* (NASPAA).
- *Economic Commission for Europe – Group of Experts on Energy Efficiency.* United Nations.
- *Commission on the Social Status of Black Men and Boys.* U.S. Commission on Civil Rights.
- *Social Impact Partnership to Pay for Results Act (SIPRA) – Interagency Policy Council to Pay for Results.* U.S. Department of the Treasury.

PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Office of Policy Development and Research

- **Deputy Assistant Secretary**, Office of Research, Evaluation, and Monitoring [2013 – Present]
- **Chief Evaluation Officer/Deputy Chief Evaluation Officer** [2018 – Present]

Responsibilities:

I am the senior agency executive official with broad agency authority to develop, implement, and manage the Department's research and evidence-building strategic plan, including intramural and extramural research and evaluation initiatives. I am responsible for budget formulation and execution, management of contracts, grants, and cooperative agreements, and talent management across four evaluation divisions. I lead my four divisions in assessing the effectiveness of HUD's policies and programs and conducting demonstrations and companion evaluations of new policy and program approaches. To understand the impact of HUD's investments (i.e., housing, community development, and place-based initiatives) on non-housing outcomes, I lead cross-agency data linkages and evidence-building collaboratives, partnering with governments, academic institutions, and non-government research organizations to design and implement evaluation projects exploring these impacts.

At the direction of the Secretary and/or Deputy Secretary, I engage external stakeholders on HUD programs, sharing best practices and connecting them to HUD's work on the effectiveness of programs in the areas of housing, homelessness, housing discrimination, community development, disaster recovery, and housing/building technology. On behalf of the Secretary, I promote diplomacy with foreign governments through strategic partnerships and memoranda of cooperation to engage in bilateral policy development and research assistance. I have led delegations to the World Urban Forum, G7 Ministerial Meetings, and international meetings in Japan, Germany, and Poland.

Other Key Areas of Responsibility:

- Directing research administration and compliance monitoring for contracts, grants, and cooperative agreements with university and non-university research partners.
 - Pre-award engagements with industry, including market research, technical project scoping, cost estimation, selecting rating factors, and negotiations.
 - Post-award allocation of Program-Project managers to support Principal Investigators with research administration and project management (scope, schedule, budget).
 - Use ERP analytics to support cost-estimation, pre-award workflow management, and risk management – scope, budget, schedule.
- Directing intramural research development and implementation for an interdisciplinary team of 40 technical staff, collaborating with more than 75 universities and research organizations.
 - Staff development and skill-building, ensuring that staff stay current on technical research skills and research administration and compliance monitoring techniques.
- Leading cross-agency evidence-building collaboratives, sourcing interdisciplinary research via Interagency Agreements (IAA) across federal agencies and labs.
- Leading community participatory research strategies to address local housing, community development, and disaster recovery challenges experienced by communities.
- Managing research dissemination strategies, including assessing the quality of reports, pre-clearance, final editing, press releases, and external presentations.
- Leading data and technology innovations, data tools and product development, and dissemination data tools and products to the public and commercial entities.

- Leading the development of the Department's Learning Agenda (strategic research plan) and liaising with internal/external strategic planning partners to ensure that research informs strategic goals and objectives.
 - Capacity assessment to determine the Department's readiness to perform the evidence-building outlined in the Learning Agenda and support agencywide strategic performance reviews.
- Presenting and advocating the Department's budget and staffing requests to executive and legislative branch officials.
- Engaging philanthropy to support the Department's Learning Agenda.

Selected Accomplishments:

- *Research Administration and Compliance Monitoring:* Consistently and effectively obligated research, evaluations, and demonstrations funding without lapsing funds – an active research portfolio totaling more than \$90 million, research grants/cooperative agreements with Minority Serving Institutions totaling \$35 million, and research funded via Interagency Agreements totaling \$15 million. (*sample projects in Appendix 2*)
- *Staff Development:* Expanded intramural and in-house research and evidence-building activities as foundational continuous career and professional development opportunities for the 40 technical staff across my four divisions.
- *Housing Technology and Innovation:* Implemented two flagship housing innovation programs annually with a focus on increasing the stock of affordable housing: 1) [Innovative Housing Showcase held annually on The National Mall](#) and 2) [Innovation in Affordable Housing Student Design and Planning Competition](#). Grew annual housing technology/building technology research spending from \$1 million to \$10 million over 6 years. (*sample projects in Appendix 3*)
- *Strategic Partnerships:* Partnered with the White House's Office of Management and Budget on evidence-building collaboratives across federal government agencies with support from universities and other research organizations.
- *Resource Alignment:* Strategically realigned budget and personnel resources to successfully implement the Department's Learning Agenda, Annual Evaluation Plan, and Strategic Plan.
- *Effective Dissemination:* Streamlined my office's internal review and clearance processes, ensuring timely dissemination of research across various audiences and platforms (see www.huduser.gov).
- *Fostering an Inclusive Environment:* Conducted community participatory engagements to ensure that historically excluded individuals and communities – often the subject of my office's research – participated in research scoping and design activities affecting their communities.

COURT SERVICES AND OFFENDER SUPERVISION AGENCY

Office of Research and Evaluation

- **Associate Director**, Office of Research and Evaluation [2011 – 2013]
- **Performance Improvement Officer**, Office of Research and Evaluation [2011 – 2013]
- **Director**, Office of Research and Evaluation [2002 – 2011]

Responsibilities:

In 2002, the Court Services and Offender Supervision Agency (CSOSA) became an independent federal executive branch agency. I was recruited from the University of Pennsylvania to establish CSOSA's research, evaluation, and performance management office and build the infrastructure for real-time analytics, timely evaluations, and effective performance management. Concerning these functions, I provided executive oversight of talent management, procurement of information technology systems, and contracting for professional services.

As the Senior Evaluation Official and the designated Performance Improvement Officer, I partnered with agency leadership to prepare budget justifications to the White House's Office of Management and Budget, targeting needed resources for strategic initiatives. I established and executed the Annual Procurement Plan for research, evaluation, and enterprise analytics/business intelligence. I oversaw the development of policies and procedures for contract administration and compliance monitoring.

In consultation with the agency Director and Deputy Director, I successfully executed the agency's evidence-building portfolio, focusing on minimizing the risk to public safety and mitigating potential future risks. I led the deployment of machine learning and other advanced analytics, which facilitated the development of a suite of community supervision IT applications. I also successfully executed the agency's performance management agenda and aligned internal performance management implementation with the White House's President Management Agenda.

Other Key Areas of Responsibility:

- Managed data privacy and security protocol for enterprise data warehouse and business intelligence development.
- Established and monitored oversight of routine use of enterprise data and data-use agreements.
- Oversaw data integration and data sharing agreements with other law enforcement agencies.
- Facilitated performance management discussions with the Criminal Justice Coordinating Council.
- Developed and promoted risk mitigation programming with local criminal and juvenile justice agencies.

Selected Accomplishments:

- *Risk-based Machine Learning and Resource Optimization*: Developed dynamic, risk-based machine learning models to optimize resource allocation, regularly updating to account for responsiveness to supervision and program delivery.
- *Innovative Supervision Technology*: Designed and deployed kiosks for 24/7 passive supervision of lower-risk probationers, parolees, and supervised releasees in Washington, DC.
- *CSOSA-Stat – Performance Management and Accountability*: Implemented CSOSA-Stat, a performance statistics accountability program, enhancing crime control and prevention.
- *Enterprise Data Management and Analytics*: Designed, developed, deployed, and managed enterprise data warehouse and business intelligence portals, including directing a

multidisciplinary technical team in producing analytics to inform operations, service delivery, and strategic decision-making.

- *Strategic Partnerships and Consultations*: Established intra- and inter-agency consultations, providing research, evaluation, and program development support.

THE UNIVERSITY OF PENNSYLVANIA

Fels Center of Government

Jerry Lee Center of Criminology

- **Senior Research Administrator**, Fels Center of Government and Jerry Lee Center of Criminology [2001 – 2002]
- *Served as Director of Research on IPA to Executive Office of the Mayor of Washington D.C. – Office of the Deputy Mayor for Public Safety [2001]*

Responsibilities:

I managed proposal development, research administration, and project implementation for a portfolio of place-based demonstration pilots and evaluations. I also taught graduate seminars on research methods, including data collection and acquisition strategies, and directed student practica. I developed experiential learning opportunities that enabled students to apply qualitative and quantitative methods, survey design and administration, data collection, data analysis, and field research management skills. I coordinated community-engaged research with civic leaders and residents of West Philadelphia, designing programs to promote collective efficacy at micro-levels of geography.

Selected Accomplishments:

- *Consultation with the City of Philadelphia's Department of Human Services*: Served as Community-Engaged Lead Researcher/Liaison for a demonstration program with the City of Philadelphia's Department of Human Services (DHS) to explore performance contracting in the Child Welfare System (foster care).
- *Blighted Neighborhood Research*: Served as Project Director for a grant-funded project to combat physical decay and blight at the block face level in West Philadelphia. Supervised students on community-engaged consultation practices with neighborhood advisory groups and community-based nonprofits.
- *Consultation with the Executive Office of the Mayor of the District of Columbia*: Served as Consultant/Research Director (via Intergovernmental Personnel Act Mobility Program) to the Washington, D.C. public safety agencies cluster, assessing and recommending enhancements to data management and data analytics infrastructures and designing a Research Hub within the Executive Office of the Mayor.

THE URBAN INSTITUTE

Justice Policy Center

- **Research Associate**, Crime Control Policy Studies [1995 – 2001]

Responsibilities:

I managed statistical analysis and data integration for a national community policing evaluation. I collaborated with the survey design team, the survey administration team, and the federal agency sponsor to ensure that data collection efforts would yield information needed to address the sponsor's primary policy questions. I applied data analysis and statistical techniques to assess the impact of funding incentives on officer deployment, use technology to make community policing more efficient, and changes to the construct of community policing. I also conducted data analysis and prepared publications of key evaluation findings. For the state of Maryland, I coordinated staff-level research operations focused on leveraging community assets and promoting collective efficacy in response to crime and delinquency in high-crime, distressed communities. I trained team members on research designs, data collection plans, and the appropriate uses of qualitative and quantitative research methods. I designed experiential training opportunities for team members focused on survey design, interview techniques, and field research operations. More generally, I had significant writing responsibilities, including drafting various sections of research proposals, interim and final reports, briefing materials, and presentations. I led interdisciplinary research collaborations, leveraging expertise across The Urban Institute's 10 research centers. I was responsible for project management, focusing on managing scope, budget, and personnel resources. I coordinated research utilization and dissemination strategies to include the construction of public use data files, presentation of findings in journal articles, sponsored reports, and/or at conferences, and internal/external stakeholder briefings.

Selected Accomplishments:

- *Co-Principal Investigator, Violence in the District of Columbia.* Managed data collection and data analysis of archived victim and arrest reports. Developed advanced geospatial analysis techniques to illustrate the nexus of social and physical structure to crime.
- *Deputy Principal Investigator, Process Evaluation of Organizational Restructuring and Community Policing – The Metropolitan Police of the District of Columbia.* Assessed organizational restructuring and adoption of community policing in Washington, D.C. Managed the evaluation of personnel surveys, network analyses, focus group discussions, and field observations.
- *Deputy Principal Investigator, Process Evaluation of the Maryland HotSpot Communities Program.* Designed and deployed an evaluation of a statewide comprehensive crime control and prevention program. Managed the evaluation team in the analysis of grant applications, progress reports, physical disorder block surveys, staff surveys, resident surveys, and neural networks.
- *Senior Statistical Analyst, National Evaluation of the Office of Community-Oriented Policing Services (OCOPS) program.* Designed and implemented data analysis plans for law enforcement agency surveys, federal expenditure data, and archival records of grant applications. Designed methodology and constructed measures to track the flow of federal funds to law enforcement agencies across the nation.
- *Senior Statistical Analyst, District of Columbia Youth Violence Study.* Designed and managed a survey of youth, police, courts, and youth-serving agencies. Constructed psychometric and sociometric measures to analyze the association between spatial and temporal patterns of juvenile crimes.

Selected Research Monographs

- Johnson, Calvin C. (2022). *Tenant Screening with Criminal Background Checks: Predictions and Perceptions Are Not Causality*. PD&R Edge: An Online Magazine.
- Johnson, Calvin C. (2022). *Changing the Built Environment to Combat Violent Crime*. PD&R Edge: An Online Magazine.
- Johnson, Calvin C. (2022). *Why Housing Matters for Successful Reentry and Public Safety*. PD&R Edge: An Online Magazine.

Selected Articles, Reports, and Book Chapters

- Johnson, Calvin C. (2023). *Reentry and Housing*. Cityscape: A Journal of Policy Development and Research. Volume 25, Number 2.
- Johnson, Calvin C. (2021). *Lessons from Implementation*. In *Lessons from SSA Demonstrations for Disability Policy and Future Research*. Edited by Austin Nichols, Jeffrey Hemmeter, and Debra Goetz Engler. Abt Press.
- Moore, Gretchen E., Johnson, Calvin C., Roth, Jeffrey A. (2005). *The Role of Law Enforcement Within a Comprehensive Community Strategy: The Maryland HotSpot Communities Initiative*. In *Policing and Program Evaluation*. Edited by Kent R. Kerley. Pearson Prentice Hall.
- Roth, Jeffrey A., Roehl, Janice A., and Johnson, Calvin C. (2004). *Trends in Community Policing*. In *Community Policing: Can it Work*. Edited by Wesley G. Skogan. Thomson Wadsworth Press.
- Johnson, Calvin C., Chanhatisilpa, Chanchalat. (2003) *The Race/Ethnicity and Poverty Nexus of Violent Crime: Reconciling the Differences in Chicago's Community Area Homicide Rates*. In *Violent Crime: Assessing Race and Ethnic Differences*. Edited by Darnell Hawkins. Cambridge Press.
- Johnson, Calvin C., Roth, Jeffrey A. *COPS Program and the Spread of Community Policing Practices, 1995-2000. Research Report*. The Urban Institute. February 2003.
- Roehl, Janice A., Johnson, Calvin C., Buerger, Michael E., Gaffigan, Stephen J., Langston, Elizabeth A., and Roth, Jeffrey A. *COPS and the Nature of Policing*. In *National Evaluation of the COPS Program -- Title I of the 1994 Crime Act Process Evaluation*. Research Report. National Institute of Justice. August 2000.

Selected Presentations

- Johnson, Calvin C. *Measurement and Evaluation in Outcomes-Based Contracting*. Presented at The Council for State Government's Second Chance Act Conference. Philadelphia, PA. December 2024.
- Johnson, Calvin C. *Incorporating Evidence-Building into Agencies Strategic Planning Process*. Presented at The Office of Management and Budget's Monthly Meeting of the Strategic Planning Work Group (SPWG). Washington, DC. December 2024.
- Johnson, Calvin C. *Advancing Evidence Building in the Federal Government: Successes and Lessons Learned from Five Years of Implementation of the Foundation for Evidence-Based Policymaking Act of 2018*. Presented at The Annual Conference of the Association for Public Policy and Management. National Harbor, MD. November 2024.
- Johnson, Calvin C. *Sustaining the Gain: Advancing Evidence-Informed Policymaking through Federal, State, and Local Government*. Presented at The Annual Conference of the Association for Public Policy and Management. National Harbor, MD. November 2024.

- Johnson, Calvin C. *Overview of Source of Income Protections and What the Research Tells Us About Their Effectiveness*. Presented at PD&R's Quarterly Update: Source of Income Discrimination. Washington, D.C. July 2024.
- Johnson, Calvin C. *Community Development Block Grants and CHOICE Neighborhood Initiative: Place-based Strategies to Combat Violent Crime*. Presented at the Department of Justice/Office of Justice Program – Community-Based Violence Intervention and Prevention Initiative Grantees Conference. Chicago, IL. April 2024.
- Johnson, Calvin C. *Understanding the Mission, Challenges and Needs of the Department of Housing and Urban Development, Office of Policy Development and Research*. Presented at the IJIS Community Forum. Nashville, TN. April 2024.
- Johnson, Calvin C. *Housing Very- and Extremely Low-Income Individuals and Families*. Presented at Virginia Commonwealth University, L. Douglas Wilder School of Government and Public Affairs, Wilder Lunch and Learn Series. Richmond, VA (Virtual). November 2022.
- Johnson, Calvin C. *Applying Science, Technology, and Innovation to Sustainable Urban Development*. Presented at the United Nations Economic and Social Council, Commission on Science and Technology Development. Geneva, Switzerland (Virtual). March 2022.
- Johnson, Calvin C. *U.S. Department of Housing and Urban Development's Experience Supporting and Enhancing its Data Infrastructure and Use*. Presented at the Federal Committee on Statistical Methodology Conference. Washington, D.C. April 2020
- Johnson, Calvin C. *Developing, Describing, and Using Needs-based Typologies of Offenders to Assist in Successful Community Reintegration*. Presented at The Annual Meetings of the American Society of Criminology. Atlanta, GA. November 2007.
- Burrell, William and Johnson, Calvin C. *The Application of CompStat Models within Community Corrections: How Data are Being Used to Transform Community Corrections Agencies*. Presented at The Annual Meetings of the International Community Corrections Association. San Diego, CA. October 2007.
- Quander, Paul Q. and Johnson, Calvin C. *Promising Law Enforcement Practices Targeting Serious Violent Offenders: Developing and Implementing Focused Public Safety Partnerships*. Presented at The Annual Meetings of the International Police Executive Symposium. Dubai, United Arab Emirates. April 2007.
- Johnson, Calvin C. *The Need for Drug Treatment for Offenders Supervised by Community Supervision Agencies and the Monitoring Needed to Protect Against Abuse*. Presented at The Annual Meetings of the National African American Drug Policy Coalition. Washington, DC, March 2007.

Appendix 1: Defense Acquisition University – Federal Acquisition Institute Continuous Learning

CLC 006: Contract Terminations
CLC 008: Indirect Costs
CLC 028: Past Performance Information
CLC 030: Essentials of Interagency Acquisitions/Fair Opportunity
CLC 045: Partnering
CLC 058: Introduction to Contract Pricing
CLC 060: Time and Materials Contracts
CLC 063: Sole Source Proposal Technical Evaluations
CLC 108: Strategic Sourcing Overview
CON 0040: Market Research
FAC 027: GSA Schedules and Small Business
FAC 048: The GSA MAS Program: Buying Services Through GSA Schedules
FAC 072: Foundational Overview of the Acquisition Team
FAC 073: Critical Decision-Making in Requirements Development
FAC 079: Past Performance
FAC 089: Writing Quality Past Performance Evaluations
FAC 090: Back to Basics: Building and Strengthening Effective Communication with Industry
FAC 093: Introduction to Supply Chain Risk Management
FAC 095: Climate Adaptation for Program Managers
FCL-A-0036: Innovations in Acquisition (AS)
FCL-A-0038: Procurement Innovation Lab (PIL) Primer
FCL-CM-2500: Category Management 101
FCL-CM-2505: Category Management Dashboards and Tools Overview
FCL-GSA-I271: Demystifying Procurement: A Crash Course in Modern Acquisitions with Lesley Field
FEX-GSA-TT-0122-FAST24: Innovative Solutions for the Future of Professional Services
FEX-HUD-OCPO-2023-0017: Procurement Appropriations Law
FEX-HUD-OCPO-2023-0018: How to Develop A Work Breakdown Structure (WBS)
FEX-HUD-OCPO-2024-0008: FY24 Contracting Officer's Representative (COR) Workshop
FPM 334: Progressive Leadership in Program Management

Appendix 2: Selected FY24 Research, Evaluation, and Demonstration Projects

- The *Community Choice Demonstration* is a multisite randomized controlled trial designed to measure the impacts of housing mobility-related services on moves to and retention in opportunity areas for Housing Choice Voucher households – families with children.
- The *Family Options Study* is a multisite randomized controlled trial designed to measure the impacts of housing and service interventions for homeless families with children.
- The *Stepped and Tiered Rent Demonstration* is a multisite randomized controlled trial testing alternative rent policies (stepped rents and tiered rents) in a subset of public housing authorities granted authority to test administrative and financial flexibilities. Housing authorities established rent policies designed to make housing assistance easier for PHAs to administer and to incentivize assisted households to work towards self-sufficiency.
- *Integrated Wellness in Supportive Housing* is a large, cluster-randomized controlled trial designed to test whether structured health and wellness supports (part-time nurse and full-time wellness coordinator) can help older adults living in privately owned HUD-assisted housing developments to remain in that housing longer, or “age in place.”
- *Emergency Housing Voucher* is an implementation and early outcome study employing a mixed method data collection approach to provide a broad overview of this American Rescue Plan effort to combat homelessness during the COVID pandemic with 70,000 new Housing Choice Vouchers.
- *HUD-HHS Childcare Study* responds to recent HUD study findings that childcare is a major impediment to employment. The study assesses the needs and preferences for childcare among HUD households by interviewing families and staff at public housing authorities and nearby childcare centers.
- *The Impact of the Emergency Rental Assistance Program on Housing Stability* is an evaluation of a program Congress established in response to the COVID-19 pandemic. Administered by The U.S. Department of Treasury, the ERA program provided \$46 billion in emergency rental assistance, utility, and other related expenses to households at risk of losing their rental units due to the COVID-19 pandemic.
- *Wildfire Recovery and Resilience* is a research project that involves engagement with three case study communities to develop a complete picture of how disaster recovery resources are used post-fire and by whom. The study explores the utilization of recovery resources and barriers to recovery, particularly among the most vulnerable populations, to better understand how communities recover following a wildfire and the role that recovery resources play in specifically supporting recovery by vulnerable populations.

Appendix 3: Selected FY24 Housing and Building Technology Projects

Offsite Construction and Land Use Reform Research

- The National Institute of Building Sciences: to partner with six HUD regions to design pilot programs that will both identify regional barriers to the adoption of off-site construction and develop strategic plans for off-site construction growth. These regional pilots will serve as the basis for a pilot handbook to spur other regions to foster off-site construction capacity and encourage uptake.
- The University of California, Los Angeles: to study the impact of accessory dwelling unit (ADU) legalization and production in California on rents and prices, as well as to assess how legalization changes land values even for parcels that do not exercise the new development option.
- The University of California, Irvine: to study the impact of California's state-level reforms aimed at mitigating regulatory barriers obstructing the development of accessory dwelling units (ADUs) in the context of affirmatively furthering fair housing (AFFH).
- Purdue University: to study the role of building codes as a land-use restriction. The goal of the research is to provide greater clarity for state and local governments in determining how proposed revisions to the International Building Code and International Code Council would impact new supply and affordability in their jurisdictions.
- Louisiana State University: to conduct a life-cycle cost analysis of disaster-resilient affordable housing and identify improvements to the manufacturing and siting process of elevated, wind-resilient manufactured homes that could enable greater adoption of these homes, particularly in disaster-prone and underserved communities.
- The Manufactured Housing Institute: to examine the impact of local barriers on the placement of manufactured homes and propose necessary regulatory reforms to address these constraints.
- Washington State University: to focus on modular construction methods; specifically, this project aims to develop and demonstrate the design of modular mass timber hybrid construction to offer a solution that is more sustainable, affordable, and equitable for housing in the United States.
- ADL Ventures: to study the financing of industrialized off-site construction and identify ways to increase the industry's access to capital.
- Lehigh University: to conduct a qualitative survey of ADU ordinances, cataloging best practices, design guidelines, pre-approved plans, and other financial incentives that contributed to the successful implementation of ADU reforms in small-to-medium-sized municipalities.

Office to Residential Conversions

- M. Arthur Gensler Jr. & Associates, Inc.: to conduct a study that will analyze office to residential conversion activities in six cities, test the financial feasibility of these conversions, study policies and incentives, and build an online community guide to allow local policymakers to estimate the impact of potential conversion policies on their community.