

The Oregon Policy Lab: A University of Oregon & Lane County Partnership



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MPA Capstone

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About the Institute for Policy Research and Engagement

The Institute for Policy Research and Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

About the Oregon Policy Lab (*working title*)

The University of Oregon's School of Planning, Public Policy and Management and the government of Lane County committed to a partnership in 2018 to provide applied learning experiences for students, applied research settings for faculty and staff, and technical assistance to Lane County government. The Oregon Policy Lab is the working name for the partnership as it develops.

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Executive Summary

The Oregon Policy Lab (OPL) is a partnership between the University of Oregon's School of Planning, Public Policy, and Management (PPPM) that began in 2018. Although some exploratory projects have already been conducted, there has been minimal formalized documentation of the structures and best practices that will inform the OPL's growth.

This research study was conducted in 2019 and included interviews and focus groups with OPL's key stakeholders: PPPM faculty, Lane County management staff, PPPM students, and representatives from other policy labs across the US.

These responses from interviews were then synthesized into 4 core themes: Mission & Values, Metrics for Success, Design, and Sustainability. These themes informed our recommendations, which were based on feedback from each stakeholder group along with best practices.

Mission & Values

A mission statement will provide clarity of the priorities of the new partnership. It will also outline how the organization might grow in the future by clearly defining a set of values.

Recommendation

- Develop a clear mission statement and establish the Oregon Policy Lab's goals and values.

Metrics for Success

With the priorities of the organization clearly expressed in a mission statement the Oregon Policy Lab will need to develop metrics to determine whether or not established goals are being met.

Recommendation

- Develop metrics of success to measure how well the partnership is reaching its intended goals as described in the mission statement.

Design

What is the structural makeup of the partnership? What are the appropriate decision-making processes, responsibilities and roles for staff, and communication policies to implement?

Organizational Structure Recommendations

- Establish clear roles & responsibilities for all parties involved in the partnership.
- Systematically dedicate staff time to support the infrastructure of the partnership.
- Create clear data usage policy that details responsibility and access to data for all partners.

Project Communication Recommendations

- Establish common understanding and agreement on points of contact, workflow technology, and access to information.
- Develop and implement a clear Scope of Work for each project.
- Host regular check-ins between students and client points of contact.
- Develop pathways for project follow-up/feedback.

Project Selection Recommendation

- Develop and staff a representative project selection advisory committee.

Sustainability

How should the Oregon Policy Lab best plan for factors related to the continued success of the partnership? What strategies and resources should be prioritized to mitigate risks associated with leadership transfer and the availability of continued funding? How should the Lab promote its work to students, potential partners, and the broader Lane County community?

Planning and Culture Recommendations

- Engage in strategic planning process to establish key goals for growth the Oregon Policy Lab.
- Establish a champion that facilitates organizational buy-in.

Promotion and Marketing Recommendations

- Support staff and leadership engage in consistent partner outreach to grow the Oregon Policy Lab client-base.
- Develop and maintain a single professional website for students, potential clients and community members to access information on the Oregon Policy Lab.
- Promote the Oregon Policy Lab with promotional materials and at community events to communicate the Lab's impact for stakeholders.

Funding Recommendations

- Continue initial funding model, with Lane County as primary financer, in the short-term to maintain stability and continuity of the partnership.
- Develop work plan to secure grant seed funding from foundations supporting the mission of the Oregon Policy Lab partnership.
- Scale up to a modified fee-for-service model where clients, including Lane County pay for the costs of the project.
- Develop model to capitalize on private donor strategies.

These findings and recommendations, in addition to supplementary materials on website design, funding models, and communication structures, provide a comprehensive framework. This framework will serve to build a partnership between PPPM and Lane County which is resilient through funding and administrative changes as well as adaptable to include new opportunities as they arise. Finally, these recommendations help ensure a partnership which is firmly rooted in valuing the unique skills and priorities of students, faculty, and government stakeholders.

Introduction

Policy labs coordinate efforts between public, private, and academic entities. Through these partnerships, entities benefit from research opportunities that both inform the body of evidence around best practices and also provide community members with innovative solutions to policy gaps that impact them. Policy labs are commonly called PSI labs, although the “PSI” acronym can refer to either “public sector innovation” (McGann, Blomkamp, and Lewis, 2018) or “public and social innovation” (Williamson, 2015). Other terms used to describe similar conceptual arrangements include public policy lab, government innovation lab, and social innovation lab, among others (McGann, Blomkamp, and Lewis, 2018; Williamson, 2015).

Policy labs are an emerging collaborative mechanism that present a number of opportunities to enhance the quality of evidence-based policy making. Existing policy labs vary greatly in terms of scope of topics studied, stakeholder relationships, and funding sources. Due to the strong potential for policy labs to inform substantive and effective policymaking, many jurisdictions are interested in developing their own labs.

Policy labs afford jurisdictions the flexibility and capacity for innovation that are not often accessible under traditional structures due to limited resources or expertise. A key value of this type of innovation is the ability to incorporate cutting-edge technology as well as evidence-based information to improve efficiency of service delivery, management of infrastructure, and quality of life for citizens within a jurisdiction (Cohen, Almira, and Chesbrough, 2016; Riddell, 2014).

History of the Oregon Policy Lab

At the University of Oregon, the school of Planning, Public Policy, and Management began exploring public entities for partnership on graduate capstone projects in 2016. After establishing contact with multiple entities, Lane County was identified as the best partnership option. After securing funding in July 2018, multiple projects were launched to begin to build this partnership further. These projects included a pay equity study, open data analysis, transfer station relocation plan, policy lab study, and wildfire smoke policy interventions. This project serves to build off of the findings of the policy lab study in order to establish a greater depth of understanding about policy lab best practices to inform long term recommendations for the partnership between UO and Lane County.

The areas of focus and methodologies employed by policy labs vary broadly. Some labs focus on citizen engagement and look to crowdsourcing as a potential mechanism for gathering data and improving policy (Williamson, 2015). Others are more experiment-oriented and employ methods like randomized trials and data mining (Williamson, 2015; McGann, Blomkamp, and Lewis, 2018). Additionally, universities supply a dependable rotation of students who bring enthusiasm and curiosity to projects which could benefit local areas.

Policy labs function under varying degrees of independence from politics (McGann, Blomkamp, and Lewis, 2018). One significant element determining the independence of policy labs is the presence or absence of dedicated funding. When present, dedicated funding ensures that labs have “autonomy to make decisions, to have a flexible structure, and to implement a different work process to develop and test new ideas without being excessively concerned with the risks

of failure” (Timeus and Gascó, 2018). The freedom to function outside of the constraints of typical government operations creates a testing ground to find solutions that might not be seriously considered under other circumstances.

Stakeholders are a core component of policy labs, which are inherently complex partnerships between multiple players who stand to benefit or be otherwise impacted by the policy labs’ output. This refers to the leadership and staff of both entities in addition to the communities where policies are enacted. The stakeholder composition for different policy labs are among the most varied characteristics. While most policy labs include predictable parties such as the local city or county governments, each policy lab also include unique stakeholders. For example, the UChicago Urban Lab listed a long roster including a children’s advocacy center and a variety of city committees or councils. The Colorado Evaluation and Action Lab listed stakeholders across all three branches of the state government, the Governor’s office, General Assembly, and the judicial branch. Despite most policy labs being directly linked to universities, only two - the McCourt Policy Innovation lab near Georgetown and Oregon State Policy Analysis Laboratory in Corvallis - explicitly listed university students as stakeholders in their policy labs.

The purpose of this study is to determine the current structure of policy labs around the US in order to inform best practices for the further development of The Oregon Policy Lab. This study will contribute to the body of knowledge surrounding best practices in policy labs as well as create recommendations for the structure and methods for policy lab projects conducted at the UO in the future. The investigation of policy labs included: organization structures, funding models, and successful leadership structures, with a goal of informing leaders in PPPM and Lane County on what structures will lead to the most sustainable and successful partnership.

Methodology

In order to gather information to make recommendations, informational interviews were conducted with multiple policy labs, as well as faculty and students who are stakeholders in OPL. Information was also gathered from Lane County employees through in-person interviews.

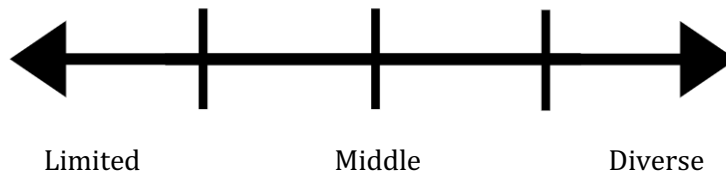
Each of these groups required a different recruitment strategy. Our team reached out to over 35 external policy labs for participation. 16 responded, 13 agreed, and 3 declined. PPPM students were given the opportunity to participate in a voluntary focus group with food provided as incentive to participate. All PPPM faculty that were identified as stakeholders by the client were interviewed. Lane County employees interviewed were also identified by the client, who also helped schedule the interview times. The final number of participants is broken down across groups as follows:

- External policy lab informational interviews- 11 participants
- Lane County Employees- 5 participants
- PPPM Faculty- 6 participants
- PPPM Students- 19 participants

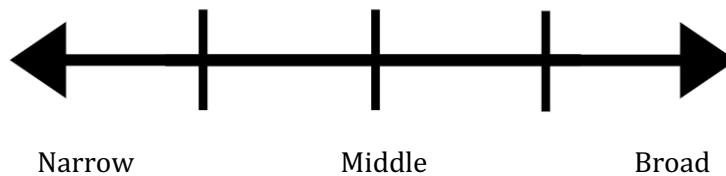
Each of these four groups received different interview questions designed to address their experiences and how they are most likely to interact with the policy lab in the future.

The data collected through interviews and focus groups is almost entirely qualitative. In addition to open-ended interviews questions, external policy labs were asked where they would place the lab that they represented on three scales of Funding (narrow to diverse funding sources), Project Selection (narrow to broad research and policy topics), and Mission & Values (priority on implementing community changes to informing research). These scales are designed to allow each lab to rank as demonstrated below.

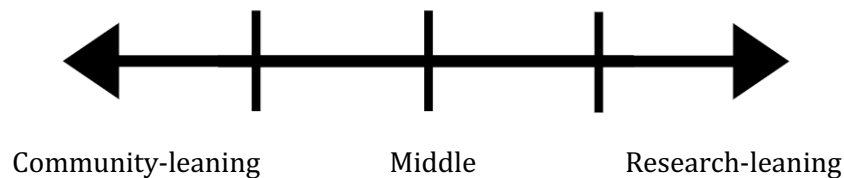
Funding Sources:



Project Selection:



Mission & Values:



A full list of the Policy Labs interviewed by the Capstone Team as well as a visualization of how the labs identified themselves on the three scales is provided in Appendix B.

Data Synthesis

Once the data were collected, the research team organized the notes from each interview and focus group through a consensus process in which all team members participated in an analysis of each interview. This process resulted in the identification of key topics which applied to the questions defined by the scope of work. This included funding, sustainability, metrics of success, stakeholder priorities, website/promotion, project selection, communication, and structure. This process identified 153 topics across the 8 question areas. Given the breadth of this data, the topics for recommendation were restructured into a hierarchy that streamlines further analysis as well as is more digestible. The data was divided into: themes (4), subthemes (8), topics (51), and subtopics (153). The recommendations will be presented in the form of themes and subthemes, and will be informed by the topics that were mentioned with the highest frequency across the stakeholder groups.

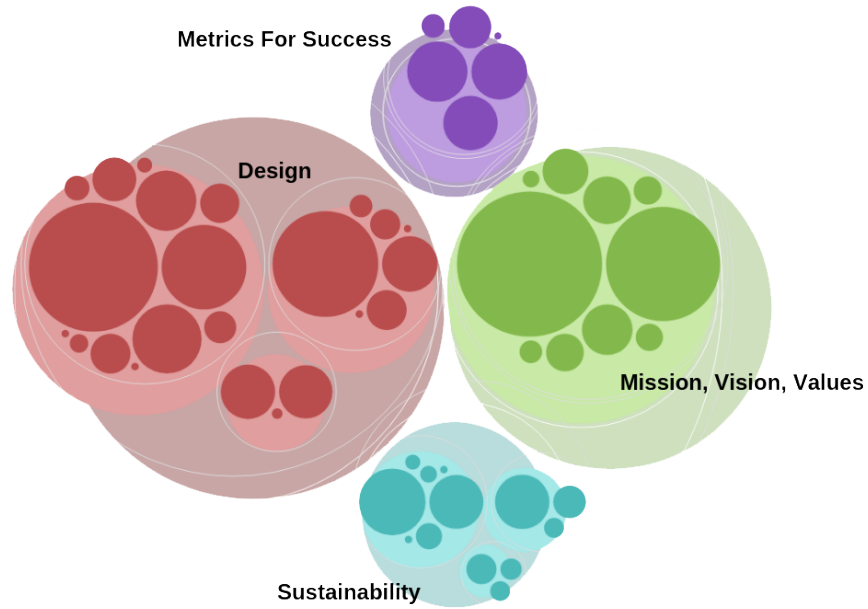


Figure 1. Visualization of themes with nested subthemes and topics across all interviews. Circles are scaled for number of times they were referenced across interviews.

The three scales of funding, project selection, and mission & values, were each connected with a theme (funding-sustainability, focus-design, scope-mission & values). When plotted, the 11 interviewed policy labs further contributed to recommendations based on their longevity, governance structures, and factors that otherwise made them analogous to the OPL.

Recommendations

Introduction

The purpose of this study is to determine the current structure of policy labs around the US in order to inform best practices for the further development of The Oregon Policy Lab (OPL). Additional research focused on identifying the needs and priorities of the various stakeholder groups within the OPL. Stakeholder groups of OPL, identified with input from Lane County, the University of Oregon School of Planning, Public Policy, and Management (PPPM) and the Policy Lab Capstone Team, include the following: Lane County employees, School of PPPM faculty, University of Oregon (UO) graduate and undergraduate students, and community members in Lane County.

This study contributes to the body of knowledge surrounding best practices in policy labs as well as offers recommendations for the structure and methods for policy lab projects conducted at the UO in the future. The investigation of policy labs included: organization structures, funding models, and successful leadership structures, with a goal of informing leaders in PPPM and Lane County on what structures will lead to the most sustainable and successful partnership.

Within the following section we outline recommendations for the efficient function and growth of the Oregon Policy Lab. Recommendations are broken down into the four key themes that emerged through our research: Mission & Values, Metrics for Success, Design, and Sustainability. Each section contains key findings gathered during the Capstone team's research including best practices from academic literature, examples from case study policy labs, and results from stakeholder interviews.

Mission & Values

What are the goals and mission of the Oregon Policy Lab? What is the impact that the Oregon Policy Lab is working to see as a result of the partnership? What are the core values and who are the key stakeholders that it aims to serve?

Mission & Values Key Findings

A mission statement will provide clarity of the priorities of the new partnership. It will also outline how the organization might grow in the future by clearly defining a set of values. Our research has shown that partnerships that feature stakeholders similar to those identified in the Oregon Policy Lab, including government staff, university faculty and students, as well as County citizens, incorporate these items into their mission statement:

- Applied Student Learning Opportunities
- Rigorous Research Methods
- Community Solutions Oriented
- Advancing Research in the Field

A working version of the Oregon Policy Lab's mission statement is currently located on an unpublished Lane County webpage and reads:

"The Policy Lab seeks to leverage the immense talent of the students and faculty of the University of Oregon to provide Lane County decision makers with the tools to assess and address complex policy challenges while providing valuable real-world experience for students and research opportunities for faculty."

This current version of the mission statement does well to address many of the key goals of comparable university-government agency partnerships that emerged through research. However, the Capstone team suggests a collaborative process to develop the mission statement to establish a strong foundation for the partnership and facilitate buy-in among stakeholders. This workshop should also include high-level decisions such as establishing an official name for the Oregon Policy Lab as well as its goals and values (detailed further in the section below). The current mission statement can be used as a template to begin drafting a new one. Additionally, mission statements from case studies can also be used to help develop the Oregon Policy Lab's unique mission statement.

Listed below are mission statements from case study policy lab partnerships that the Capstone team interviewed. They provide a range of the different type of partnerships that the Oregon Policy Lab could become. For example, the California Policy Lab highlights the use of data-driven policy, a desired outcome of the OPL partnership as stated by Lane County employees in stakeholder interviews. The UChicago Urban Lab details its focus on urban issues, reflecting the possibility of tailoring the labs project selection to specific areas of study. The Oregon Policy Analysis Laboratory (OPAL) clearly identifies students as a key component of its work, a stakeholder group identified at the OPL.

California Policy Lab (University of California Berkeley, University of California Los Angeles) - The California Policy Lab creates data-driven insights for the public good. Our mission is to partner with California's state and local governments to generate scientific evidence that solves California's most urgent problems, including homelessness, poverty, crime, and education inequality.

UChicago Urban Lab (University of Chicago) - the University of Chicago Urban Labs works to address challenges across five key dimensions of urban life: crime, education, health, poverty, and energy & environment. We partner with civic and community leaders to identify, test, and help scale the programs and policies with the greatest potential to improve human lives.

Oregon Policy Analysis Laboratory (Oregon State University) - OPAL is currently providing opportunities for graduate students to conduct research on real world policy problems in fields such as education, energy, climate change, and disaster response. Students use the quantitative and qualitative skills they have learned in class to provide support to clients facing substantive issues in the policy world.

Goals & Values

While the mission statement serves to establish the organization's identity the values and the goals of the partnership should also be clearly stated by leadership. Indeed, some interviewed labs wove their values into their mission statement however, many others explicitly described their value statements and goals separately on a webpage or foundational document. Common values that should be highlighted in partnerships with stakeholders similar to those of the Oregon Policy Lab include:

- Academic Freedom
- Equity
- Objectivity
- Professional Development Pipeline
- Trust
- Transparency

Resulting Recommendations

1. Develop a clear mission statement and establish the Oregon Policy Lab's goals and values.
 - 1.1 Set meeting with all relevant stakeholders to workshop the mission statement, including an official name for the partnership. This should be convened as soon as possible to ensure a common understanding among all involved partners as the Lab continues its work.
 - 1.2 Goals and values of the organization should also be workshopped and finalized during this process.

Metrics for Success

What are the measurable, quantifiable ways to analyze if the partnership is meeting its goals and is mutually beneficial for all stakeholders involved?

Metrics for Success Key Findings

With the priorities of the organization clearly expressed in a mission statement the Oregon Policy Lab will need to develop metrics to determine whether or not established goals are being met. Evaluation criteria will need to be determined with the input of the many stakeholders that the OPL aims to serve to ensure that the needs and objectives of all parties are accounted for.

Metrics also serve to tell the story of the Oregon Policy Lab. Tracking and gathering data on selected criteria will provide the directors of the Oregon Policy Lab the tools to describe the impact of its work. These data can be used to share the success stories and broad-ranging impact of the Lab to potential partner organizations, interested students and engaged community members. Some ways that successful Policy Lab case studies have measured their success is by using criteria such as:

Products Delivered:

- Academic Publications
- Projects Completed
- Policies Enacted

Monetary Value:

- Grants Awarded
- Income Earned

University Reputation:

- MPA Program Enrollment
- Student Employment

Stakeholder Engagement:

- Client Satisfaction
- Students Engaged
- Student Satisfaction
- Community Members Engaged

Metrics should reflect the goals described in the mission statement. The Oregon Policy Analysis Laboratory (OPAL) at Oregon State University, features similar stakeholders to those of the Oregon Policy Lab, specifically engaging students in service-learning opportunities. OPAL honors this by emphasizing student growth as a key metric and gathers data via end-of-project surveys. The Sound Policy institute, at the University of Puget Sound, highlights the importance of gathering feedback on client satisfaction after projects have been completed. The California Policy Lab, at the University of California, Berkeley and University of California, Los Angeles, features an all-professional research staff and has a heavy focus on the policy outcomes of its work. It measures its success based on how recommendations that emerge from their research become implemented in policy initiatives. One specific criterion the Capstone team recommends using is to measure how the community has engaged with the Oregon Policy Lab as members of the community were identified as key stakeholders in the research process.

Once metrics have been agreed upon, directors of the Oregon Policy Lab should strategize the best method to retrieve the data needed to inform whether goals are being met. For some of the example criteria listed above, such as student and client satisfaction, data may be gathered via survey instruments administered yearly or on a project basis. Other criteria, including projects completed and grants awarded, should be tracked by staff on an annual basis. Gathering feedback and facilitating communication on a specific project-level basis is detailed in the Design section of this report.

The tracking of metrics should be clearly defined in the work plan of a dedicated staff member at the Oregon Policy Lab. Having a staff member concurrently tracking evaluation criteria will prevent the difficulty of hastily organizing data on press coverage, income earned, or policies enacted at year end. Additionally, the responsibility for tracking metrics should be distributed evenly among partners. While some criteria may be more easily tracked by University of Oregon partners (e.g. MPA program enrollment, academic publication and student employment) other data may be more readily available to partner organizations. For example, the number of times the Lab is covered in the media may be more easily tracked by public affairs staff at Lane County.

Resulting Recommendations

2. Develop metrics of success to measure how well the partnership is reaching its intended goals as described in the mission statement.
 - 2.1 Involve the key stakeholders (students, faculty, and Lane County leaders) in criteria development process. This can take place during the same convening to workshop the mission statement.
 - 2.2 Evaluate metrics and impacts annually to gather accurate picture of progress being made in achieving stated goals.
 - 2.3 Include tracking and presenting of metrics and impact into the work plan of dedicated staff member(s).

Design

What is the structural makeup of the partnership? What are the appropriate decision-making processes, responsibilities and roles for staff, and communication policies to implement?

Through the Capstone team's research, key elements of the design of the Oregon Policy Lab emerged in three distinct subthemes: Organizational Structure, Project Communication and Project Selection. Organizational Structure includes staffing roles and responsibilities as well as broad communication practices of the Oregon Policy Lab. Project Communication details strategies for successfully navigating individual projects that result from the partnership. Project Selection provides key findings and recommendations to enhance the partnership's process for developing and implementing a project pipeline that builds trust and produces effective products for all parties.

Organizational Structure Key Findings

Organizational Chart

Organizational structure includes how the partnership engages with stakeholders, develops staffing and responsibilities, and implements broad communication strategies. One of the first priorities of the growing Oregon Policy Lab should be to clearly define the roles and responsibilities of staff and stakeholders in the partnership. One way to accomplish this is to develop a straightforward organizational chart, detailing lines of responsibility among partners and identifying who are the ultimate directors of the Lab. A basic organizational chart will provide clarity of where the various decision-making authorities are within the partnership. The Oregon Policy Lab organizational chart can be developed at the same meeting workshopping the mission statement and metrics.

Staff Duties & Work Plans

With relative ranks and positions of staff and partners in the Oregon Policy Lab detailed in a basic organizational chart, leadership should begin to outline essential duties relating to administration and communication. Responsibilities including meeting organization and scheduling, reporting on projects and grants, and answering inquiries by students and potential clients should all be detailed in administrative staff work plans. Special attention should be paid, and specifically mentioned in administrative staff duties, to maintaining a flexible calendar to accommodate the UO academic schedule, Lane county fiscal calendar, county commissioner schedules, and any additional partners of the Oregon Policy Lab. Staff in these roles will work to ensure that broad awareness of the differences among calendars and research requirements (including the Institutional Review Board) is understood by all involved parties and work to mitigate potential scheduling conflicts. Ideally, staff with experience at the School of PPPM and Lane County will inherit many of these responsibilities. The Vital Communities Initiative (VCI), out of Bowling Green State University, implemented a well-established organizational chart with individual coordinator staff responsible for specific projects and clients. Staff held regular meetings reporting on their work to VCI's director.

Student Roles

In addition to detailing the roles and responsibilities of decision-makers (at PPPM and Lane County) and administrative staff, the Oregon Policy Lab should address the roles of students within the Lab. Students, not only identified as a key stakeholder group during the research process, are a focal point of the Oregon Policy Lab with much to gain from being involved as well as having the responsibility to produce a majority of the work of the partnership. The roles that students will play in the Lab and how they will engage should be detailed explicitly. Resulting from The Capstone team suggests prioritizing a multitude of ways for students to engage with

the Lab including Capstone projects, other PPPM course assignments, internships, and independent study opportunities. The role of students was prioritized at labs such as VT Engage, at Virginia Tech, and OPAL, at Oregon State University, where students were given opportunities to expand leadership skills. VT Engage offers a competitive grants program to fund student directed projects while OPAL treats students as staff (even dropping the word 'student' from their titles) by offering hourly compensation and weekly staff meetings. Strategies to ensure that students engage more deeply with the Lab and receive the most benefit from their participation include:

- Prioritizing projects that allow for internship opportunities and that align with the academic calendar.
- Developing avenues for entry level employment that supports a pipeline for recent PPPM graduates.
- Working to offer financial compensation and access to professional growth opportunities.

Staff FTE Levels

Both partners at the University of Oregon and Lane County should designate a portion of their staff FTE to the facilitation and administration of the Oregon Policy Lab. Once lines of responsibility and structure have been established and the roles of key staff and administrators have been detailed, dedicated FTE will be required to ensure that these functions are performed adequately. The Capstone team suggests that both partners designate a portion of FTE to the administration of the Oregon Policy Lab. Additionally, partners should work to scale-up and host full-time staff dedicated to the facilitation and communication duties of the partnership. The University of Oregon may also allocate FTE of current IPRE staff or graduate student employees. While dedicated FTE ensures that the essential functions of the Oregon Policy Lab are performed, other types of unrestricted funding, including general overhead, should be a priority in the Lab's budgeting process. Unrestricted funding also enhances the long-term sustainability of the Lab during economic downturns.

Data Usage Policy

Finally, broad communication and project facilitation will be enhanced by the creation and implementation of a data usage policy. Leadership of the Oregon Policy Lab should quickly develop a mutually agreed upon data usage policy that details the responsibility and access to data for all parties involved. A data usage policy will clearly designate what data is accessible upfront and will mitigate potential discrepancies that may arise throughout the life of Policy Lab projects. The Oregon Policy Lab data usage policy may be informed by key findings from Policy Lab Open Data project. Additionally, tasks associated with the creation of a data usage policy can be completed through a project or internship opportunity facilitated through the Oregon Policy Lab.

Resulting Recommendations

3. Establish clear roles & responsibilities for all parties involved in the partnership including PPPM faculty, Lane County employees and University of Oregon students.
 - 3.1 Develop organizational chart detailing clear lines of responsibility and identifying OPL leadership.
 - 3.2 Incorporate responsibilities for communication (including maintaining a flexible calendar) and administration into position descriptions for Oregon Policy Lab staff.
 - 3.3 Ensure accessible entry, adequate compensation (monetarily and professionally), and a variety of engagement levels for students.

4. Systematically dedicate staff time to support the infrastructure of the partnership.
 - 4.1 Both partners should clearly designate a portion of staff FTE in support of the Oregon Policy Lab partnership.
5. Create clear data usage policy that details responsibility and access to data for all partners.
 - 5.1 Use key findings from Policy Lab Open Data project to help inform Data Usage Policy.
 - 5.2 Include data usage policy in the intergovernmental agreement.

Project Communication Key Findings

While the organizational structure of the partnership addressed overarching communication strategies in the administration of the Oregon Policy Lab, an additional theme emerged involving communication strategies for individual projects. Key findings regarding project communication covers the specific systems that maintain clarity between partners and stakeholders during Oregon Policy Lab projects. Indeed, through interviews with stakeholders, project communication emerged as a key concern in the success of individual projects facilitated through the Lab and ultimately, for the success of OPL itself.

"[Some problems may be] all about communication strategies, how the project is structured, and who would be working with whom." - Lane County Employee

At the start of any project facilitated through the Oregon Policy Lab points of contact, agreement on workflow technology, and what information can be accessed by the research team should be established. Successful university-government partnerships are actively maintained and require designating a point person on both sides, thorough project definition, and clear written agreements that detail responsibilities, ownership of data, timelines, and regular monitoring of progress (Ferman & Hill, 2004). Clients should have a content expert that is assigned as the point of contact for the researcher or research team who is clearly informed of their roles and responsibilities on the project. Agreement on the workflow technology will prevent any unnecessary miscommunications or mistakes associated with differences in institutional technology. Furthermore, clients should make all efforts to ensure access to necessary information for the success of the project. This process can be facilitated with input from the aforementioned Policy Lab Data Usage Policy. Steps should be taken early to identify all information needed for the project. Each project should strive to create pathways to obtain information including identifying the holder of the data, any pertinent privacy regulations, and the length of the data retrieval process.

Scope of Work

A necessary step to be completed at the outset of the project is the creation of a Scope of Work. The Oregon Policy Lab should create a scope of work template that reflects the expectations, timelines, objectives, and goals of each individual project. The final SOW should be finalized and approved by project managers, client points of contact and the Oregon Policy Lab director. Additionally, project teams should continue to engage with the document throughout the project and allow for adaptations as necessary.

Research teams should meet regularly with their client points of contact, project managers, and less frequently with the Oregon Policy Lab director. Although research teams may decide the ideal meeting frequency with their client points of contact the Capstone team recommends

weekly meetings. Establishing a weekly meeting early in the project will set the precedent for an engaged client and develop accountability among the research team. Furthermore, it serves as a learning opportunity for students on the research team to ask clarifying questions and increase their understanding. The research team and client may decide to transition to less frequent meetings if necessary. Finally, research teams and their client points of contact should select a mid-project date to report on progress to all necessary parties.

Project Feedback

The Oregon Policy Lab should work to develop pathways for project follow-up and feedback. Feedback can be solicited at various stages of a project's life cycle but is necessary to gather at the termination of projects. A reflection process in the applied learning experience can promote significant learning by developing problem-solving skills, higher-order reasoning, openness to new ideas, and foster systematic thinking (Ash & Clayton, 2009). One method of gathering this information is to create forms that are accessible to all stakeholders of the Oregon Policy Lab, including clients, students, and PPPM faculty. This process helps to track and report on completed projects and communicate the impact of the Lab's work for students who have completed projects or are interested in working with the Oregon Policy Lab, for engaged community members, and with potential clients.

Further information regarding project-level communication strategies for Policy Lab partnerships (those involving government agencies and university institutions) can be found in Appendix F.

Resulting Recommendations

6. Establish common understanding and agreement on points of contact, workflow technology, and access to information.
 - 6.1 Designate points of contact or a representative from each partner who will handle communications during the project.
 - 6.2 Decide on modes of communication and information sharing to that remain consistent throughout project.
 - 6.3 Make all reasonable efforts to ensure access of information necessary for project success and client satisfaction.
7. Develop and implement a clear Scope of Work for each project facilitated through the Oregon Policy Lab.
 - 7.1 SOW's should be finalized and approved by project managers, client points of contact, and the Oregon Policy Lab director.
8. Host regular check-ins between students and client points of contact.
 - 8.1 Establish weekly project check-ins that allow client and students to share updates and ask clarifying questions.
9. Develop pathways for project follow-up/feedback.
 - 9.1 Create forms that systematically allow for all stakeholders to voice feedback throughout the project.
 - 9.2 Regularly report on completed projects and track their impact/implementation.

Project Selection Key Findings

Strategies and techniques for prioritizing and selecting projects that the Oregon Policy Lab should complete to facilitate buy-in, transparency and trust among partners.

The current project selection process consists of leadership of Lane County and PPPM meeting to discuss which projects the County needs completed and how those match up with the skills and research interests of UO faculty. While this is an efficient process it leaves out the voices of UO students, a key stakeholder group. Students as well as the broader PPPM faculty should be included in the Oregon Policy Lab project selection process. Including students will develop trust among all parties and ensure an engaged student workforce and PPPM faculty, having the ability to advocate for projects that they are passionate about.

"I'm interested in how topics are chosen. It's important when looking at equity and motivation to flip top-down models. Open that up early on. It would be cool if there were several projects from the County and students could sign up or vote. Or have students rank areas of interest." - PPPM Undergraduate Student

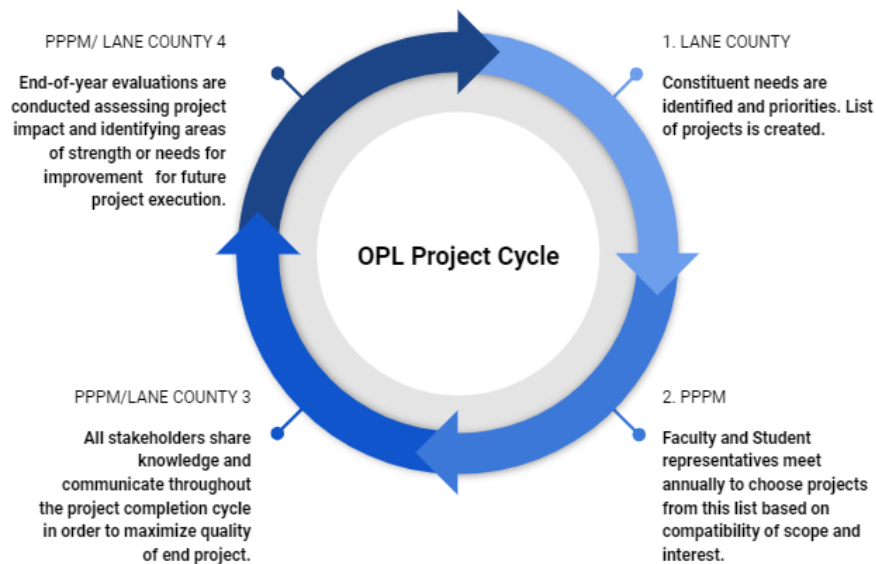
For the initial step in project selection the Capstone team suggests maintaining the established early stage processes. Having leadership of both Lane County and PPPM address the most pressing needs of the County as they relate to faculty competencies will keep the process moving efficiently and will produce a manageable list of potential projects. Additionally, having leadership's input at this stage will help to identify projects that could create conflict with competing calendars and can mitigate potential repercussions early.

However, concerted efforts should be made to prioritize projects that are most likely to be implemented or continued on in some form and projects that represent a diversity of length and scale. Students are more likely to be engaged with projects that have strategies for implementation or that have opportunities for continued engagement (i.e. are their potential funds or dedicated staff FTE to oversee project implementation). This will strengthen students' position as a beneficiary of the partnership and allow them to potentially continue on with projects in various capacities (e.g. internships or employment). Furthermore, prioritizing projects of different lengths and scale will maintain a continuous workflow for the Oregon Policy Lab and help to alleviate issues of competing academic and County calendars. Prioritizing projects of different lengths also boosts the sustainability of the partnership.

The next step the Capstone team recommends in the Oregon Policy Lab project selection process is to facilitate a PPPM-wide student vote. A vote, facilitated through an online survey, will allow students to be informed of the variety of projects that are being considered and provide the chance to prioritize them based on academic interests. As the last step in the process, the Oregon Policy Lab should host and staff an advisory committee to finalize the Lab's projects. The committee should include representatives of Lane County, PPPM students and faculty. MPA members of the Student Advisory Board, a PPPM advisory body, can serve as Policy Lab project selection advisory committee members. The advisory committee should meet once a year and can be facilitated through PPPM Student Advisory Board meetings. Consensus should be strived for during project selection by the Project Selection Advisory Committee however, the governing rules of the Advisory Committee may go through a period of experimentation in the early stages

to find the most efficient and effective processes. The above graphic represents a model for selecting projects between partners at the OPL.

The Capstone project team researched a wealth of strategies and techniques for selecting projects for a Policy Lab partnership. The recommended strategy is a result of the unique characteristics and interests of the stakeholders of the Oregon Policy Lab. However, other



project selection processes from case study Policy Labs are listed below:

- Open solicitation to community; Community members and stakeholders vote on projects
- Faculty share syllabi and compare with partner needs; projects selected based on best fit
- Grants are solicited for specific projects

Resulting Recommendations

10. Develop and staff a representative project selection advisory committee.
 - 10.1 Develop initial draft list of projects based on client need and PPPM faculty competencies/research interests.
 - 10.2 Prioritize projects that have the highest likelihood of implementation.
 - 10.3 Prioritize diversity of project length and scale.
 - 10.4 Facilitate broad student voting process to highlight projects based on cohort interests.
 - 10.5 Determine final projects through advisory committee process staffed by PPPM students, faculty, and Lane county/client representatives.

Sustainability

How should the Oregon Policy Lab best plan for factors related to the continued success of the partnership? What strategies and resources should be prioritized to mitigate risks associated with leadership transfer and the availability of continued funding? How should the Lab promote its work to students, potential partners, and the broader Lane County community?

Similar to the overarching design of the Oregon Policy Lab, the sustainability of the Lab contains three major components including: Planning & Culture, Promotion & Marketing and Funding. Planning & Culture involves components of strategic planning and organizational culture that serve to strengthen the stability of the Oregon Policy Lab as it experiences change and matures. Promotion & Marketing details the public-facing communications and external activities that publicize the impact of the Lab to stakeholders and potential partners. The Funding section addresses approaches to develop revenue streams to ensure the continued function of the Oregon Policy Lab while staying true to its mission and goals.

Planning & Culture Key Findings

To ensure the continued success and long-term growth of the Oregon Policy Lab leadership should engage in a deliberate planning process. As a result of this planning process the Oregon Policy Lab should develop the foundational documents that can provide guidance to staff, students, and leadership during key decision points as the Lab develops. Organizational documents such as a 5-year growth plan, a succession plan, and a contingency plan should be developed to accomplish this goal.

Foundational Planning Documents

A 5-year growth plan will provide clarity to leadership and staff as the Oregon Policy Lab takes on more projects and engages with a variety of partners. Without a descriptive plan for future growth the Lab may expand too quickly, negatively affecting the quality of work that it produces. A contingency plan and succession plan will prepare the Oregon Policy Lab for when it experiences a loss of a key partner, a major source of funding, or sudden leadership change. Often, in developing organizations deep institutional knowledge is gained and held by a few key staff and leadership. A succession plan is necessary to prevent this knowledge from being lost by the sudden departure of a key staff member. The majority of case study labs interviewed by the Capstone team noted a distinct lack of planning documents, especially contingency and succession plans. Many highlighted the desire for an ongoing process to complete this step in their Lab's development.

The strategic planning process should strive to be as inclusive as possible to ensure input from the broad range of stakeholders that the Oregon Policy Lab aims to serve. Including stakeholders in this process also serves to develop the culture of the Lab and further facilitate buy-in. Additionally, these foundational planning documents should be reviewed periodically. Growth plans and contingency plans should be reviewed annually to make certain that plans remain up-to-date with changing environments. Succession plans should be reviewed after major leadership changes.

Partnership Champions

Many of the Policy Labs that the Capstone team spoke with had key staff members and leadership that served to champion the organization. When in the early stages of partnership development individuals from each partnering organization should be identified who represent faith in the lab, and who can facilitate buy-in within their organizations. The Oregon Policy Lab

has the luxury of already having champions promoting the strengths and benefits of the Lab for partners at the University of Oregon and at Lane County with Dr. Ben Clark, PPPM Faculty and Greg Rikhoff, Chief Operating Officer at Lane County. These champions should continue the hard work that they've begun and further promote the Lab to their respective organizations to develop the culture of the Oregon Policy Lab.

A Culture of Outreach and Information-Sharing

A culture of persistent and continuous outreach should be fostered among staff and leadership to further enhance the sustainability of the Oregon Policy Lab. A culture of outreach will grow the project pipeline and allow the Lab to engage more partners in its work. In conjunction with a growth plan and promotional/marketing strategy (detailed further in the Sustainability section of this report) staff and leadership should look to strategically grow the Oregon Policy Lab's base of partners. Designated administration staff will maintain open pathways to new community partnerships and projects.

Resulting Recommendations

11. Engage in strategic planning process to establish key goals for growth the Oregon Policy Lab.
 - 11.1 A 5-year growth plan should be established as soon as possible and should also include contingency and succession plans.
 - 11.2 Formalized plans should be assessed annually and after major leadership or funding changes.
12. Establish a champion that facilitates organizational buy-in.
 - 12.1 Champions should work to promote partnership within their own agencies to ensure that the mission, vision, and benefits of partnership are well known.
13. Support staff and leadership engage in consistent partner outreach to grow the Oregon Policy Lab client-base.
 - 13.1 Foster a culture of outreach, promotion and information sharing with potential Oregon Policy Lab partners to support the long-term health of the Oregon Policy Lab.

Promotion & Marketing Key Findings

A key factor in the long-term health of the Oregon Policy Lab is the engagement in deliberate promotion and marketing of the Lab's activities. Strategic communications will continue to grow the number of partners involved in the Lab and develop the pipeline for projects. A promotion and marketing strategy will provide clear methods for communicating the mission and goals of the Lab, promote the benefits of the partnership to stakeholders, and highlight the impact of the Lab's work.

Lab Branding

The first step in developing a successful promotion and marketing strategy is to create a distinct, recognizable Oregon Policy Lab brand. The Oregon Policy Lab team suggests developing the brand of the Oregon Policy Lab with the help of a marketing and strategic communications consultant. Alternatively, strategies around branding can be explored through additional student-involved Policy Lab projects. A successful branding strategy will further clarify the niche role that the Oregon Policy Lab serves for clients, students, faculty and the community. Products of this work can include a logo or tagline that should be implemented across OPL's website and other promotional materials. Tasks and goals that emerge from a branding strategy will need to be incorporated into the work plans of OPL staff.

Website Design

The Oregon Policy Lab currently has two websites located on both Lane County and School of PPPM webpages. This may be confusing for students, potential clients, and community members who are interested in finding more information about the Lab. Based on case study Labs with exemplary websites, the Capstone team recommends consolidating the Oregon Policy Lab's web presence to a single, actively maintained website. A well-managed website will communicate the impact of the Lab's work for stakeholders, including Lane County community members and potential clients. Examples of the types of information that should be readily accessible include:

- Current Projects
- Past Projects (Reports)
- Staff & Contact Information
- Academic Publications
- Press Activity
- Partners/Clients
- Annual Report/Newsletters
- Community Suggestion Portal

A website should also deliberately work to identify the unique qualities and role that the Oregon Policy Lab fills, contrasting other service-learning organizations and research institutions at the University of Oregon. During stakeholder interviews participants noted, especially Lane County employees and PPPM students, that the variety of service-learning and research institutions at the UO may create a barrier to engagement for interested parties.

More information on successful strategies for Policy Lab website design can be found in the Appendix E.

Promotional Events & Materials

Promotional activities such as attending community events and producing public-facing materials should actively be pursued and managed by Oregon Policy Lab staff. OPL staff and engaged faculty, students, and Lane County employees should promote the Lab's activities and impact by marketing exemplary projects at community events, especially at established Lane County events. Furthermore, by having Lane County employees attend UO specific events interest can be raised about potential projects among PPPM students and faculty.

Further promotional activities worth of consideration include producing communications collateral including newsletters, press releases, and annual reports. These products should focus on engaging the broader community as well as potential clients. Responsibilities for promotional and marketing activities that OPL engages in should be clearly designated in support staff work plans. The Sustainable Communities Partnership, at the University of St. Thomas, promotes their lab's activities and solicits projects through local radio station advertisements. Not only does this strategy promote their lab in a unique way but also actively engages their community members, a stakeholder group identified at the OPL.

Resulting Recommendations

14. Create Oregon Policy Lab branding strategy.

14.1 Consult with marketing professional to establish branding, such as a logo, to be used on the website and across promotional materials.

14.2 Branding strategy planning can potentially be worked into future Oregon Policy Lab projects.

15. Develop and maintain a single professional website for students, potential clients and community members to access information on the Oregon Policy Lab.
 - 15.1 Using the branding strategy, create and maintain a website which includes ongoing projects, past publications, and ways for prospective partners to get involved.
 - 15.2 Website should distinguish unique features of the Policy Lab from other UO service learning institutions for prospective clients and students.

16. Promote the Oregon Policy Lab with promotional materials and at community events to communicate the Lab's impact for stakeholders.
 - 16.1 Attend and/or host events, including attending established Lane County events, to present projects to members of the general community.
 - 16.2 Have OPL partners present at PPPM events to inform students of how they may engage with the Lab.
 - 16.3 Release community-facing promotional products such as newsletters, annual reports, and press releases.
 - 16.4 Designate promotional and marketing responsibilities in OPL support staff work plans.

Funding Key Findings

Ultimately, the long-term sustainability of the Oregon Policy Lab hinges on the availability and access to funding sources. The funding of university-government partnerships is often the most challenging aspect of this work and government partners should not expect to receive capacity-enhancing projects without some type of financial commitment (Parker, 2005). The various Policy Labs that the Capstone team researched employ a multitude of funding models to carry-out their work. These various funding strategies reflected the unique characteristics, goals, and stakeholders that comprised each Policy Lab. The revenue options detailed below are intended to address the distinctive mission, values, and stakeholders that make up the Oregon Policy Lab, as identified through the Capstone team's research.

The Policy Lab Capstone team suggests that the Oregon Policy Lab continue its initial funding model in the short-term. As detailed in the Introduction, the School of PPPM-Lane County partnership began with an initial three-year contract in July 2018, with the entirety of the Lab being funded by Lane County Government. Continuing this model to the end of the contract (as opposed to instituting a new funding model) is recommended to maintain the stability and immediate continuity of the Oregon Policy Lab. The School of PPPM will continue to provide infrastructure resources for the partnership such as meeting places, access to best practices and research, and the availability of a student workforce.

Grant Funding Opportunities

Many of the Policy Labs that the Capstone team researched developed their organizations and enhanced the growth of their resources by utilizing the many private foundations that support data-driven public policy initiatives. Seed funding secured in this way can serve to develop the infrastructure and staffing necessary to expand crucial aspects of the Labs work including administrative functions and day-to-day communications. Some policy labs that received grant funding for their work include the California Policy Lab and the Chicago Urban Labs. A majority of labs received funding from private foundations on the basis of education and evidence-based policy initiatives. The Laura and John Arnold Foundation has been a leader for funding Policy Lab across the country. The Oregon Policy Lab should invest resources and assign staff duties in seeking grant funding opportunities. Grant funding opportunities that fund staffing and organizational infrastructure should be prioritized over those that merely fund individual projects.

Modified Fee-for-Service Model

While grant seed funding is attainable for developing Policy Labs it should not be relied upon as a long-term source of funding. Generally, newer, growing labs more often receive funding for operational expenses than established Labs. Based on the Capstone team's research, a modified fee-for-service model is more sustainable and effective than either grant funding or a multi-year contract. A pure fee-for-service model contrasts the current funding structure with Lane County by having clients pay-per-project rather than a payment distributed over the life of a contract. A fee-for-service model is flexible and provides opportunities to engage more clients in the future, creating diverse streams of revenue. This model is employed by many policy labs case studies including Bowling Green State University and Virginia Tech. These Labs feature similar stakeholders and project types, including a student-focus and opportunities for faculty research, as those identified at the Oregon Policy Lab.

However, long-term partnerships have been identified as keys to successful university-government collaborations, enhancing relationships between faculty and government staff and producing a sustainable flow of projects (Parker, 2005). Additionally, key stakeholder groups identified the desire to establish a long-term partnership between Lane County and the School of PPPM through the stakeholder interview process. The Capstone team suggests implementing a modified fee-for-service model, maintaining the original long-term contract structure of the partnership but with clearly identified tiers of projects within the contract.

Additional flexibility offered by the different tiers of services will help to facilitate projects of different timeframes and scales as well as provide multiple entry points for students with various levels of experience and ability. The desire for multiple points of entry for students was identified during the Capstone team's stakeholder interview process. Additionally, with the tiers of projects clearly established it will be easier to market the services of the OPL to potential future clients. A modified fee-for-service model will provide the partnership with the best traits of contract funding and pure fee-for-service, providing the enhanced relationships and stability of a long-term contract with the flexibility of a fee-for-service model.

Further information regarding a modified fee-for-service model can be found in the Appendix D.

Private Donor

Once grant seed funding is awarded and a fee-for service model has been implemented the Oregon Policy Lab should explore other sources of funding that may be available through access to additional University of Oregon resources. Opportunities to engage private donors who support the mission of the Oregon Policy Lab exist and should be explored with University of Oregon Advancement. Additional funding resources may be available by engaging with the School of PPPM Nonprofit Management students via course offerings such as Nonprofit Consultancy and Grant-Writing.

The Capstone project team researched many strategies for funding university-government Policy Lab partnerships. The recommended strategy, a modified fee-for-service model, is a result of the unique characteristics and interests of the stakeholders of the Oregon Policy Lab. However, other funding models from case study Policy Labs are listed below:

- Fully University funded.
- Annual membership fees charged to partners based on a sliding scale of ability to pay/population of community.

Resulting Recommendations

17. Continue initial funding model, with Lane County as primary financier, in the short-term to maintain stability and continuity of the partnership. - *Ongoing*
 - 17.1 The University should continue to provide infrastructure resources for partnership (i.e. meeting places, student & faculty workforce, and access to research and best practice).

18. Develop work plan to secure grant seed funding from foundations supporting the mission of the Oregon Policy Lab partnership. - *FY 2019 - 2020*
 - 18.1 Assign grant-writing duties to staff members of the Oregon Policy Lab.

19. Scale up to a modified fee-for-service model where clients, including Lane County pay for the costs of the project.
 - 19.1 Continue the long-term contract funding mechanism with established tiers of costs for various project types.
 - 19.2 Develop and market Oregon Policy Lab brochures detailing the various service levels to potential clients.

20. Develop model to capitalize on private donor strategies.
 - 20.1 Explore opportunities to engage with PPPM Nonprofit Management cohort for development projects through courses such as Nonprofit Consultancy, Grant Writing, and Philanthropy.
 - 21.2 Engage Oregon Policy Lab in University Advancement strategies.

Summary of Recommendations

- 1. Develop a clear mission statement and establish the Oregon Policy Lab's goals and values.**
 - 1.1 Set meeting with all relevant stakeholders to workshop the mission statement, including an official name for the partnership. This should be convened as soon as possible to ensure common understanding among all involved partners as the Lab continues its work.
 - 1.2 Goals and values of the organization should also be workshopped and finalized during this process.

- 2. Develop metrics of success to measure how well the partnership is reaching its intended goals as described in the mission statement. - Summer/Fall 2019**
 - 2.1 Involve key stakeholders in criteria development process. This can take place during the same convening to workshop the mission statement.
 - 2.2 Evaluate metrics and impacts annually to gather accurate picture of progress being made in achieving stated goals.
 - 2.3 Include tracking and presenting of metrics and impact into the work plan of dedicated staff member(s).

- 3. Establish clear roles & responsibilities for all parties involved in the partnership including PPPM faculty, Lane County employees and University of Oregon students.**
 - 3.1 Develop organizational chart detailing clear lines of responsibility and identifying OPL leadership.
 - 3.2 Incorporate responsibilities for communication (including maintaining a flexible calendar) and administration into position descriptions for Oregon Policy Lab staff.
 - 3.3 Ensure accessible entry, adequate compensation (monetarily and professionally), and a variety of engagement levels for students.

- 4. Systematically dedicate staff time to support the infrastructure of the partnership. - FY 2019-2020**
 - 4.1 Both partners should clearly designate a portion of staff FTE in support of the Oregon Policy Lab partnership.

- 5. Create clear data usage policy that details responsibility and access to data for all partners. - Summer/Fall 2019**
 - 5.1 Use key findings from Policy Lab Open Data project to help inform Data Usage Policy.

- 6. Establish common understanding and agreement on points of contact, workflow technology, and access to information. - At start of individual project**
 - 6.1 Designate points of contact or a representative from each partner who will handle communications during the project.
 - 6.2 Decide on modes of communication and information sharing to that remain consistent throughout project.
 - 6.3 Make all reasonable efforts to ensure access of information necessary for project success and client satisfaction.

- 7. Develop and implement a clear Scope of Work for each project facilitated through the Oregon Policy Lab. - At start of individual project**

- 7.1 SOW's should be finalized and approved by project managers, client points of contact, and the Oregon Policy Lab director.
- 8.** Host regular check-ins between students and client points of contact. - *At start of individual project*
 - 8.1 Establish weekly project check-ins that allow client and students to share updates and ask clarifying questions.
- 9.** Develop pathways for project follow-up/feedback. - *Q1 2020*
 - 9.1 Create forms that systematically allow for all stakeholders to voice feedback throughout the project.
 - 9.2 Regularly report on completed projects and track their impact/implementation.
- 10.** Develop and staff a representative project selection advisory committee. - *FY 2019-2020*
 - 10.1 Develop initial draft list of projects based on client need and PPPM faculty competencies/research interests.
 - 10.2 Prioritize projects that have the highest likelihood of implementation.
 - 10.3 Prioritize diversity of project length and scale.
 - 10.4 Facilitate broad student voting process to highlight projects based on cohort interests.
 - 10.5 Determine final projects through advisory committee process staffed by PPPM students, faculty, and Lane county/client representatives.
- 11.** Engage in strategic planning process to establish key goals for growth the Oregon Policy Lab. - *Summer/Fall 2019*
 - 11.1 A 5-year growth plan should be established as soon as possible and should also include contingency and succession plans.
 - 11.2 Formalized plans should be assessed annually and after major leadership or funding changes.
- 12.** Establish a champion that facilitates organizational buy-in. - *Ongoing*
 - 12.1 Champions should work to promote partnership within their own agencies to ensure that the mission, vision, and benefits of partnership are well known.
- 13.** Support staff and leadership engage in consistent partner outreach to grow the Oregon Policy Lab client-base. - *FY 2020-2021*
 - 13.1 Foster a culture of outreach, promotion and information sharing with potential Oregon Policy Lab partners to support the long-term health of the Oregon Policy Lab.
- 14.** Create Oregon Policy Lab branding strategy. - *FY 2019-2020*
 - 14.1 Consult with marketing professional to establish branding, such as a logo, to be used on the website and across promotional materials.
 - 14.2 Branding strategy planning can potentially be worked into future Oregon Policy Lab projects.
- 15.** Develop and maintain a single professional website for students, potential clients and community members to access information on the Oregon Policy Lab. - *FY 2019-2020*
 - 15.1 Using the branding strategy, create and maintain a website which includes ongoing projects, past publications, and ways for prospective partners to get involved.
 - 15.2 Website should distinguish unique features of the Policy Lab from other UO service learning institutions for prospective clients and students.

16. Promote the Oregon Policy Lab with promotional materials and at community events to communicate the Lab's impact for stakeholders. - *FY 2019-2020*

16.1 Attend and/or host events, including attending established Lane County events, to present projects to members of the general community.

16.2 Have OPL partners present at PPPM events to inform students of how they may engage with the Lab.

16.3 Release community-facing promotional products such as newsletters, annual reports, and press releases.

16.4 Designate promotional and marketing responsibilities in OPL support staff work plans.

17. Continue initial funding model, with Lane County as primary financier, in the short-term to maintain stability and continuity of the partnership. - *Ongoing*

17.1 The University should continue to provide infrastructure resources for partnership (i.e. meeting places, student & faculty workforce, and access to research and best practice).

18. Develop work plan to secure grant seed funding from foundations supporting the mission of the Oregon Policy Lab partnership. - *FY 2019 - 2020*

18.1 Assign grant-writing duties to staff members of the Oregon Policy Lab.

19. Scale up to a modified fee-for-service model where clients, including Lane County pay for the costs of the project.

19.1 Continue the long-term contract funding mechanism with established tiers of costs for various project types.

19.2 Develop and market Oregon Policy Lab brochures detailing the various service levels to potential clients.

20. Develop model to capitalize on private donor strategies. - *Within 5 years*

20.1 Explore opportunities to engage with PPPM Nonprofit Management cohort for development projects through courses such as Nonprofit Consultancy, Grant Writing, and Philanthropy.

20.2 Engage Oregon Policy Lab in University Advancement strategies.

Timeline for Implementation

Ongoing:

- 17.** Continue initial funding model, with Lane County as primary financier, in the short-term to maintain stability and continuity of the partnership.
- 12.** Establish a champion that facilitates organizational buy-in.

Summer/Fall 2019:

- 1.** Develop a clear mission statement and establish the Oregon Policy Lab's goals and values.
- 2.** Develop metrics of success to measure how well the partnership is reaching its intended goals as described in the mission statement.
- 3.** Establish clear roles & responsibilities for all parties involved in the partnership including PPPM faculty, Lane County employees and University of Oregon students.
- 11.** Engage in strategic planning process to establish key goals for growth the Oregon Policy Lab.

End of 2019:

- 4.** Systematically dedicate staff time to support the infrastructure of the partnership.
- 15.** Develop and maintain a single professional website for students, potential clients and community members to access information on the Oregon Policy Lab.

Summer 2020:

- 10.** Develop and staff a representative project selection advisory committee.
- 18.** Develop work plan to secure grant seed funding from foundations supporting the mission of the Oregon Policy Lab partnership.
- 5.** Create clear data usage policy that details responsibility and access to data for all partners.
- 14.** Create Oregon Policy Lab branding strategy.

End of 2020:

- 16.** Promote the Oregon Policy Lab with promotional materials and at community events to communicate the Lab's impact for stakeholders.

Within 3 - 5 Years:

- 19.** Scale up to a modified fee-for-service model where clients, including Lane County pay for the costs of the project.
- 13.** Support staff and leadership engage in consistent partner outreach to grow the Oregon Policy Lab client-base.
- 20.** Develop model to capitalize on private donor strategies.

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Appendix

A. Scope of Work

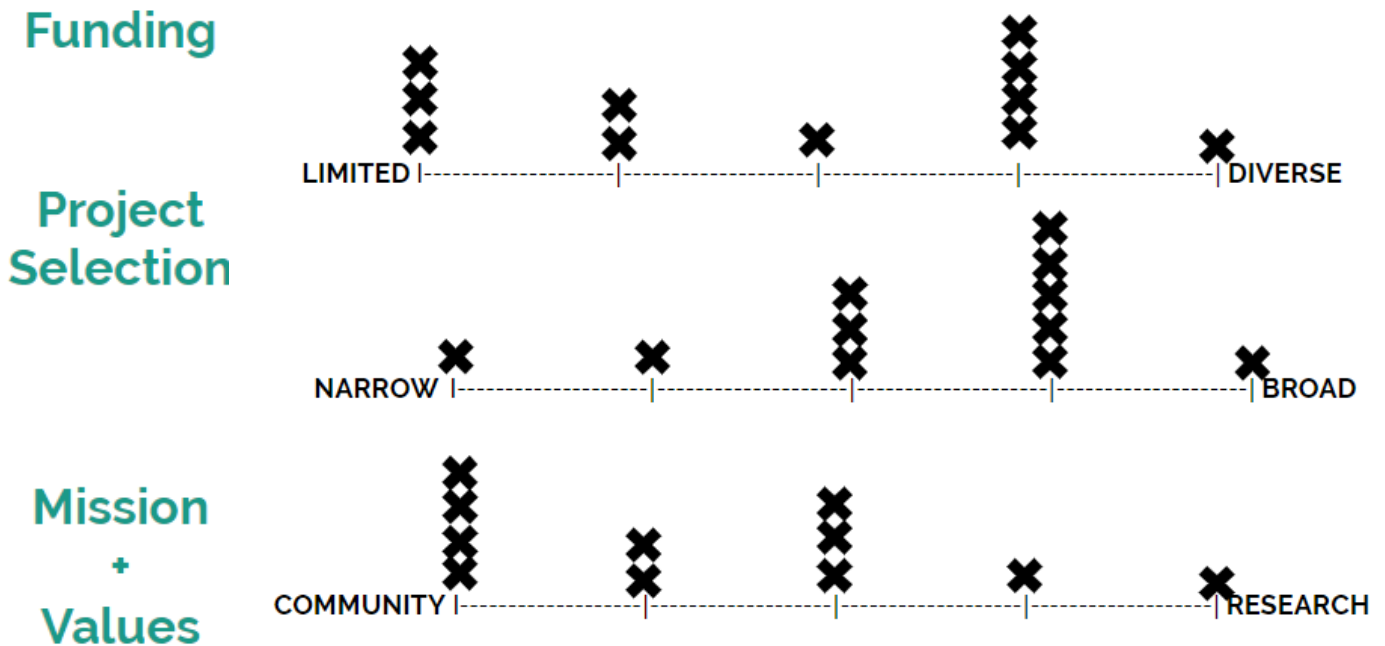
The 7 key questions in the Policy Lab Capstone team's SOW, created with input from leadership from both Lane County government and the University of Oregon School of Planning, Public Policy, and Management, are listed below:

1. What are the characteristics of a sustainable Policy Lab partnership? What types of funding - from public dollars, private foundations, or other sources - are used in successful policy labs around the country? What ensures the long term viability of the partnership and its ability to endure changes in leadership, structure, or other organizational transitions?
2. What are the key metrics for success in a Policy Lab partnership between a research university and a governmental agency? How do exemplary Policy Labs measure their success?
3. What are some examples of successful Policy Labs throughout the country? Are there other examples of community partnerships that are performing functions similar to a Policy Lab?
4. What are the most effective procedural and structural components of successful Policy Labs? How do Policy Lab partners maintain communications to ensure that the goals of all parties are met? What structures need to be in place to maintain the Policy Lab as founding members are no longer active participants?
5. Which groups represent the stakeholders in Policy Lab partnerships? How do all parties involved in the partnership receive added value from participation in the Policy Lab? How do successful Policy Labs ensure that faculty, students, and government employees engage meaningfully in the partnership?
6. What are the goals and measurable outcomes of productive Policy Labs and how are projects selected? To what degree do these partnerships prioritize policy analysis projects for governments, research opportunities for faculty, and applied learning experiences for students?
7. What communications are necessary to effectively promote the Policy Lab to decision-makers and the broader community? How do exemplary Policy Labs promote their activities through visual media and web design?

B. Case Study Labs - Scales

The following labs were interviewed by the Capstone team. Case study labs answered questions to self-identify themselves according to the three methodological scales of Funding, Project Selection, and Mission & Values:

- **California Policy Lab**-UCLA/Berkeley
- **Sound Policy Institute**- Puget Sound University
- **McCourt Policy Innovation Lab**-Georgetown University
- **Oregon State Policy Analysis Laboratory**-Oregon State University
- **Sustainable Communities Partnership**-University of St. Thomas
- **Transatlantic Policy Lab**-City of Boston
- **UChicago Urban Labs**-University of Chicago
- **Vital Communities Initiative**-Bowling Green State University
- **VT Engage**-Virginia Tech
- **National Center for Smart Growth** - University of Maryland College Park
- **Center for Metropolitan Studies**- University of Pittsburgh



C. Stakeholder Interview Topic Distribution

The chart below details data gathered during stakeholder engagement interviews conducted by the Capstone team. Team members interviewed and hosted two focus groups with Lane County employees, PPPM faculty, PPPM undergraduate and graduate students and with Policy Labs throughout the country. Through an extensive coding and analyzation process, qualitative interview data were categorized into the following thematic categories: Funding, Metrics for Success, Mission, Vision, Values, Organizational Structure, Project Communication, Project Selection, Promotion & Marketing and Longevity. Subtopics were further identified from the major themes.

Theme	Topic	Students	Faculty	Lane	Policy labs	Total Stakeholder Mentions
Funding	Grants	1	0	0	15	16
Funding	University funding	0	1	0	8	9
Funding	Fee-for-Service	0	3	0	3	6
Funding	Private Contribution	0	0	0	3	3
Funding	Government Funding	0	0	0	2	2
Funding	Earned Income	0	0	0	1	1
Funding	Membership Dues	0	0	0	1	1
Metrics for success	Partnership Reputation	9	6	0	3	18
Metrics for success	Policy Implementation	2	3	0	8	13
Metrics for success	Clearly defined goals	3	1	3	1	8
Metrics for success	Student benefits	0	0	0	4	4
Metrics for success	Funding Secured	0	0	0	1	1
Mission, Vision, Value	Applied	7	7	0	8	22
Mission, Vision, Value	Pro Dev	13	5	0	3	21
Mission, Vision, Value	Objectivity	0	2	5	5	12
Mission, Vision, Value	Relationship	1	4	3	1	9
Mission, Vision, Value	Faculty Research opportunities	0	4	0	3	7
Mission, Vision, Value	Equity	3	1	0	2	6
Mission, Vision, Value	Academic Freedom	3	1	0	1	5
Mission, Vision, Value	Community Oriented	0	0	2	3	5
Mission, Vision, Value	Added Capacity	0	0	3	0	3
Mission, Vision, Value	Broad policy focus	3	0	0	0	3

Org Structure	Student Engagement	12	5	0	21	38
Org Structure	Dedicated Staff Support	10	1	0	11	22
Org Structure	Evaluation Process	2	0	5	9	16
Org Structure	Adaptable framework	2	2	2	4	10
Org Structure	Community Engagement	0	0	0	8	8
Org Structure	Staffing and Responsibilities	0	0	3	5	8
Org Structure	Communication tools	0	2	2	3	7
Org Structure	Client Focused	0	1	1	4	6
Org Structure	Clear Mission	0	1	3	1	5
Org Structure	Faculty Engagement	0	1	0	3	4
Org Structure	University Engagement	0	0	0	2	2
Org Structure	Growth Plan	0	1	0	0	1
Org Structure	Strategic Resources	0	0	1	0	1
Project Communication	Clarifying Roles & Expectations	3	3	3	5	14
Project Communication	Milestones/checkpoints	0	0	6	6	12
Project Communication	Communication tools	1	0	0	1	2
Project Selection	Community Driven	2	0	1	17	20
Project Selection	Student Driven	7	1	1	1	10
Project Selection	Framework	0	0	0	8	8
Project Selection	University Driven	0	0	0	4	4
Project Selection	Faculty Driven	0	0	0	3	3
Project Selection	Foundation Driven	0	0	0	1	1
Project Selection	Lane Driven	0	1	0	0	1
Promotion and Marketing	Communicate goals clearly	8	0	0	0	8
Promotion and Marketing	public facing	1	0	2	3	6
Promotion and Marketing	marketing	0	1	0	4	5
Longevity	Culture/Identity of partnership	0	1	3	8	12
Longevity	Planning	5	1	2	1	9
Longevity	Budget	0	4	0	1	5

D. Funding Resources

OPL would support the educational mission of all applied projects through funding of PPPM and IPRE faculty. The University also requires a portion of the contract expense for overhead fees which would subtract from the direct amount toward the project. Each project would be addressed on an individualized basis that would align with the student learning goals, faculty time and expertise, and expectations and needs of the client. The below tiers are approximations of potential fee brackets that the lab could charge depending on the project and capacity.

- One term undergraduate project (internship or course integration)- \$3,500-4,500, pays for expenses incurred in project, including team advising by professional staff, travel, printing, mailing, lab overhead, and potential compensation for students. The product would be a polished student paper. If funding is available, editing by faculty or staff may occur at the end of the project.
- One term graduate project (internship or course integration)- \$6,000-8,000, pays for expenses incurred in project, including team advising by professional staff, travel, printing, mailing, lab overhead, and potential compensation for students. Could include some final editing by faculty or staff at the end of the project if there is enough funding. The product would be a polished student report and presentation delivery.
- Multi-term graduate project (Capstone)-\$7,500 to \$9,000 *or* (CPW)- \$20,000 to \$33,000, this would pay for project expenses, including project development and team advising by professional staff, lab overhead, and potential compensation for students, and more extensive editing and review. Additional, attention would be given to the reports after completion by faculty and staff to polish and refine the final reports.
- Full year student and faculty project- \$20,000+: same as last category but would be a more significant research project involving tenure track faculty. The added expense would not only include the time of students and IPRE faculty over the summer to polish and refine the final reports, but also the time of faculty to participate in the research and writing.

This tiered funding-fee for service model would be enacted after the grant funded pilot year. The initial grant funded year would be to create and implement the suggestions in this report that would allow the lab to be deliberate about the goals and values of the lab. Once those foundations are established, then OPL would conduct outreach to surrounding agencies with the above fee for service model.

E. Website Content

Vision/Mission

Clearly state the mission and vision on the home page and work to link in components of the mission throughout the rest of the site.

History

In 2018, the University of Oregon's school of Planning, Public Policy, and Management sought to create a policy lab with a partnering nearby entity in order to support the community and provide a variety of projects to the University. Lane County was identified as an eager partner that was looking to use policy analysis to positively impact how the county operates. Then, a three-year contract was agreed upon that would allow graduate student research on best practices of policy labs throughout the nation as well as a handful of short-term projects that directly impacted Lane County residents. Upon completion of the third year.....

Applied Learning

As highlighted in our mission statement, student involvement and success are key pillars in the Oregon Policy Lab foundation. Both graduate and undergraduate students in the Planning, Public Policy, and Management program are involved in the project selection process and the timeline of delivery is adjusted to best meet the student's academic needs while also supporting the timeline of the clients. Rigorous research and high-quality outputs are also deep values of OPL, we emphasize that the students are not consultants or subject matter experts and we encourage them to uphold academic freedom while also taking risks and asking for support. All these elements will be prioritized when working with clients and selecting a variety of projects.

Funding/Grant support

Share how this lab is funded and describe the fee-for-service model. The tiers and exact dollar amount can be kept in house and provided upon request as the project costs will be on a more individualized basis.

Resources on the Website

- Current projects
- Past projects including the report
- Staff composition
- Faculty produced academic publications
- Policy Influence including news articles
- Contacts
- Partners
- Annual report
- Portal for community suggested projects

F. Recommendations for Communication

Due to the complex organizational structure of OPL, which will include collaboration between PPPM students and faculty, IPRE administrators, and a variety of Lane County departments and their staff, it has been recommended by stakeholders that clear communication pathways and expectations be formed. Pre-established communication structures are also vital to ensure that project deliverables align with initial expectations.

Structure

In order for projects to be completed efficiently, it is important that communication structures and information-sharing not be coordinated through a single administrator across all projects. Doing so will likely lead to inefficiencies and challenge the opportunity for professional development.

To enable efficiency and optimal collaboration, it is recommended that a network communication structure be adopted.

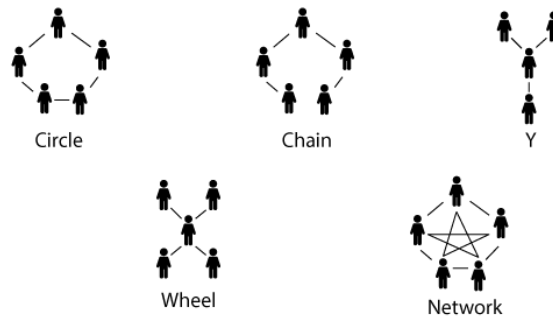


Figure: Types of organizational communication structures

The network structure further allows for horizontal, vertical, and diagonal communication. Across teams and divisions with different leadership structures.

Clarifying Roles & Expectations

Within projects, it is recommended that teams collaborate to create a scope of work, individual accountability for project goals, and a timeline.

At this time, all project stakeholders should schedule weekly meetings or electronic updates. This will help ensure regular communication, building a stronger working relationship and reducing the likelihood of project drift.

Communication tools

It is recommended that every team identify their preferred means of:

- contact (email, texting, inter-office messaging)
- scheduling meetings (doodle polls, outlook calendar)
- note-taking
- project management
- information sharing (confidential or not? File size limitations?)

Agreement across the team to use these common tools from the outset will maximize efficiency.