



Community Safety Data Project: Findings and Workplan

March 2023



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Glossary of Terms

Term	Definition
211	County assistance call center
ArcGIS Hub	GIS software
API	Application Programming Interface
ARPA	American Rescue Plan Act (Rescue Plan)
BDS	Bureau of Development Services
BES	Bureau of Environmental Services
BHR	Bureau of Human Relations
BI/DV	Business Intelligence & Data Visualization
BOEC	Bureau of Emergency Communications
BPS	Bureau of Planning & Sustainability
BTS	Bureau of Technology Services
CAD	Computer Aided Dispatch
CBO	City Budget Office
CGIS	Corporate Geographic Information Systems
CRM	Customer Relations Management
CSD	Community Safety Division
CSV	Comma Separated Value
Community Leads Cohort	Smart City PDX Community Leads Cohort
Data Governance	See here
Data Support Partners	Provide feedback and programmatic support for workplan
Data Systems	See here
DEST	Data Equity and Strategy Team
ETL	Extract, Transform, Load
FEMA	Federal Emergency Management Administration
GIS	Geographic Information Systems
IRP	Impact Reduction Program
NET	Neighborhood Emergency Teams
OMF	Office of Management & Finance
PCEF	Portland Clean Energy Fund
PBEM	Portland Bureau of Emergency Management
PBOT	Portland Bureau of Transportation
PEMO	Public Environment Management Office
PDX 311	Single point of access for reporting and requesting assistance
PF&R	Portland Fire & Rescue (Portland Park Rangers)
PortlandMaps	Access to public data, maps, and GIS Applications
PPB	Portland Police Bureau
PP&R	Portland Parks & Recreation
PSR	Portland Street Response
SAMHSA	Substance Abuse & Mental Health Services Administration
SAP	Software, business application
SSCC	Street Services Coordination Center
Zendesk	PDX311 customer support software

Executive Summary

Community safety is multifaceted and impacts every Portlander—individuals will define community safety differently based off their lived experiences. Implementing equitable and proactive responses to community safety requires an understanding of these many connected aspects. This Community Safety Data Project is a two-year limited term investment to break down siloes in data services and build coordinated secure access to community safety data. With access to trusted, high-quality data that is timely, integrated, and responsive to an evolving landscape, the City of Portland can better partner within, and outside, of the organization to respond to urgent, compounding needs.

A cross-bureau team with experience in data analysis, information systems development, community engagement, project management, and strategic programming development supports this effort. Essential to the work as well are close partnerships with practitioners and subject matter experts in each community safety bureau/division. This work is in parallel and alignment with the City's transition to a new form of government and Community Safety Division's development of a unified strategic action plan. These transitions will depend on actionable data. All these combined efforts provide changes in work patterns and investments in people and infrastructure, with the goal to improve service delivery.

This report summarizes the assessment phase and implementation plan of the Community Safety Data Project. Directors, leadership teams, program managers, and analysts from six community safety City bureaus/divisions took part in data systems conversations. This qualitative data collection provides an overview of what is working well and highlights areas for improved support across the full data lifecycle; data collection, storage, cleaning, management, analysis, sharing.

An analysis of these findings identified 52 needs and associated project ideas. These are organized by priority and feasibility. The additional capacity this two-year effort provides cannot address the complete list of needs and projects ideas, yet it is important to highlight all findings. A workplan of mostly high priority and high/medium feasibility projects with timeline estimates are presented to guide the work of this effort.

Data analysts across the community safety teams are working to improve data systems, provide high quality data, ensure privacy, and build efficiency and automation when possible. Many are doing this even in one person teams or while experiencing other resource limitations.

Key needs include:

- Data sharing and data access support. Oftentimes, analysts can identify data sets that would be useful, but must spend time tracking them down. There are also data collected that the organization or other teams might not know is available.

- Improvements to data quality through data standards, improved data collection, better file management, etc.
- Improved performance measures that are timelier and accessible to staff and community, align with current goals, and provide useful information to inform work.
- Data, process, and system integrations to improve efficiencies and access.

Key limitations include:

- Lack of investment in enterprise solutions.
- Changing technology with no investments in integrations or staff time built in for comprehensive design and adoption.
- No time for proactive analysis and documentation.
- Uncoordinated and unsupported implementation of technology, which is disruptive to the enterprise as a whole and frustrating for staff and community.

The workplan is a subset of 26 project ideas to address a range of the needs identified. Project ideas include:

- Building new data pipelines to facilitate data sharing across teams
- Support to develop performance measure to improve the data available to answer questions and tell the story of expansive and variable work by staff and community partnerships
- Public facing data visualizations and dashboards
- Trainings on best practices for how to use different types of data
- Data integrations to pull in data from disparate systems for reporting and operation decisions
- Documentation of best practices and support for teams to implement standards and guidance

Community involvement will occur in parallel with the workplan implementation. Several pathways will help build partnerships. These include a new iteration of the Smart City PDX Community Leads Cohort, the community safety strategic planning engagements, and expertise from existing advisory groups and boards. Community partnership in designing and testing data visualizations improves delivery of products and services.

Portland faces pressing community safety challenges. Addressing these requires investment, collaboration and a data-informed understanding of public safety issues and their interconnections. This effort will provide new information products, data pipelines, and data support to City staff and communities. This will also foster a culture of information sharing. The Community Safety Data Project is an exciting opportunity to scale and replicate current data successes, while also building out new services, systems and culture change to support good governance.

Introduction

Overview

Community safety is multifaceted and impacts every Portlander. Its dimensions encompass public health, houselessness, traffic safety, violence and crime prevention, infrastructure and asset management, emergency preparedness, neighborhood resiliency, racial disparities, economic development, and access to services – to name a few. Definitions of community safety will be different for each Portlander based off their values and lived experiences. Promoting equitable and proactive responses to community safety requires an understanding of many connected aspects.

Meaningful access to high quality data that is timely, integrated, and responsive to an evolving landscape is an important element to understanding community safety's connected parts. Yet, fragmented data investments, teams, and siloed data warehousing in the City of Portland lead to frustration with data sharing and access both internally and externally. Within these siloes, data analysts are making progress on improving data pipelines and preparing analyses to inform operations but there may not be opportunities to share results with communities or City leadership. These disconnected data management practices – a focus of discussion in this report – hinder the City's ability to fully understand the problems it is trying to solve, evaluate current programs, or assess solutions.

Overcoming data and information sharing challenges requires investments in people, structures, and community partnerships. This report is a first step in improving community access and engagement with community safety related data. Portland City Council prioritizes community safety through the lenses of good government and equity. This work responds to urgent community needs and a call for changes to improve the City of Portland's form of government and service delivery.

This report outlines a workplan to assist community safety-related bureaus to build data capacity, address data access issues, and foster collaboration within the City and with partner organizations. Our team discusses the methodology used to systematically understand the current state of data systems within the City's community safety bureaus. Findings include what is working well and where our team, bureau leadership, or City Council can provide support to data teams.

These findings also include needs and project ideas to address those needs. Priority and feasibility of project ideas were then assessed. A subset of these project ideas form the workplan. The workplan details projects to be completed by the end of fiscal year 2022-2023 and by end of fiscal year 2023-2024 as this a limited two-year funded effort. Next is workplan implementation and building community partnerships to collaborate on data sharing design along with assessing workplan implementation. A new iteration of the [Smart City PDX Community Leads Cohort](#) will foster these partnerships as well as finding pathways to collaborate with existing related committees or groups.

The project team includes staff with experience in data analysis, information systems development, community engagement, project management, and strategic programming development. Collaboration across the team, with practitioners in each community safety team, City leadership, and external partners are key to successfully implementing the workplan. Accomplishing the workplan will help the City meet the community safety needs of Portlanders in a more efficient and comprehensive way. The goals and timing align with the transition to a new form of government. Implementation of the workplan will produce scalable solutions for other complex City data needs.

Changing and growing needs

Community safety, houselessness, livability and economic recovery are the top four shared priorities for Portland City Council ([Resolution 37069](#)). To assist with these priorities, in 2022, Mayor Ted Wheeler issued five community safety-related emergency declarations. One of those includes establishing a unified command structure led by the Community Safety Division (CSD). This restructuring under CSD involves the Bureau of Emergency Communications (BOEC), Portland Bureau of Emergency Management (PBEM), Portland Fire & Rescue (PF&R), and Portland Police Bureau (PPB).

The approach will allow CSD to lead a collaborative, unified strategic action plan with updated performance measures. Public safety bureaus and teams that previously operated independently will now work as a holistic team, improving both proactive and real-time delivery of services. This unified team will partner with impacted communities to ensure that services and outcomes are responsive to their needs.

This alignment and prioritization are further embedded in City workplans to implement Ballot Measure 26-228. A voter approved measure which, among other reforms, expands City Council to 12 geographically distributed members and allows the city council to focus on setting policy and engaging with community, while transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator. To prepare for this new form of government, City Council Resolution 37609 establishes a focused transformation, alignment of services, and shared priorities across bureaus. Priorities include advancing public safety initiatives such as, reducing gun violence, reducing 911 call and response times, addressing houselessness, and supporting livability measures – all of which depend on actionable data and are identified in this report.

As part of the City's commitment to racial equity, bureaus are also developing racial equity plans. The alignment of community safety bureaus will unify the approach of these plans. Yet, shared community equity outcomes and indicators with measurable plans also depends on accessible and transparent data. Data management infrastructure and support will help with assessment and evaluation.

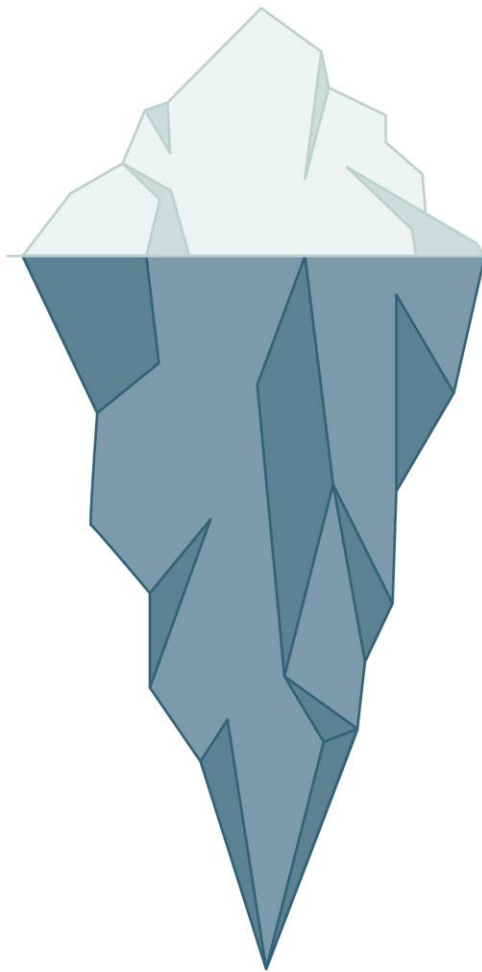
Change management with and for data

This Community Safety Data Coordination & Website project is about breaking down siloes in data services and building coordinated, secure access to community safety data. This type of work requires transformative changes from today's work patterns and investments. Data visualizations, quantitative data analyses, and qualitative data analyses are critical for supporting strategic, effective decisions. These more visible deliverables depend on many, often invisible, modern data management components (Figure 1). These components include:

- 1) Data governance such as policies, best practices, and standardization;
- 2) Technology investments that introduce new and integrated tools, storage systems, and data pipelines;
- 3) Support services for City staff to collaboratively create performance measures, review procedures, and design accessible information products.

We refer to this full spectrum of modern data management as *data systems*. In this context, "system" is not used to describe one integrated technological platform that connects all facets of data across the bureaus. In contrast, this work will build new information products and integration processes. It will also include promoting a culture change to support effective governance.

Improving data systems can lead to more informed decision making and collaboration across teams. Staff can respond quickly to operations questions or information requests. Community members can meaningfully take part in evaluation of services with improved data engagement and access. We see examples of this with how the Portland Parks & Recreation Park Rangers program connects data collection to an analysis pipeline to gain real time insights for daily operation decisions, or how the Portland Bureau of Emergency Management's public facing dashboards help keep volunteers informed about the impact of their volunteer work, and even help them identify solutions to issues. Improving support to existing data systems and building new ones across the teams working in community safety will help the City address its pressing community safety challenges.



TIP OF THE DATA MANAGEMENT ICEBERG

- Community informed and accessible open data
- New analysis approaches and data models
- Using meaningful insights for decisions
- Data as a community asset
- Dashboards

SUPPORT

- Training for staff and partners working with data
- Enable responsive and peer reviewed analyses
- Help to build data collections forms, Q&A, method review
- Assistance to improve metrics and evaluations of City programs

TECHNOLOGY

- Visualization tools and software
- Databases and other data storage
- Data pipelines and centralized, efficient, modern data management
- Data inventories and catalogs
- Data cleaning scripts and protocols

GOVERNANCE

- Data standards
- Data roles (who gets to access what?)
- Best practices for data collection, management, and use
- Policies to protect privacy/promote transparency/-maintain data quality, integrity, usability
- Community partnerships and engagement

Figure 1: Data Management Iceberg. The upper tip of the iceberg contains the more visible components of the data management system. Below the surface, however, the presentation and use of data depends on support, technology, and governance.

The originally named Community Safety Dashboard and Data Services project was formulated in the spring of 2022 to improve coordinated data access to support the needs and proactive investments of community safety. The name has now evolved to Community Safety Data Project. This renaming acknowledges other components of the project such as coordination across teams. The name also recognizes that multiple data visualizations will be hosted on a website or websites, rather than a single dashboard. The underlying idea and goal have not changed, where the Mayor’s Office and Office of Commissioner Mapps worked with the Bureau of Planning and Sustainability (BPS) to create a proposal to apply centralized, modern data management services built for the City’s American Rescue Plan Act (ARPA) investments to other citywide data priorities with an initial focus on community safety. This occurred in coordination with other data investments with BPS, Bureau of Technology Services (BTS) and City Budget Office (CBO) (Figure 2).

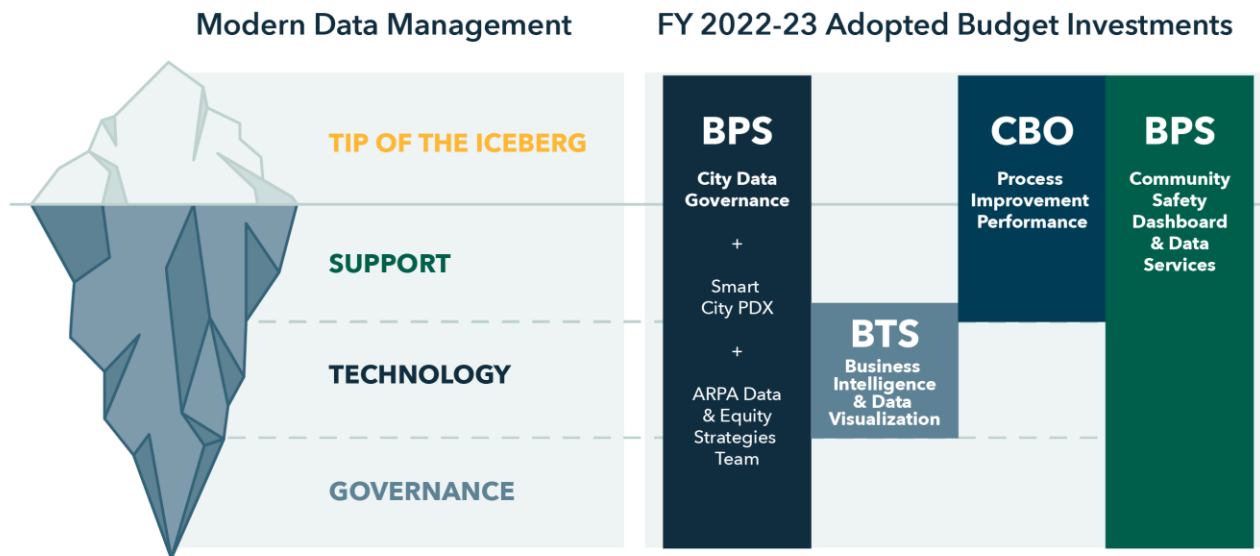


Figure 2: Data Management Iceberg and the overlap of City of Portland data investments. The Community Safety Dashboard and Data Services project covers the full spectrum of modern data management.

Methodology

Project Approach and Team

This project builds on and scales the unique data and performance management approach developed by the Data and Equity Strategies Team (DEST) to manage \$208 million in City investments of ARPA funds. The DEST is a collaboration of BPS, Office of Equity and Human Rights, and Office of Management and Finance. The approach developed by DEST prioritizes:

- Accountability
- Transparency
- Equity
- Efficiency
- Compliance
- Simple streamlined processes
- Useful replicable tools and approaches

These priorities guided the development of a data pipeline which include developing reporting measures before data collection starts to ensure that it advances equity outcomes, [data standards](#), data collection support, data reviews, a centralized database, and a [Rescue Plan Open Data Portal](#) designed with community input. This project adopts the DEST priorities in coordinating the work for this project.

The project team includes staff with experience in data analysis, information systems development, community engagement, project management, and strategic programming development. Staff are from the BPS Smart City PDX team, CSD Strategy, Budget, and Performance Unit, and BTS Corporate Geographic Information Systems (GIS). The first hiring process for the project team was completed in October 2022 and the rest of the positions by March 2023. In conjunction with BPS and CSD as leads, the following entities were identified to partner with and inform the work given their roles in data collection, data management, and data sharing infrastructure and processes:

- Bureau of Planning and Sustainability (BPS) Tech Services
- Bureau of Technology Services (BTS)
- City Budget Office (CBO)
- Office of Equity & Human Rights (Office of Equity)
- Office of Management & Finance (OMF)
- PDX 311

These Data Support Partners provide feedback and programmatic support to help carry out the workplan.

Community safety related teams partnering in the work include (Figure 3):

- Community Safety Division (CSD)
- Bureau of Emergency Communications (BOEC)
- Portland Bureau of Emergency Management (PBEM)
- Portland Fire & Rescue (PF&R)
- Portland Parks & Recreation Park Rangers (PP&R or Portland Park Rangers)
- Portland Police Bureau (PPB)

Data Systems Conversations

Leadership from CSD, BOEC, PBEM, PF&R, PPB, and Portland Park Rangers participated in kick-off conversations to learn about programmatic and informational needs. Some of these needs include data outputs and outcomes requested by external and internal stakeholders. The goal was to get an initial understanding of what was working well so this can transfer to other bureaus. There was also an initial learning about what issues data teams are facing.

Conversations with bureau leadership also identified data analysts to hold more in-depth data systems conversations with. These included one-hour to 90-minute conversations with data analysts or program managers at each bureau (Figure 3). See [Appendix A for details on contributors](#) in the data systems conversations.



Figure 3: All bureaus, teams, and type of staff who participated in the data systems conversations.

A list of common data issues and a series of questions spanning the data lifecycle guided these conversations, see [Appendix B Data Systems Conversations](#). Several resources informed this guide including the team’s previous experience on data projects, University of Chicago’s Center for Data Science & Public Policy, [Data Maturity Framework](#), Budget Office Performance Maturity Framework, and PDX 311’s Service Migration Worksheet. The Data Support Partners also reviewed the series of questions. Through almost 70 questions, we touched on aspects of data collection, storage, cleaning, and management, in addition to what is working well and what areas folks need support.

We did not ask each question, nor did we always go in the same order when we held our conversations, as different overarching needs and priorities appeared in each conversation. For example: if it was clear that no analyses were yet being performed, we did not ask questions about data cleaning, but rather focused on data collection design.

We created multiple choice answers for each question in a comma separated values (CSV) file that balanced breadth with relevant depth. These choices were refined after a few interviews as we understood what types of responses we were getting from analysts. Analyst responses to individual questions often touched on several questions. Rather than answer each multiple-choice question during the interview, we took detailed notes and used those notes to categorize answers to relevant questions

afterwards. For each question, we recorded evidence for which multiple choice answer or answers we selected with long-form responses extracted from the detailed notes. For each interview, we noted questions that we did not address due to time, need, or conversational flow.

We compiled all the conversation data into bar graphs showing the number of responses for each question and its categorical answers. These graphs helped us identify trends and overlap in responses across data teams.

Workplan Development

To identify more specific project ideas to inform our workplan, we extracted all the data needs we heard directly or inferred from conversations. We then identified a few broad categories of needs following the modern data management categories (Figure 1). These include governance, technology, support, analysis/design.

Issues around data access and sharing also came up in our talks with data analysts. We mapped data needs from each bureau to data that exists in other bureaus or in external sources.

With a general understanding of need categories and data access needs, we itemized specific workplan items in a CSV and tagged each item with the following information to help understand prioritization:

1. Number of community safety bureaus the project idea touches;
2. The project idea connection to City Council roadmap priorities in [Resolution 37609](#);
3. If the project idea increases data access within the City or for the public;
4. And if the project idea integrates data or creates partnership opportunities for multiple entities within the City or with stakeholders external to the City.

From this list we stratified each workplan item from low to high priority using a formula considering its impact to multiple bureaus, increased data access and integration, and Council priority. We identified three criteria for a project idea to be classified as high priority:

- Impacts multiple bureaus;
- Connects to City Council Resolution 37609;
- Improves internal and external data access and partnerships.

A project idea was classified as medium priority if:

- It improves access to data for the public and improves access to data in the City or improves internal or external partnerships;
- It improves access to data in the City and leads to internal and external partnerships.

A project idea was classified as low priority if it failed to meet the thresholds for high or medium priority. Typically, a project idea would be low priority if it impacted only one bureau and did not improve data access or partnerships.

We also identified potential challenges that would have to be overcome in implementation, level of effort required, technical feasibility, and next steps for follow up. This information was used to tag each project idea with a feasibility estimate: High, medium, and low. Staff from each bureau and office reviewed the items that touched on their area of work. This review made sure we accurately represented what they shared, helped identify additional challenges to consider, and priority items that would help their work.

The additional capacity this two-year project can provide does not address the complete list of needs and project ideas identified from our conversations with leadership and data analysts. Therefore, we selected a subset of projects based off scope, priority, feasibility, and connection to other City data projects such as the City Data Governance Committee. These projects are identified in the Workplan section. Workplan elements may change as needs evolve or as a clearer understanding of challenges evolves. Feedback from all community safety bureaus and teams, Data Support Partners, City leadership, and communities will further refine priorities and narrow workplan focus.

Also in the workplan is building community partnerships to assess implementation and collaborate on data sharing design. A new iteration of the [Smart City PDX Community Leads Cohort](#) will foster this aspect of the project, and we will also explore coordination and partnership opportunities with the community safety strategic planning and community engagement project being led by CSD. Assessing each project in the workplan with the [BPS Equity Toolkit](#) and/or the operationalization of the Substance and Mental Health Services Administration's (SAMHSA) six principals of a trauma informed approach ([Table C4](#)) will further incorporate racial equity and health equity into this project. This work will lead to improved design of the deliverables and will happen in parallel with implementation of the workplan.

Current State

What's working well

One thing we learned from our conversations with data analysts is how committed they are to the mission of improving community safety through data. Throughout the various teams, data analysts are working to improve systems, produce high quality data, ensure privacy, and build efficiency and automation where they can. Some are also subject matter experts in their field adding a layer of expertise and nuance to their analyses; others have extensive coding experience enabling them to build complex pipelines; and others are creating pragmatic solutions to data problems given limited resources. Despite demanding workloads, community safety data analysts accomplish a lot.

All teams we spoke to were eager to participate in this project, and we are grateful for the vulnerability and insight folks brought to our conversations. Teams are working on a variety of projects that address questions about operations, performance, forecasts, and community safety trends. A few things we noted:

1. Data analysts are sensitive to data collection fatigue, and try and reduce it where they can/when they have control;
2. Analysts build in automation where they can (Figure 4) – creating efficiencies to manage data and improving accuracy;
3. Many analyst teams are small, and often one individual, but can lean on their networks and relationships outside of their immediate data teams – including in the community – to accomplish tasks;
4. Teams are communicating end-results and the value of data to a variety of audiences (Figure 5) and are sensitive to protecting privacy;
5. Analysts are well organized with a focus on streamlining work where automation is not possible and reducing opportunities for duplication of effort within teams;
6. Teams are efficient – there is often a centralized point of contact for data information;
7. And analysts are committed to improving workflows and have keen insights to doing so.

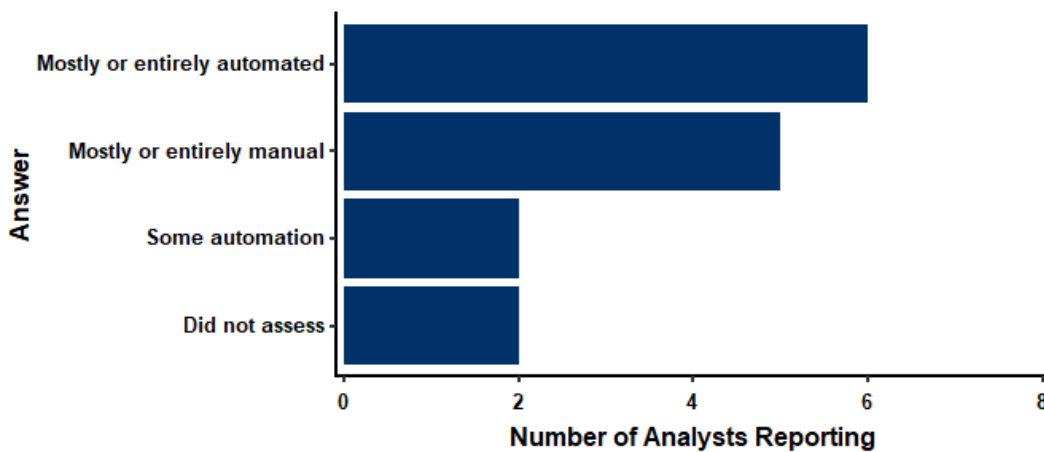


Figure 4: Automated analyses across teams.

The actions teams are taking have led to several successes in addressing community safety issues with improved data systems. For an example of data pathways, PBEM shares data they collect about their Neighborhood Emergency Teams (NET) with community volunteers to support their programs. Those volunteers in turn offer feedback about program direction and can rally support from their neighbors to make improvements to underperforming program aspects. Supporting community partners with informative data increases volunteer investment in the mission.

At Portland Park Rangers, they have designed a streamlined and efficient incident reporting phone-based application for park rangers that is sensitive to data collection fatigue issues. The application has the capacity to record positive contacts and activities in which rangers engage. The development of a data pipeline and dashboard enables real-time operational understanding of what is happening across 12,000 acres of parklands patrolled by some 50 rangers. As a result, staff feel committed to keep using and improving the system as they can see how, where, and why data is used. This allows the organization to connect services and workplans to data and community needs. This work was possible due to an expansion of the data team that allowed Portland Park Rangers to use data to show why and how the work they are doing is important.

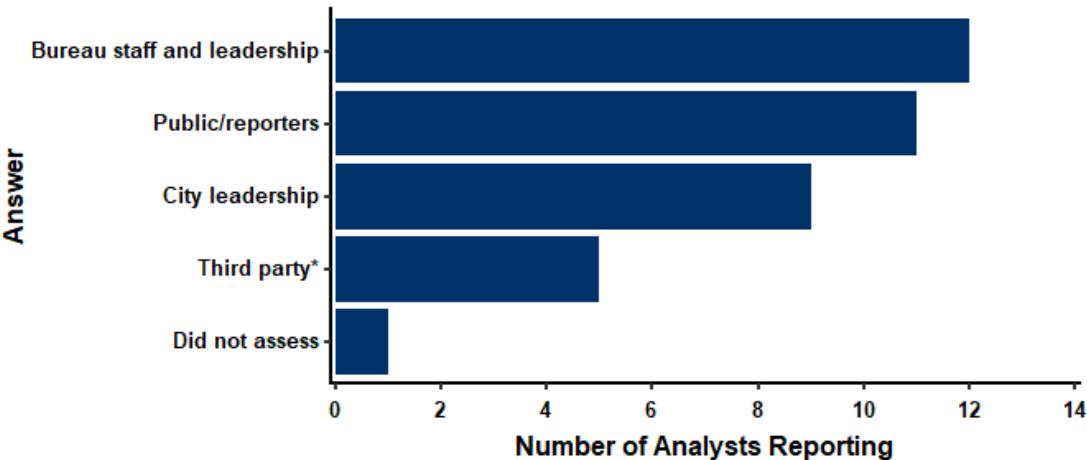


Figure 5: Audience and users of data products. *Third party in this context refers to other government entities like Metro or the FBI.

PPB experienced positive outcomes when they communicated to officers and supervisors about data research and how the data that they collect is used in analyses. Analysts explained what they use the data for, and specifically, how the data officers collect can impact team operations and the work those officers perform. Having the information allowed sergeants to become stronger advocates for data and passed on their learning to their teams. When this team creates reports and demonstrates value of data in digestible ways, there are returns on those investments. Portland Park Rangers has had similar results communicating to staff about the benefits that teams can gain from their own data collection efforts and secured a \$400,000 personal protective equipment grant as a result of COVID-related data collection efforts.

What’s needed

Our conversations with bureau leadership and analysts also yielded insights into what support they need. Across teams we learned how fragile data systems are. Some key limitations for data teams involve data sharing, access, and collection issues (Figure 6). These limitations are sometimes the result of regulatory or privacy requirements, but oftentimes they result from limited time, resources, and

limited channels for sharing (Figure 7) and point to a need to foster a culture of sharing. Oftentimes, analysts can identify data sets that would be useful, but must spend time tracking them down since the data are not on shared City infrastructure. There is a lot of data being collected and the larger organization might not know about all the data available (Figure 8, Figure 9) to inform decisions.

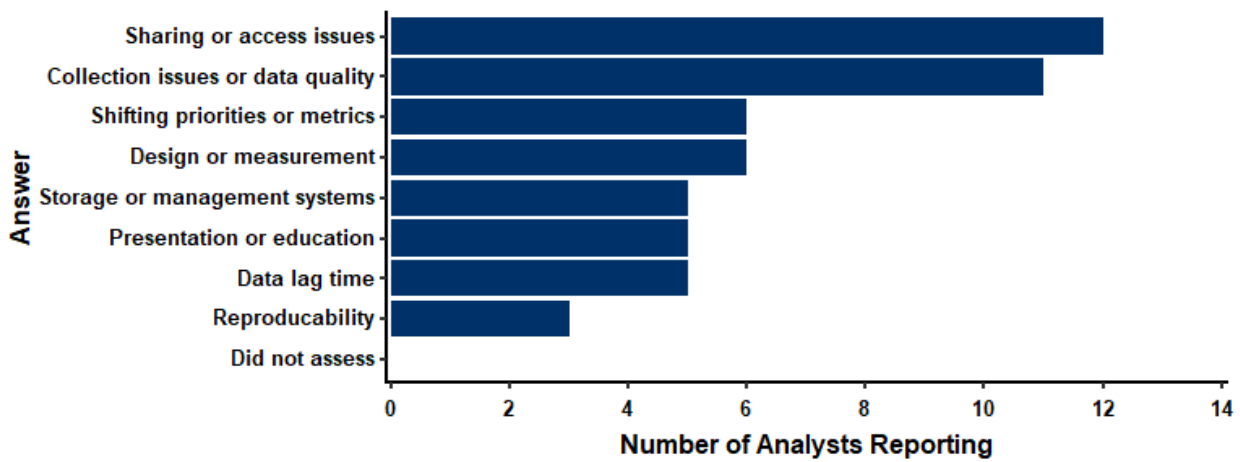


Figure 6: Key limitations for data teams.

We also heard about other limitations including uncoordinated implementation of technology leading to bureaus using different data management systems (Figure 6). In some scenarios, they might have benefited from adopting the same system. In others, they would have benefitted from investment to build integrations with existing systems rather than a new external system. Connecting these systems through application programming interfaces or other integrations would not be difficult; however, they require implementation resources.

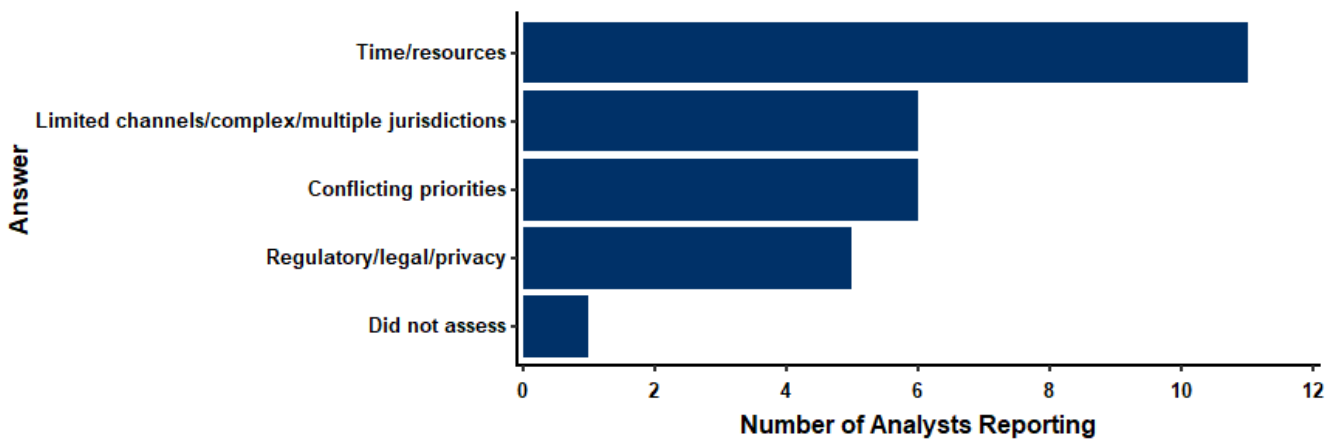


Figure 7: Barriers to data collection and access.

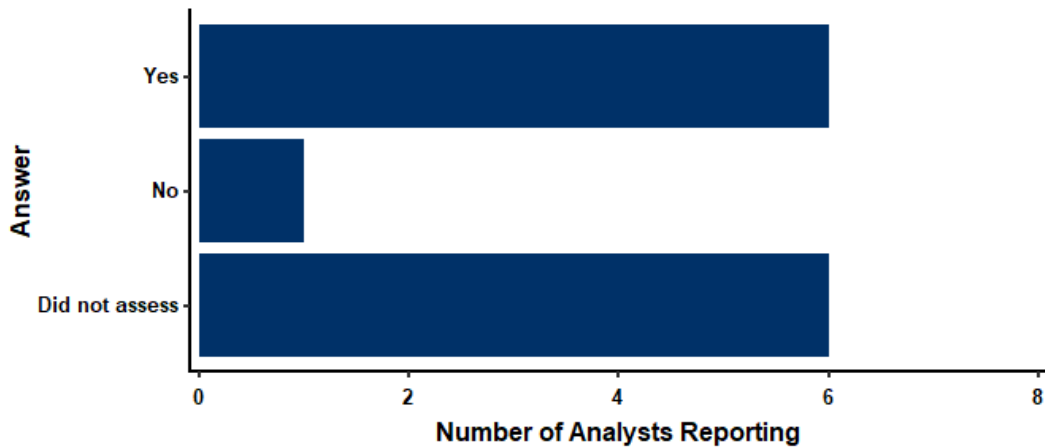


Figure 8: Unknown data in organization.

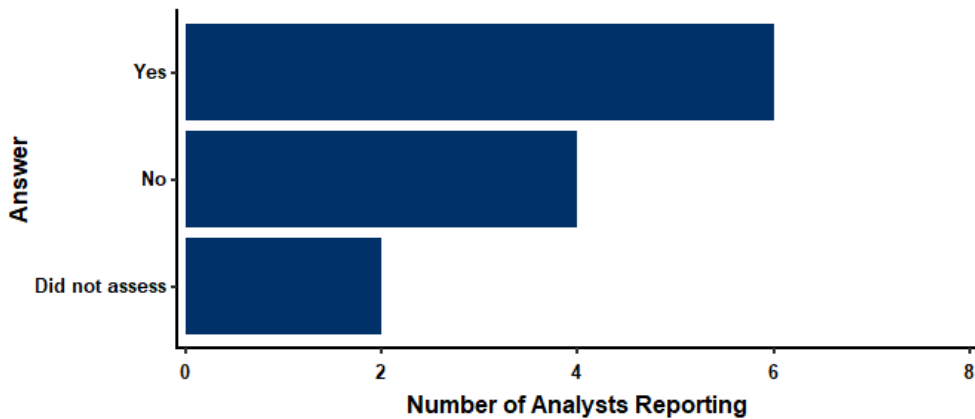


Figure 9: Data collected but not used.

Many analysts noted that performance measures fail to align with current goals and are unable to show results when progress on pressing challenges is being made. They also feel unsupported to improve organizational performance measures (Figure 10). Some bureaus were exasperated/deflated because they were consistently unable to meet performance measures or must use limited time to report on measures that cannot be used to inform the work or tell the story of the work. Council Resolution 37069 also identified the need to develop performance measures to address emergency declarations.

A few teams mentioned having limited time to work on educating data collectors or end users about the nuance, caveats, or best practices for data. Some teams would like more opportunities to learn or share best practices for working with gunshot data, which is also identified as a priority in Council Resolution 37069. Other teams wanted improved documentation about their data sets, or the data sets they use in their analyses.

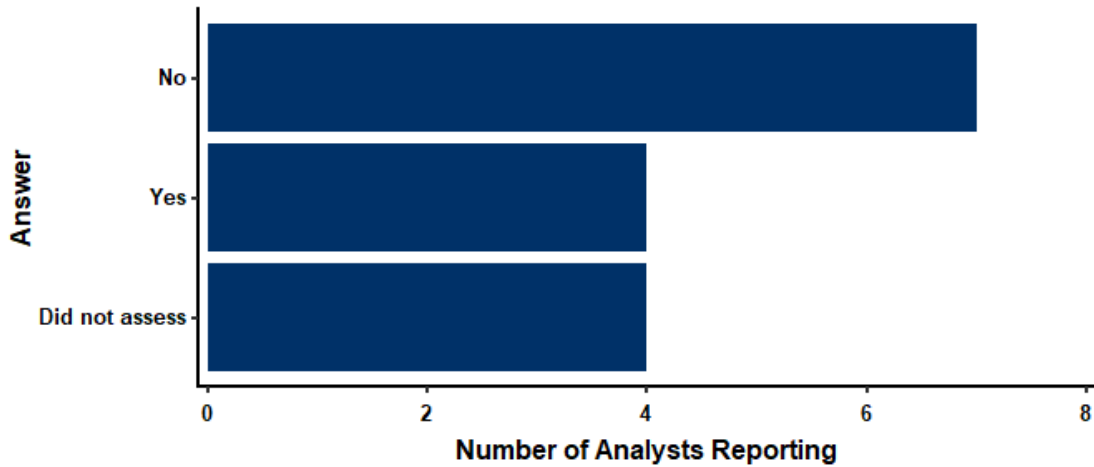


Figure 10: Analysts feeling supported to design and update performance measures.

Data teams are cautious about how they protect data even if they are unaware of BTS Admin rules around data protection (Figure 11). However, data protection efforts could benefit from right-sizing as some material from the City’s standpoint is unrestricted while other information is restricted or confidential.

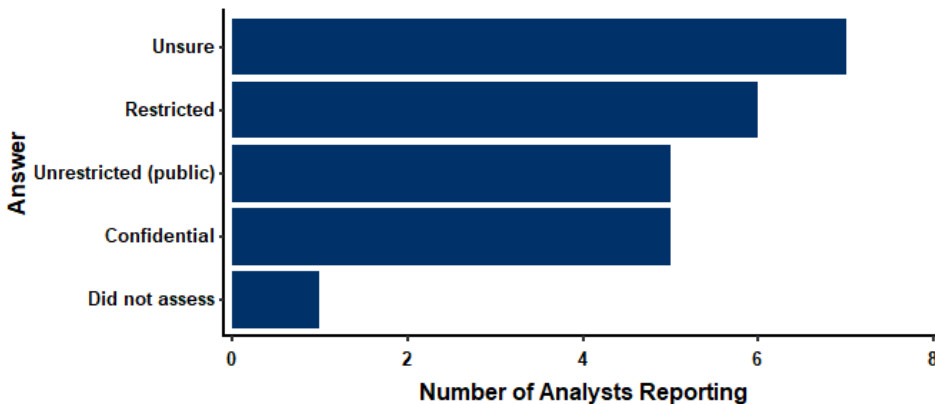


Figure 11: Familiarity with information types in BTS Admin Rule 2.18.

We identified 52 project ideas (Figure 12) to respond to the shared needs we heard about either directly or that we inferred from our conversations. We organized these actions in the following tables:

- Table 1: Twelve high priority ideas with high feasibility;
- Table 2: Nine high priority ideas with some feasibility;
- Table 3: Seven high priority ideas with low feasibility.

[Appendix C contains additional grouping of these project ideas](#) including:

- Table C5: All seven high priority ideas connected to Portland City Council Resolution 37609;

- Table C6: Twenty-seven ideas with overlapping connections to multiple community safety bureaus;
- Tables C7(A-E): Twenty-five ideas connected to one bureau only.

For reference, Table C6 and Tables C7(A-E) in [Appendix C](#) contain the complete list of project ideas identified to address bureau and analyst needs.

Table 1: Project ideas that are high priority and high feasibility.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Consolidated website page of existing public facing dashboards	A consolidated list hosted on portland.gov of existing dashboards, maps, or reports from all City teams working on community safety. This may include improved website search results and taxonomy. Users currently navigate to separate pages to potentially find related information.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • May include public safety related dashboards and maps from additional bureaus such as PBOT's Vision Zero program, OMF's Homelessness and Urban Camping Impact Reduction Program, Rescue Plan's Safe Rest Village dashboard (in development), Public Environment Management Office (PEMO) graffiti dashboard (in planning phase). • Opportunity for collaboration with Unified Communications Team and BTS e-gov team.
Training for analysts to learn about information security and BTS Admin rule 2.18	Many analysts are committed to cybersecurity and protecting privacy but unfamiliar with specific City Rules or tools to help implement them. Christopher Paidhrin of BTS will lead training. Webinar format, recorded. This could also include BHR Admin Rule 4.08.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • BTS leads training. • BHR may inform components. • Recorded training can be made available to all City staff.
Add new data to City's GIS infrastructure and/or PortlandMaps to share internally or externally	Facilitation of more data and maps on the City's central GIS infrastructure reduces duplication of work and/or staff making similar requests across teams. More data available on PortlandMaps supports Portland Open Data and information available to create public facing visualizations. Examples of new maps to include: Parks lighting analysis, Parks sidewalk inventory, Parks property ownership and enforcement easements, urban heat island, PEMO graffiti calls and services.	<ul style="list-style-type: none"> • Technology 	<ul style="list-style-type: none"> • PBEM • PP&R 	<ul style="list-style-type: none"> • The consolidated external website on portland.gov and the internal intranet pages could point to new data. • BPS climate planners would also benefit from potential datasets mentioned by PBEM and Parks. • City staff and/or the public can create new analyses from open data on PortlandMaps.
Demographic data standards	Adoption of Citywide demographic standards will increase interoperability of analyses, streamline data collection, and improve transparency about demographic data collection in communities.	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • BOEC • PBEM • PPB 	<ul style="list-style-type: none"> • City Data Governance Committee will adopt standards and partnering with the Office of Equity to finalize. • Trainings and/or communication material created by this project to help
Best practices on which tools are best for which purposes	Identify data management and data analysis tools that are useful and best practices for their use. This may also include guidance on data and file management. Improves staff efficiencies, onboarding processes for new staff, and reduces workload for analysts when making decisions to support data analyses.	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • BOEC • PBEM 	<ul style="list-style-type: none"> • BES working on a similar task for file management best practices. • Synergies with BTS Business Intelligence/Data Visualization project and the City Data Governance Committee.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Dashboards of fire incidents, responses, and reports	These dashboards will help share data on how incidents and responses are resolved. New data pipelines with PF&R, BOEC, and Corporate GIS are in development. This also results in more open data sets accessible by staff and/or the public.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R 	<ul style="list-style-type: none"> • City staff may incorporate these data into other types of analyses, for example a common data request is understanding incidents in areas of shelters/Safe Rest Villages. • May help address common requests from the public to several bureaus about how some 911 calls are resolved. • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts.
Performance measures for community programs that are variable year to year, grant by grant, contract by contract*	Community grant programs are often responsive to community needs and different types of partners. Some have found it hard to create measures for qualitative, narrative data and/or consistent data to show impacts across programs. This work would help with reporting measure design for this type of work. Reporting measures must be flexible and able to tell the story of the work, who is doing the work, and describe findings across projects.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD • PBEM 	<ul style="list-style-type: none"> • Connects to reporting measure design work by the American Rescue Plan Data and Equity Strategies Team and specifically for Office of Violence Prevention Rescue Plan project. • Portland Clean Energy Fund (PCEF) program may have similar needs • Community based organizations applying for City grants can have clearer expectations on reporting needs when applying for grants and when signing contracts. • Can potentially partner with OMF Grants Management to provide guidance for other City grants.
Severe weather illness response call data for emergency planning	Facilitate data sharing from BOEC, PPB, and PF&R sources with PBEM to provide reports on severe weather-related illness call numbers and how they were resolved with spatial component for use in emergency planning.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts. • May also inform data sharing workflows and documentation best practices to share citywide. • This could be expanded to call data for additional incident types.
Shelter location-related Incidents	PBEM staff receiving these data at least daily during an emergency weather event would improve emergency shelter operations/coordination. Facilitate data sharing from BOEC, PPB, and PF&R sources with PBEM.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts. • May also inform data sharing workflows and documentation best practices to share citywide. • This could be expanded to call data for additional incident types including frequent data requests related to shelter/Safe Rest Village sites. • If these data were helpful to share with county or other jurisdictional partners, this could be included in data sharing agreements.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Data and performance management full pipeline (approach) for place-based gun violence work*	Includes reporting measure design, consistent data collection methods across teams, data management infrastructure, internal/interactive data sharing and external data sharing to tell the story across projects.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • CSD 	<ul style="list-style-type: none"> • Multiple bureaus can be involved in place-based interventions including BDS and PBOT, it will depend on each project.
External facing dashboard of park ranger activity	Prepare data and visualizations from internal park rangers' activity/operations dashboard for public facing environment. This will improve understanding about what Portland Park Rangers do.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • Identify community stakeholders to ask about design and what information they would like to see. • Partnership with PDX 311 to integrate dispatch data so analyses can incorporate information about what happens when they call. • Opportunity to work with Summer Free for All and PEMO to consolidate language and datasets to identify where to invest. • Can overlay other response data from Portland Street Response (PSR). • Incorporate PPB and PF&R responses to parks.
Public facing dashboard of BOEC Director's Report	Host BOEC Director's Report as dashboard on ArcGIS HUB with daily updates. This will improve automation for an internal BOEC process and provide the City and the public timelier updates about calls.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R • PPB 	<ul style="list-style-type: none"> • This could be a starting prototype for connecting how PPB and PF&R resolve calls. • Publishing BOEC perspective on dispatch and incidents – would need to coordinate narrative on why different than PPB and PF&R. Also coordinate on privacy, safety, sensitivity concerns.

*Project idea connects to Portland City Council Resolution 37609.

Table 2: Project ideas that are high priority and medium feasibility.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Performance measure development for emergency declarations*	Determine appropriate performance measures to report on impacts of emergency declarations for the July 21 st , 2022 Gun Violence Interventions and March 2 nd , 2022 Street Services Coordination Center.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD 	<ul style="list-style-type: none"> • Potential partnership with CBO to inform guidelines of how to quickly develop reporting measures for future emergency declarations.
Shape-Up methods and analysis information sharing*	An intranet page and/or communication materials to proactively communicate Shape-Up platform/model methods limitations, analysis decisions, and how data should and should not be used. This helps prepare for public records requests and other City staff wanting to use results. Shape-Up is supported by an external researcher (https://sites.bu.edu/riselab/shape-up/).	<ul style="list-style-type: none"> • Support • Governance 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • Improved and proactive communications to the public and other community safety teams.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Gun violence cluster map analysis brought in house*	Analysis and map currently managed by Dr. Jonathan Jay for CSD. Needs to include information on how data should and should not be used.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • If brought in house and frequency update established, could invite more on-going input from community stakeholders.
Dashboard of frequent community safety data requests and where to find that information	Portland.gov users currently navigate to separate pages to find related information. Organizing information this way could improve experience of those looking for data. This may also include primary contacts and responsibilities for resolving types of issues, could be spatial or by type of asset.	<ul style="list-style-type: none"> • Analysis/Design • Technology 	<ul style="list-style-type: none"> • CSD • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • PDX 311 could use this to help answer calls/requests.
Best practices for working with shooting data*	Meeting or training in collaboration with PPB Strategic Services Division to share methods and best practices for working with shooting data. This will also include how to work with this team for analysis requests. As more teams work in collaborative projects to help reduce gun violence, they may work with PPB's open data on analyses or require more specific data support to inform decisions.	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • CSD • PPB • PP&R 	<ul style="list-style-type: none"> • Community safety and data informed strategies for gun violence reduction are Citywide priorities. • Teams across the City may be asked and interested in assessing their services in relation to shooting data.
Information sharing to the public and/or staff about how calls, incidents, or more are resolved/followed up	For several community safety teams, a common external and internal request is to learn about a call or incident is resolved. This work may include supporting new pipeline development and/or design of dashboards or other analyses to help share that type of information.	<ul style="list-style-type: none"> • Analysis/Design • Technology 	<ul style="list-style-type: none"> • CSD • BOEC • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • May also overlap with PDX 311 services migration and data infrastructure work. • Lessons learned from PEMO graffiti data pipeline and sharing work can be incorporated into pipeline.
Performance measure updates	Existing bureau performance measures are not always telling the story of the work, are not being used to evaluate and improve the work and are challenging to work with as workplans adapt and change to meet urgent community needs.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • CSD strategic planning team and community engagement • Connects to partnership of CBO, Office of Equity, Smart City PDX to create frameworks for evaluation measures for discrete, one-time expansions of services versus on-going performance.
Centralized access and storage of insurance certificates for grantee and contract partners	Could improve the experience of nonprofits and businesses contracting with the City and government to reduce burden if appropriate and current insurance certificate is already on file with the City.	<ul style="list-style-type: none"> • Governance • Support • Technology 	<ul style="list-style-type: none"> • CSD • PBEM 	<ul style="list-style-type: none"> • Would need to partner with OMF Bureau of Revenue and Financial Services. • Nonprofit and business grantees or contractors.
More opportunities to educate end users on data quality and data usage, internally and externally	Documentation about analysis decisions, data limitations, context around data, and how to use dashboards support more effective use of data by City staff and community members. This will include trainings, workshops, and presentations about dashboard best practices, documentation, and/or specific sets of data.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • PBEM • PPB 	<ul style="list-style-type: none"> • Connects to City Data Governance Committee goals. • Recordings and materials could be shared citywide and/or with the public.

*Project idea connects to Portland City Council Resolution 37609.

Table 3: Project ideas that are high priority and low feasibility.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Consolidated intranet or SharePoint pages of internal dashboards and data resources	Some operations-oriented dashboards and data resources are only accessible by groups of staff with permissions. Other teams mentioned a need for an internal workspace to share resources when working on collaborative projects. This could include different types of internal workspaces with maps, reports, dashboards, presentations, or frequently referenced studies.	<ul style="list-style-type: none"> Analysis/Design 	<ul style="list-style-type: none"> BOEC CSD PBEM PF&R PP&R 	<ul style="list-style-type: none"> In conjunction with the external portland.gov website, this internal page could provide an important starting point for any team starting a new project to understand what data is available.
Real-time Computer Aided Dispatch (CAD) Data (Non-PII)	Allow teams to receive more real-time data, what is happening today, while addressing safety and privacy concerns. For example, access to closed police and fire calls in parks would be helpful to inform Park Ranger activity/operations.	<ul style="list-style-type: none"> Governance Technology 	<ul style="list-style-type: none"> BOEC PF&R PPB PP&R 	<ul style="list-style-type: none"> Would require BTS staff support. May be useful to regional partners.
Increased and/or overlapping data staff capacity	Several teams have important workflows that are dependent on one or minimal staff. There are no redundancies. Staff need to have technical skills and business/subject matter expertise which both take time to integrate. This increases risk of not being able to be responsive, complete essential tasks and leaves no room to be proactive.	<ul style="list-style-type: none"> Design/Analysis Support 	<ul style="list-style-type: none"> BOEC CSD PBEM PF&R PP&R 	<ul style="list-style-type: none"> Connects to BPS Smart City PDX Data Analyst Team testing out a new model for how data analysts collaborate versus existing model of data analyst siloed to single project/role.
Improved access and assessment of staffing data*	For several bureaus, staffing data is in multiple systems (SAP, 3rd party vendors) with interoperability issues. This creates difficulty in accessing all the data. It also creates a lot of work to combine the data to prepare for analysis and answering important questions. This is because systems may use different data standards and track things differently. Standardized workflows and integrations do not exist and are not resourced.	<ul style="list-style-type: none"> Analysis/Design Governance Technology 	<ul style="list-style-type: none"> BOEC PF&R PPB 	<ul style="list-style-type: none"> This work would connect with BHR, Office of Equity, and BTS.
Improved interoperability of systems/strategic technology planning	Due to lack of interoperability and deficiency in platforms, several teams have slower workflows, cannot complete certain types of data requests, and cannot automate data visualizations and data sharing. Subject matter experts need to be involved in software and technology development and planning. Staff who can build integrations needs to be resourced.	<ul style="list-style-type: none"> Governance Technology 	<ul style="list-style-type: none"> BOEC CSD PBEM PF&R 	<ul style="list-style-type: none"> Could help inform BTS Business Intelligence (BI) and Data Visualization (DV) project. In alignment with CSD strategic planning efforts.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Document reasons why teams are unable to maximize capability and use of existing technology solutions	Investments made in internal or 3rd party vendor systems require dedicated staff time to manage and roll out. Two systems named that are not being used to full capacity are Intterra and PulsePoint. There are also past examples that are no longer being used. Documentation of why and what happened could be important to inform future workflows and investments.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R 	<ul style="list-style-type: none"> • Could help inform City Data Governance Committee Work and BTS BI and DV project.
Best practices/methods to measure quality of community engagement	Community engagement is key to successful and responsive City services. It can take many forms and include a variety of interactions. Community engagement fatigue also has many symptoms and causes. Consistent guidance on how to track and measure engagements will help assess effective engagements and ways to improve.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support 	<ul style="list-style-type: none"> • CSD • PBEM • PPB 	<ul style="list-style-type: none"> • Guidance would be available to all City teams performing engagement work and opportunities to iteratively improve the guidance. • Overlap with Civic Life Portland Engagement Project. • Identify variety of external partnerships to help inform and design.

*Project idea connects to Portland City Council Resolution 37609.

The data systems conversations resulted in a wide range of data related needs and corresponding project ideas. These span the full spectrum of modern data management systems (Figure 13). Many projects align with multiple modern data management categories: governance, technology, support, and analysis/design.

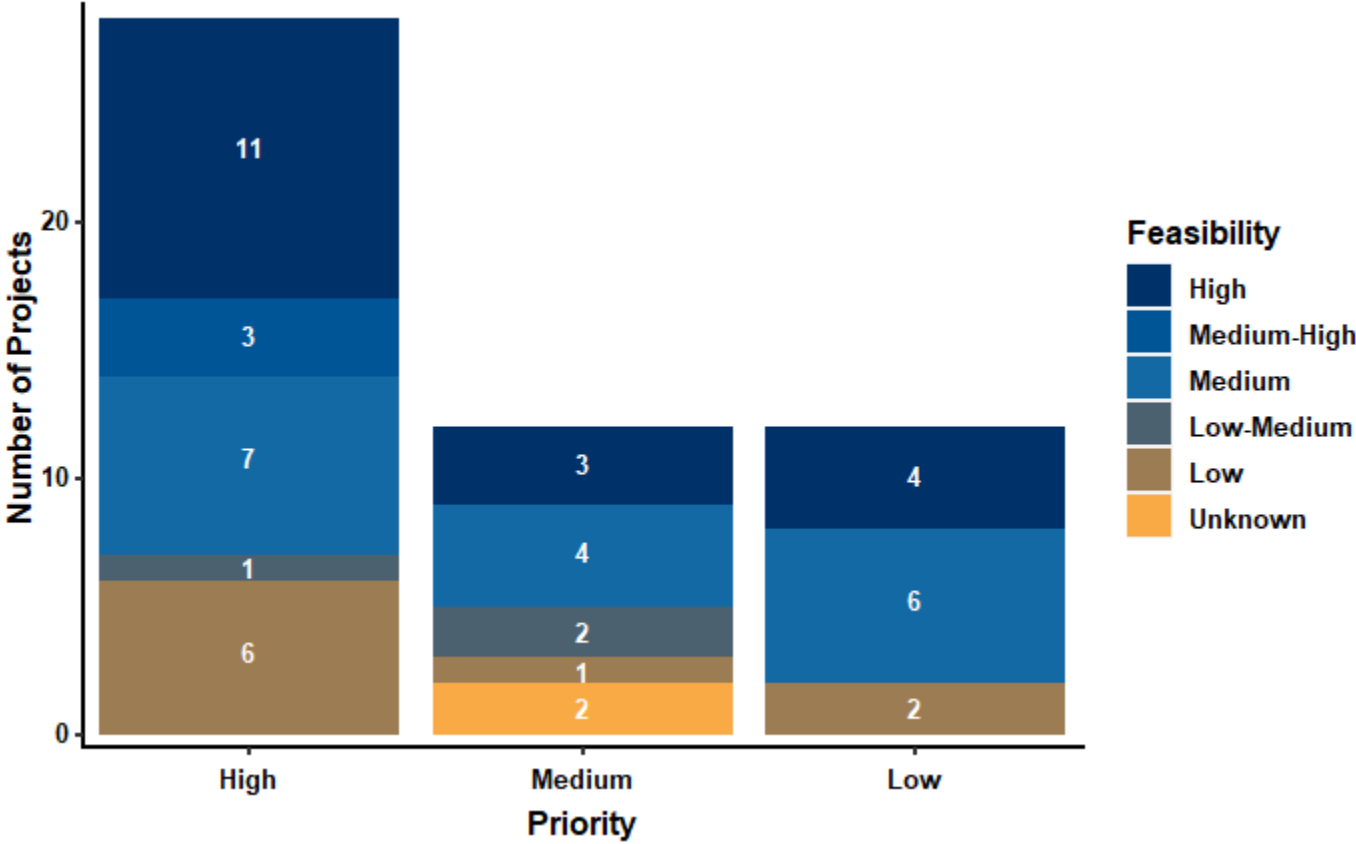


Figure 12: Number of projects by priority level showing feasibility mix at each level. There are 51 projects.

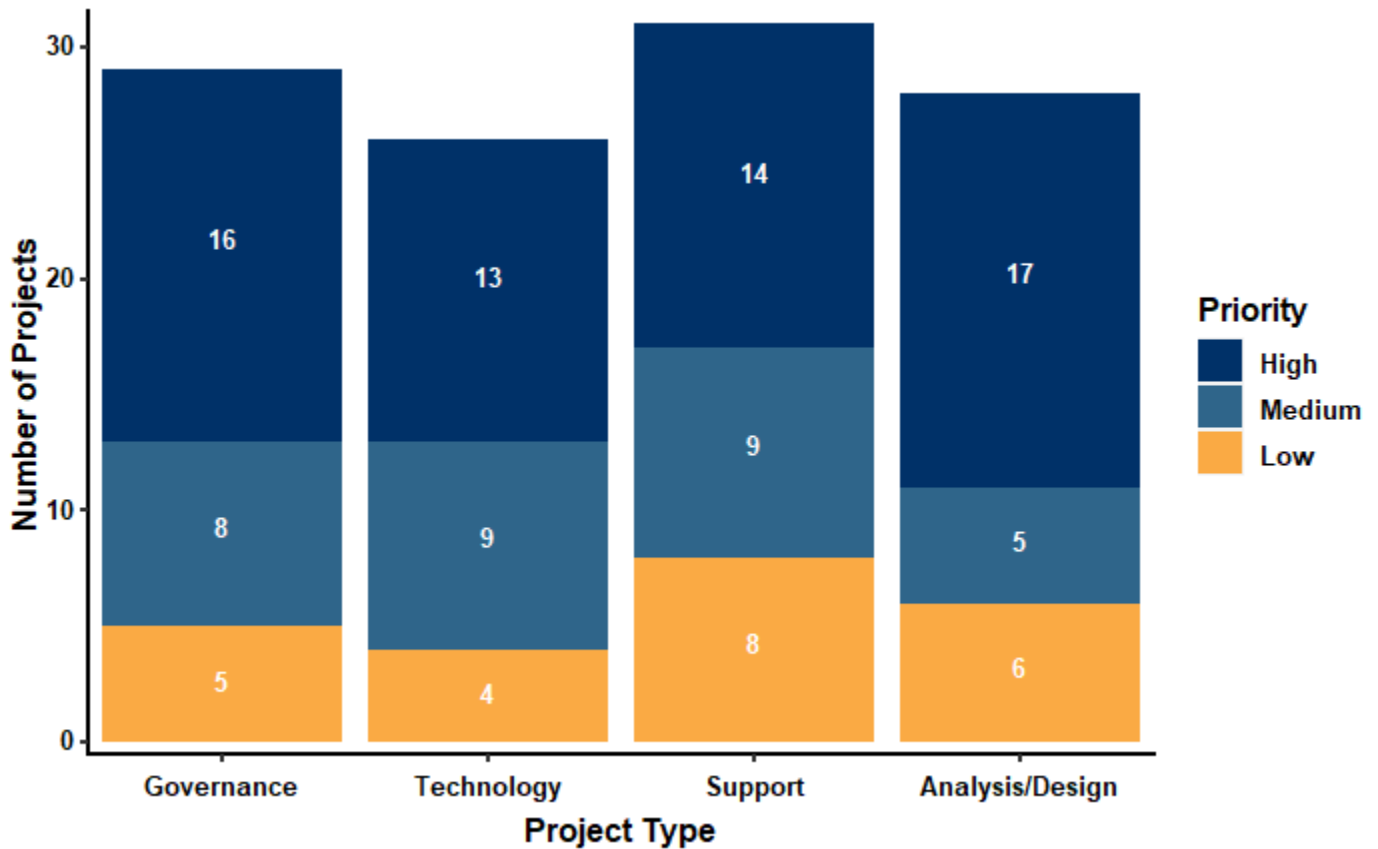


Figure 13: Spectrum of actions along data management systems.

Of the projects identified, 54% fall within the high priority category. Medium priority projects make up 23% and low priority 23% (Figure 12). There is a somewhat evenly distributed mix of feasibility for projects within each priority group, with 11 (or 39%) of the highest priority projects also being highly feasibility.

Workplan

The workplan identifies the focus of work for this limited-term project team for the rest of fiscal year 2022-2023 and fiscal year 2023-2024. To build a workplan from the wide range of data needs and subsequent project ideas, we considered both priority and feasibility. We also looked at the overlap and connection across the projects to help maximize resources. The workplan contains 26 project ideas (Figure 14) from a total list of 51 (Figure 12). All high priority and high feasibility tasks (total number) and high priority/medium feasibility tasks were included. Additional medium and low priority tasks were included to help include a mix of tasks across all teams interviewed and connections to other foundational data needs. As is possible, we will also review the possibility to incorporate medium and low priority tasks that had high feasibility. For example, documentation support would benefit multiple bureaus and inform best practices needed for longer-term change.

Table 4: Workplan showing projects, estimated timeline organized by starting order, with priority and feasibility levels listed. On-going items through duration of the project are at the bottom of the table.

Priority	Feasibility	Project Idea	Q2 '23	Q3 '23	Q4 '23	Q1 '24	Q2 '24
High	High	Consolidated website of existing public facing dashboards	█				
High	High	Training for analysts to learn about information security and BTS rule 2.18	█				
Low	High	Ability to pull down mailing addresses for mailers	█				
High	Medium-High	Performance measure development for emergency declarations*	█				
High	High	Public facing dashboard of BOEC Director's Report	█				
High	High	Severe weather-related response call data for emergency planning	█	█			
High	High	Shelter location-related incidents for emergency planning	█	█			
High	Medium-High	Best practices for working with shooting data*	█	█			
High	High	Data and performance management full pipeline for place-based gun violence work*	█	█	█	█	█
Medium	Medium	Data and performance management full pipeline for CSD community investment work	█	█	█	█	█
High	High	Demographic data standards	█	█	█	█	█
High	High	Performance measures for community programs that are variable*	█	█	█	█	█
Medium	High	Data standards about contractors or community-based organizations	█	█	█	█	█
High	Medium	Dashboard of frequent community safety data requests and where to find that info	█	█	█	█	█
High	High	External facing dashboard of park ranger activity	█	█	█	█	█
Medium	Unknown	Integrate Street Services Coordination Center (SSCC) app with existing data collections	█	█	█	█	█
High	Medium	Shape-up methods and analysis information sharing*	█	█	█	█	█
High	Medium	Gun violence cluster map analysis brought in house*	█	█	█	█	█
High	High	Dashboards of fire incidents, responses, and fire reports	█	█	█	█	█
Medium	Medium	Maturity of community engagement tracking tool for CSD managed community groups	█	█	█	█	█
High	Medium	Training/workshops/presentations about dashboards best practices/documentation/etc.	█	█	█	█	█
High	Medium	Information sharing how calls, incidents, or more are resolved/followed up	█	█	█	█	█
High	Medium	Best practices on which tools are best for which purposes	█	█	█	█	█
Medium	Medium	Update design and pipeline for PBEM shelter dashboard	█	█	█	█	█
High	High	Add data to City's GIS infrastructure and/or PortlandMaps to share internally or externally	█	█	█	█	█
High	Medium-High	Program wide performance measure updates	█	█	█	█	█

*Project idea connects to Portland City Council Resolution 37609.

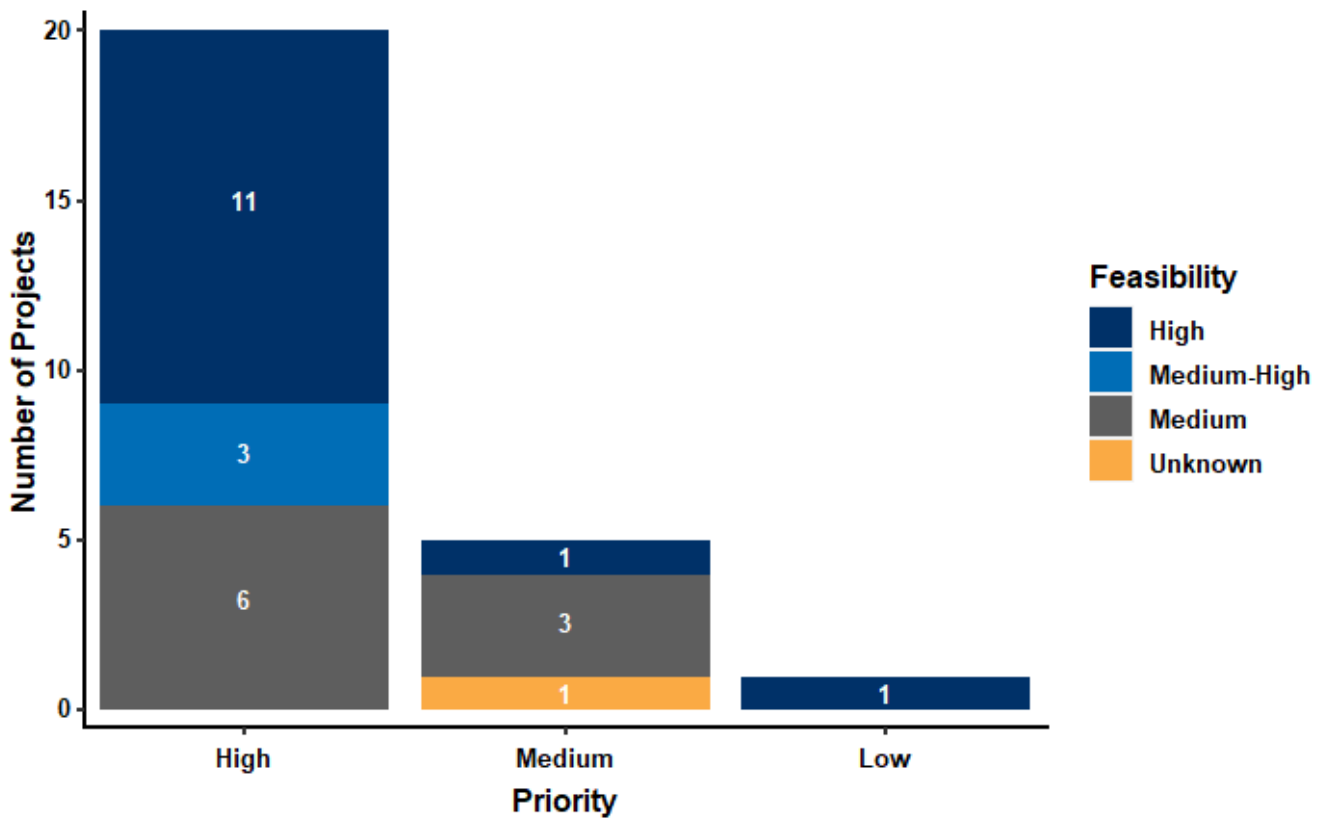


Figure 14: Number of workplan projects by priority level showing feasibility mix at each level.

Five of the workplan items connect to council priority and roadmap activities identified in Resolution 37609. Several items have dependencies and overlaps with priority activities for other projects. For example, demographic data standards are a priority of the City Data Governance Committee. Once adopted there, this project team can help develop communications, trainings, and troubleshoot as teams working in community safety team put the standards into practice. Implementing a full data and performance management pipeline for CSD Community investment work will partner with PDX 311 data service migration work and datasets moving into Zendesk. Best practices on which tools are best for which purposes will benefit from partnership with BTS’ Business Intelligence and Data Visualization (BI/DV) project. Other related projects that the team works on such as the Safe Rest Village Dashboard in development will also result in improved data available to answer questions and share learnings across data collection and management infrastructure. These types of overlaps are exciting opportunities for further coordination and alignment with transforming City of Portland government.

Lead staff from the project team have been identified to help manage and coordinate this mix of projects. The additional mix of project team staff that are needed to implement the work have also been identified along with the subject matter experts and partners in every community safety team, BTS CGIS and BI/DV teams, CBO, and PDX 311 for successful implementation. Several projects will

incorporate BPS Equity and Health Equity resources during implementation to ensure a trauma-informed outcome.

This is an ambitious workplan and tasks and timelines will evolve with more feedback and uncovering of new challenges. Some items may move quicker. Several project ideas connect to each other, and efficiencies will come. For several projects, a scrum framework for agile project management is being implemented. This will allow us to deliver large projects in small releases. Next steps will also stay flexible so the effort can be accountable to urgent, changing needs. This workplan is not static. A communication plan will be formulated to keep stakeholders and the community up to date on progress made and on any shifting workplan priorities, timelines, and projects.

Outcomes from this workplan have the potential to (depending on the project):

- Improve access to data internally or for the public,
- Improve security – leading to less liability and potentially more data sharing,
- Create responsive, flexible, and meaningful performance measures,
- Empower communities to use data,
- Increase collaboration across teams,
- Improve data quality,
- Address City Council and CSD alignment priorities,
- And create or enhance data integrations.

Transforming City Practices

This is a limited two-year project, so not all needs and ideas can be addressed. However, the comprehensive collection of needs identified in this report can be used by a variety of teams and leadership for planning and coordination. Through these conversations, leadership, program managers, and analysts have provided open and thoughtful ideas. Successfully implementing the workplan will require continued partnership within and outside of the City of Portland.

Portland faces pressing community safety challenges. Addressing these challenges require investments, collaboration, and a data informed understanding of specific public safety issues and their interconnections. This report outlined the often-fragmented state of data systems across the City's six community safety bureaus/divisions/teams that can make it difficult to address these challenges. Specific successes in data practices and management that have led to meaningful impacts in service delivery and outcomes are also highlighted. These successes show what is possible when data systems are robust and unified, when data is valued and there is a culture of sharing, collaboration, and improvement.

By the end of this project, we want to replicate the successes of individual data teams and create connections for all teams to use and share data. This is an opportunity to build in structure, best practices, support systems, and to connect data teams to the data governance work that is supporting teams citywide. Using data team practices being developed and tested in the Smart City PDX data analyst team, this is also an opportunity to test out what works within teams to improve the quality of data that is touched on by more than one individual.

There is an opportunity to support and promote a culture of information sharing through the coordination and reorganization of community safety related bureaus. This includes clear guidance on when it is appropriate to share data and when it is not. Comprehensive documentation about analysis methods, context, and limitations not only supports improved sharing but the ability to be more responsive. Restructuring of all bureaus into service areas provides opportunity to set fresh norms and supportive best practices. This project can inform those decisions.

Alignment of the data services presented in the workplan also requires committed leadership, and potentially new understanding about the investments needed. These were common themes we also heard in the data systems conversations. The complexity of managing and working with data will only continue to grow.

For some of the needs out of scope of this limited two-year project, bureaus need to work together to make decisions on technological investments to promote interoperability, streamline use cases, increase capacity and capability, and reduce duplication of effort. Close partnership through the CSD strategic plan could provide more capacity for this. These decisions require leaders to work closely with both data practitioners and those with operations knowledge.

Software is not just an investment in a platform but requires labor investments as well. Staff need time and capacity in their workloads to configure, develop, implement, and stick with new workflows and standard operating procedures. Even in bureaus where staff felt like there is recognition of the value of data management, they expressed the need for time and capacity in their workplans to carry out the decisions, improve systems and be proactive.

There also needs to be awareness that there is no one technological solution that can address these complex needs. Whether in-house developed solutions or solutions from outside vendors are used, the City needs to invest in staff who can build integrations. Many systems have application programming interfaces (APIs) or other integration capability. The City needs to invest in staff with these specific development skills and build in time in workplans to do so. This also requires close coordination with staff with business operations knowledge and commitment to standardized workflows. Solving data management issues is just one piece of these challenges.

When data pipelines including the human components succeed, information is available to inform and assess decisions. Collaborative systems that cut across bureaus also support more meaningful partnerships. We can be more responsive with community and regional partners as data is more accessible. This Community Safety Data project is an exciting opportunity to scale and replicate current data successes while also building out new services, systems and culture change to support good governance. The project aims to improve support for City staff and communities at a time of compounding, urgent needs.

Appendix A: Contributors

Thank you for the time and thoughtful information provided by all who participated in the Data Systems Conversations. We also appreciate the time and review feedback provided by many more data support stakeholders throughout the entire City of Portland.

Bureau of Emergency Communications

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Kezia Wanner

Portland Park Rangers

Vicente Harrison
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Appendix B: Data Systems Conversation guide

The Data Systems Conversation guide is below and in [PDF format](#).

Data Systems Conversation

Who are we?

We are the Community Safety Dashboard and Data Services project team. We are working to provide centralized, modern data management services to City data analysts and partners collecting, using, analyzing, and sharing data related to Council and community priorities, with an initial focus on community safety data.

Why do we want to meet with you?

We want your input to make data more accessible to the City of Portland and its community members. The City struggles with fragmented data investments and teams, siloed data warehousing, community and Council frustration with respect to data sharing and access, and the loss of information when there is turnover of staff. The City's unconnected approach to managing its data has led to a general inability to fully understand the problems we are all trying to solve and improve services for. Oftentimes, the work that data analysts perform isn't showcased to Council.

1. We would appreciate your input as a feet-on-the-ground colleague working with data to learn a little more in depth about your data projects and ecosystem, specifically:
2. Learn about data solutions that are working well so we can share and potentially help implement with other teams,
3. Identify any impactful challenges a team may be experiencing with data,
4. Document the current state of data needs and solutions across community safety Bureaus and provide a report back to teams and leadership,
5. Use the information to inform a workplan for the Community Safety Data Website where we will showcase priority community safety-related data.

What will you get out of it?

1. A wider audience for your data and analyses,
2. A more informed Council that will be able to allocate funds and resources accordingly,
3. Assistance and support for some of your data projects,
4. Resources to integrate your data into more of a holistic data ecosystem,
5. Easier access to community safety data outside your Bureau,
6. A voice in the larger process to modernize data in the City.

What's happened so far?

In our initial conversation with Council, they prioritized focusing on unifying data for areas of community safety in the City. We next met with the following Bureaus engaged in community safety efforts:

- Bureau of Emergency Communications,
- Community Safety Division,
- Portland Bureau of Emergency Management,
- Portland Fire & Rescue,
- Portland Parks & Recreation Park Rangers Program,
- Portland Police Bureau.

The goal was to get a big picture idea of what data internal and external stakeholders asked for and who in their teams would know more. We are sharing the notes from the meetings with your Bureau. Listed below are summaries of those conversations.

1. Bureau of Emergency Communications

BOEC stated that stakeholders external to the City are interested in 911-call answering times, how long it takes for police to respond to a call, and data about Amber alerts. External stakeholders are also interested in data about domestic violence and sexual assault calls. Internal stakeholders are interested in non-PII Computer Aided Dispatch (CAD) data and the ability to use data to show how calls are resolved. They are interested in how a centralized repository of community safety data can lead to more transparency among the Bureaus and improved storytelling that the public is interested in.

2. Community Safety Division

CSD stated that stakeholders external to the City are interested in things like 911-call answering times, numbers and services to houseless individuals, rates and locations of homicides and gun crimes, and community investment work. External stakeholders would also like a way to identify who within the City manages regions or geographic tracts with certain crime data. They are also interested in data around

returns on investment and how funds are being appropriated. Internal stakeholders are interested in whether the right responder is getting to the right call and how tools like a vibrancy score could be used to help shift services from prevention to upstream investments. Internal stakeholders are also looking for data points connecting programming to gun violence reduction, potentially including data on recidivism rates, perceptions of program participants, length of time in program, and number of participants.

3. Portland Bureau of Emergency Management

PBEM stated that they receive internal and external requests for data related to weather shelter activations, rides given, number of active volunteers, community outreach efforts, COVID-19 case counts, and other hazard-related data. They also receive requests involving the state of radio communications and other assets along with data tracking performance metrics and budgeting including grant investments with communities. They have some existing database services that address some of these needs including a dashboard where shelter volunteers can locate and divert shelter-seekers to appropriate locations. Opportunities for hazard datasets to be used citywide were highlighted.

4. Portland Fire & Rescue

PF&R stated that stakeholders external to the City are interested in data around individuals experiencing houselessness including sanctioned and unsanctioned camps and relationships to fires. They also want to know where fire stations are located, their operating levels, and fire prevention measures being implemented. When they see an incident or are involved in an incident, they want to know how it was resolved and how to thank responders. They also want data around how and why certain fire and building codes are implemented. Internal stakeholders are interested in data fire prevention/types/causes, medical and PSR calls and if a more appropriate first responder can be sent, CAD data, and AED locations throughout the city. Internal stakeholders are also interested in resource usage and how money and people are deployed and where there are gaps. They would like to bolster their data around community engagement, outreach efforts for training and recruitment, education programs, equity in hiring practices, and improved storytelling about the range of services provided.

5. Portland Parks & Recreation

PP&R stated that public and external stakeholders are interested in the location of rangers, how much time rangers spend in parks, safety of parks, and staffing levels. Internal stakeholders are interested in unpacking data to tell positive stories and provide a way to show how calls are resolved. They are also interested in land stewardship data – including what types of issues are being resolved on park properties and services provided to other Bureau properties/intersection points. Internal stakeholders

also want information about whether community parks and recreation needs are being met equitably, and if the Bureau is spending budget resources appropriately.

6. Portland Police Bureau

PPB stated that stakeholders external to the City are interested in gun violence and gun-related crime data along with other crime data like vehicle theft numbers. Internal stakeholders are interested in data points related to how the Bureau is measuring the quality of their community engagement efforts and on equity in hiring. PPB wants to create public facing dashboards related to hiring or community engagement.

What is your experience?

We would like to know more about your day-to-day and program implementation experiences with data.

The purpose of this conversation is to help us understand the history, limitations, strengths, and applications of your team's data. We can then factor that into coordinated usage of data and design for the Community Safety Data Website. These conversations will also inform prioritization of other data pipeline and services support for data sharing.

Can you recount a few recent experiences with data sets – potentially related to the conversations we outlined above – where you can walk us through the collection, management, analysis processes and any issues you must work through?

We have compiled a list of [common data issues](#) and related [data questions](#) to help prime your thoughts. We will use these to walk through the conversation and take notes. We will focus on the most relevant questions to your experience and may not touch on every single section.

Please do not fill out this word document as a survey.

Common Data Issues

- **Collecting the wrong information.**
 - Due to a variety of reasons, data collection began without time and capacity to think about how you are going to use data. After data collection, you go to use your data and learn that it cannot answer the questions you need it to.
- **Hard to collect data.**
 - We've identified the data needed to answer our questions but implementing data collection in the field across staff and partners is challenging.
 - Inconsistent data collection.
- **Data is messy.**

- Spelling issues or mismatch in data fields across files that need to be combined.
 - This happens when data standards are not used, or consistent list of categories or dropdowns are not provided, and individuals enter text in an open format.
- Missing data when it is required.
 - Data collection or data entry method doesn't force all fields to be complete.
- Duplicated records.
 - Duplicated efforts in collecting the data.
 - Combining data stored in different files leads to duplication.
- Fields that don't maintain consistent formatting
 - For example, start out as numbers and then end up as text
- Duplicated data
 - More than one copy of a given data source because more than one person was working on it in separate files.
- **Spend significant amount of effort cleaning and organizing data.**
 - May not have standard or shared file naming conventions.
 - Often tied to data is messy issues but help ask questions to understand other reasons why this may be occurring.
- **Staff working off the wrong data set.**
 - No documentation of how to maintain raw data and workflows for creating new files if needed for analysis.
- **Data analysis by one staff member cannot be repeated and/or implemented quickly.**
 - Staff are not using scripts to document how they are cleaning data and performing calculations and building visualizations.
- **Difficult to access the data we need.**
 - This could be because of storage issues such as lack of documentation and shared data file management.
 - This could also be because of data quality issues and there is not enough time for data cleaning, so the data is not in a useable format, ready to share.
 - Data is siloed.
 - Access to the data is not managed well, tools to manage access are clunky (e.g., folder permissions)
- **Lost data.**
 - Data is not backed up and stored in a shared way.
 - If stored locally on a computer and there is a computer issue, or a staff member leaves.
- **Don't know what data we have.**
- **Don't know what to do with the data we have/collect. Data is not being used.**

Data Questions

Data Uses & Stewardship

- What was the original purpose of collecting these data?
- Do these data meet any specific grant or regulatory requirements?
- How do you use these data?
- Have there been different previous uses of these data?
- Who are the users?
- What are the main limitations of these data?
- Are there any common requests or misinterpretations of what these data can do?
- Is there one point of contact or a team who manages and is responsible for these data?
- Who is responsible for designing and managing data collection efforts? Was there analysis planning done to understand how you will use these data before data collection began? And does your team have time to create, share, and discuss analyses after completion?

Support

- Have you ever felt like the team or organization does not know what data you have?
- Are there data collected that is not used?
- Are there data that would be useful and might be feasibly collected/shared but is not?
- What are the barriers to collecting or sharing these additional data?
- Do you feel supported or trained to design performance measures?

Data Collection

- Who is involved in collecting the data?
- How often is the data collected?
- What tools are used for data collection?
- Is data written down and then transferred into a file, is there a form, an application, etc.?
- If primary/active data collection: How bought in are people on the ground during the data collection?
 - Do they understand the importance and nuance of data collection?
 - Do they get direct benefits from the data collection or data?
 - Are there any potential conflicts of interest in who is collecting the data and what it's intended purpose is?
- How long have these data been collected for?
- Has it been consistently collected in that timeframe? If inconsistent, what was the cause, how did the process change, and what were the impacts?
- Are there spatial boundaries or other geographic features associated with the data?
- Are there demographic data collected about people served or impacted, or the people performing the work?

- Are there any data standards used in data collection?
- Do you collect PII as part of this data collection?
 - If yes, how do you integrate privacy protection into your data collection efforts?

Data Cleaning & Analysis

- How often are the collected data cleaned and analyzed?
- How does your team document data cleaning and analysis? Do you use scripts? Are there workplans or standard operating procedures?
- Do you feel like you can repeat analyses completed by other staff?
- What is your data cleaning process like?
- Examples of data cleaning needs
 - Spelling issues or inconsistent names/categories used across files
 - Inconsistent formats within or across files
 - Numbers and text in the same column
 - Missing data
 - Do you know what NA or Null values mean?
 - Duplicate records
 - Schema standards and domain values?
- What types of analyses are performed?
- Who is the audience for these analyses?
- What does the creation of your analyses look like?
- What is the frequency of these analyses?
- What is the type of product created from your analyses?
 - If a dashboard, what was the intended end product?
- How do you consider bias in these data when performing analyses and creating information sharing products?

Data Management & Maintenance

- What format is the data in?
- Do you use consistent file naming conventions across the team?
- How and where is the data stored?
- Do you have to use special software to access?
- Do you store raw data in one place but work with data in separate files, or is versioning or duplicated data files an issue, where team members are working on multiple versions for the same analyses?
- Is data under version control?
- Do you use tools like Git and/or GitHub?
- How is data backed up?

- Which of the three information classification categories do the data fall under? (See [BTS Admin Rule 2.18 Information Classification & Protection](#))
- Are there additional regulatory categories that apply to these data? These are in addition to the BTS information security classifications. Examples include: Personal Identifiable Information, Business/Trade Secrets, Sensitive Location Information, Payment Card Industry, HIPAA, Critical Infrastructure, Unknown/None, See <https://www.portlandoregon.gov/bts/article/731543> for more information.
- Do you feel adequately supported to comply with security/privacy standards?
- Are there resources (people support or tools) that would help them ensure privacy and security?
- Who has access to the data?
- How is data accessed? If datasets are available to all public users, what is the link to the published dataset(s)?
- Do any data sharing agreements apply to these data?
- Are there others that you would like to share data with?
 - If yes but you have not been able to, what is preventing it?
- Is the data integrated with other data sources? Data integrations is when data from many sources goes to a single centralized location. So, if these data are integrated with other data, we may be able to design a query to ask questions from combined data sources. Data integration may also include work you do to combine multiple data sources and create a new file with combined data for a specific analysis purpose.
- Do you have issues accessing other data sources that would improve your analysis or help improve your services?
- Are there other reasons you find it difficult to access the data you need?
- Describe the steps in place for ensuring data quality and/or any concerns you may have about the quality of data.
- What is the City retention policy length for these data?
- What is the process for destroying data after retention period?
- Is data kept in any other form after retention period? (Aggregated, summarized)
- Who maintains the data? Who decides if data is shared with others?

Data Documentation

- What type of documentation are available about the data?
- Do you utilize any metadata standards?
- Who maintains the documentation?
- How often is the documentation updated?

Overall Picture

- What is working well for your team when it comes to these data?

- What would you change about the way your team or the City collects, manages, and uses data, what would you keep the same, or add?

Appendix C: Additional groupings of project ideas

Table C1: Project ideas connected to City Council Resolution 37069

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Gun violence cluster map analysis brought in house*	Analysis and map currently managed by Dr. Jonathan Jay for CSD. Needs to include information on how data should and should not be used.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • If brought in house and frequency update established, could invite more on-going input from community stakeholders.
Shape-Up methods and analysis information sharing*	An intranet page and/or communication materials to proactively communicate Shape-Up platform/model methods limitations, analysis decisions, and how data should and should not be used. This helps prepare for public records requests and other City staff wanting to use results. Shape-Up is supported by an external researcher (https://sites.bu.edu/riselab/shape-up/).	<ul style="list-style-type: none"> • Support • Governance 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • Improved and proactive communications to the public and other community safety teams.
Data and performance management full pipeline (approach) for place-based gun violence work*	Includes reporting measure design, consistent data collection methods across teams, data management infrastructure, internal/interactive data sharing and external data sharing to tell the story across projects.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • CSD 	<ul style="list-style-type: none"> • Multiple bureaus can be involved in place-based interventions including BDS and PBOT, it will depend on each project.
Improved access and assessment of staffing data*	For several bureaus, staffing data is in multiple systems (SAP, 3rd party vendors) with interoperability issues. This creates difficulty in accessing all the data. It also creates a lot of work to combine the data to prepare for analysis and answering important questions. This is because systems may use different data standards and track things differently. Standardized workflows and integrations do not exist and are not resourced.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R • PPB 	<ul style="list-style-type: none"> • This work would connect with BHR, Office of Equity, and BTS.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Performance measures for community programs that are variable year to year, grant by grant, contract by contract*	Community grant programs are often responsive to community needs and different types of partners. Some have found it hard to create measures for qualitative, narrative data and/or consistent data to show impacts across programs. This work would help with reporting measure design for this type of work. Reporting measures must be flexible and able to tell the story of the work, who is doing the work, and describe findings across projects.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD • PBEM 	<ul style="list-style-type: none"> • Connects to reporting measure design work by the American Rescue Plan Data and Equity Strategies Team and specifically for Office of Violence Prevention Rescue Plan project work. • Portland Clean Energy Fund (PCEF) program may have similar needs • Community based organizations applying for City grants can have clearer expectations on reporting needs when applying for grants and when signing contracts. • Can potentially partner with OMF Grants Management to provide guidance for other City grants
Performance measure development for emergency declarations*	Determine appropriate performance measures to report on impacts of emergency declarations for the July 21 st , 2022 Gun Violence Interventions and March 2 nd , 2022 Street Services Coordination Center.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD 	<ul style="list-style-type: none"> • Potential partnership with CBO to inform guidelines of how to quickly develop reporting measures for future emergency declarations.
Best practices for working with shooting data*	Meeting or training in collaboration with PPB Strategic Services Division to share methods and best practices for working with shooting data. This will also include how to work with this team for analysis requests. As more teams work in collaborative projects to help reduce gun violence, they may work with PPB's open data on analyses or require more specific data support to inform decisions.	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • CSD • PPB • PP&R 	<ul style="list-style-type: none"> • Community safety and data informed strategies for gun violence reduction are Citywide priorities. • Teams across the City may be asked and interested in assessing their services in relation to shooting data.

Table C2: Project ideas that touch on overlapping needs across bureaus.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Consolidated website page of existing public facing dashboards	A consolidated list hosted on portland.gov of existing dashboards, maps, or reports from all City teams working on community safety. This may include improved website search results and taxonomy. Users currently navigate to separate pages to potentially find related information.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • May include public safety related dashboards and maps from additional bureaus such as PBOT's Vision Zero program, OMF's Homelessness and Urban Camping Impact Reduction Program, Rescue Plan's Safe Rest Village dashboard (in development), Public Environment Management Office (PEMO) graffiti dashboard (in planning phase). • Opportunity for collaboration with Unified Communications Team and BTS e-gov team.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Consolidated intranet or SharePoint pages of internal dashboards and data resources	Some operations-oriented dashboards and data resources are only accessible by groups of staff with permissions. Other teams mentioned a need for an internal workspace to share resources when working on collaborative projects. This could include different types of internal workspaces with maps, reports, dashboards, presentations, or frequently referenced studies.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PP&R 	<ul style="list-style-type: none"> • In conjunction with the external portland.gov website, this internal page could provide an important starting point for any team starting a new project to understand what data is available.
Dashboard of frequent community safety data requests and where to find that information	Portland.gov users currently navigate to separate pages to find related information. Organizing information this way could improve experience of those looking for data. This may also include primary contacts and responsibilities for resolving types of issues, could be spatial or by type of asset.	<ul style="list-style-type: none"> • Analysis/Design • Technology 	<ul style="list-style-type: none"> • CSD • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • PDX 311 could use this to help answer calls/requests.
Best practices for working with shooting data*	Meeting or training in collaboration with PPB Strategic Services Division to share methods and best practices for working with shooting data. This will also include how to work with this team for analysis requests. As more teams work in collaborative projects to help reduce gun violence, they may work with PPB's open data on analyses or require more specific data support to inform decisions.	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • CSD • PPB • PP&R 	<ul style="list-style-type: none"> • Community safety and data informed strategies for gun violence reduction are Citywide priorities. • Teams across the City may be asked and interested in assessing their services in relation to shooting data.
Add new data to City's GIS infrastructure and/or PortlandMaps to share internally or externally	Facilitation of more data and maps on the City's central GIS infrastructure reduces duplication of work and/or staff making similar requests across teams. More data available on PortlandMaps supports Portland Open Data and information available to create public facing visualizations. Examples of new maps to include: Parks lighting analysis, Parks sidewalk inventory, Parks property ownership and enforcement easements, urban heat island, PEMO graffiti calls and services.	<ul style="list-style-type: none"> • Technology 	<ul style="list-style-type: none"> • PBEM • PP&R 	<ul style="list-style-type: none"> • The consolidated external website on portland.gov and the internal intranet pages could point to new data. • BPS climate planners would also benefit from potential datasets mentioned by PBEM and Parks. • City staff and/or the public can create new analyses from open data on PortlandMaps.
Real-time Computer Aided Dispatch (CAD) Data (Non-PII)	Allow teams to receive more real-time data, what is happening today, while addressing safety and privacy concerns. For example, access to closed police and fire calls in parks would be helpful to inform Park Ranger activity/operations.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • Would require BTS staff support. • May be useful to regional partners.
Increased and/or overlapping data staff capacity	Several teams have important workflows that are dependent on one or minimal staff. There are no redundancies. Staff need to have technical skills and business/subject matter expertise which both take time to integrate. This increases risk of not being able to be responsive, complete essential tasks and leaves no room to be proactive.	<ul style="list-style-type: none"> • Design/Analysis • Support 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PP&R 	<ul style="list-style-type: none"> • Connects to BPS Smart City PDX Data Analyst Team testing out a new model for how data analysts collaborate versus existing model of data analyst siloed to single project/role.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Improved access and assessment of staffing data*	For several bureaus, staffing data is in multiple systems (SAP, 3rd party vendors) with interoperability issues. This creates difficulty in accessing all the data. It also creates a lot of work to combine the data to prepare for analysis and answering important questions. This is because systems may use different data standards and track things differently. Standardized workflows and integrations do not exist and are not resourced.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R • PPB 	<ul style="list-style-type: none"> • This work would connect with BHR, Office of Equity, and BTS.
Performance measure updates	Existing bureau performance measures are not always telling the story of the work, are not being used to evaluate and improve the work, and are challenging to work with as workplans adapt and change to meet urgent community needs.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • CSD strategic planning team and community engagement • Connects to partnership of CBO, Office of Equity, Smart City PDX to create frameworks for evaluation measures for discrete, one-time expansions of services versus on-going performance.
Information sharing to the public and/or staff about how calls, incidents, or more are resolved/followed up	For several community safety teams, a common external and internal request is to learn about a call or incident is resolved. This work may include supporting new pipeline development and/or design of dashboards or other analyses to help share that type of information.	<ul style="list-style-type: none"> • Analysis/Design • Technology 	<ul style="list-style-type: none"> • CSD • BOEC • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • May also overlap with PDX 311 services migration and data infrastructure work. • Lessons learned from PEMO graffiti data pipeline and sharing work can be incorporated into pipeline.
Improved interoperability of systems/strategic technology planning	Due to lack of interoperability and deficiency in platforms, several teams have slower workflows, cannot complete certain types of data requests, and cannot automate data visualizations and data sharing. Subject matter experts need to be involved in software and technology development and planning. Staff who can build integrations needs to be resourced.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R 	<ul style="list-style-type: none"> • Could help inform BTS Business Intelligence (BI) and Data Visualization (DV) project. • In alignment with CSD strategic planning efforts.
Document reasons why teams are unable to maximize capability and use of existing technology solutions	Investments made in internal or 3rd party vendor systems require dedicated staff time to manage and roll out. Two systems named that are not being used to full capacity are Intterra and PulsePoint. There are also past examples that are no longer being used. Documentation of why and what happened could be important to inform future workflows and investments.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R 	<ul style="list-style-type: none"> • Could help inform City Data Governance Committee Work and BTS BI and DV project.
Training for analysts to learn about information security and BTS Admin rule 2.18	Many analysts are committed to cybersecurity and protecting privacy but unfamiliar with specific City Rules or tools to help implement them. Christopher Paidhrin of BTS will lead training. Webinar format, recorded. This could also include BHR Admin Rule 4.08.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • BTS leads training. • BHR may inform components. • Recorded training can be made available to all City staff.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Severe weather illness response call data for emergency planning	Facilitate data sharing from BOEC, PPB, and PF&R sources with PBEM to provide reports on severe weather-related illness call numbers and how they were resolved with spatial component for use in emergency planning.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts. • May also inform data sharing workflows and documentation best practices to share citywide. • This could be expanded to call data for additional incident types.
Demographic data standards	Adoption of Citywide demographic standards will increase interoperability of analyses, streamline data collection, and improve transparency about demographic data collection in communities.	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • BOEC • PBEM • PPB 	<ul style="list-style-type: none"> • City Data Governance Committee will adopt standards and partnering with the Office of Equity to finalize. • Trainings and/or communication material created by this project to help
Best practices on which tools are best for which purposes	Identify data management and data analysis tools that are useful and best practices for their use. This may also include guidance on data and file management. Improves staff efficiencies, onboarding processes for new staff, and reduces workload for analysts when making decisions to support data analyses.	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • BOEC • PBEM 	<ul style="list-style-type: none"> • BES working on a similar task for file management best practices. • Synergies with BTS Business Intelligence/Data Visualization project and the City Data Governance Committee.
Dashboards of fire incidents, responses, and reports	These dashboards will help share data on how incidents and responses are resolved. New data pipelines with PF&R, BOEC, and Corporate GIS are in development. This also results in more open data sets accessible by staff and/or the public.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R 	<ul style="list-style-type: none"> • City staff may incorporate these data into other types of analyses, for example a common data request is understanding incidents in areas of shelters/Safe Rest Villages. • May help address common requests from the public to several bureaus about how some 911 calls are resolved. • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts.
Shelter location-related Incidents	PBEM staff receiving these data at least daily during an emergency weather event would improve emergency shelter operations/coordination. Facilitate data sharing from BOEC, PPB, and PF&R sources with PBEM.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • PBEM • PF&R • PPB 	<ul style="list-style-type: none"> • Data pipeline and infrastructure will inform enterprise business intelligence and data visualization efforts. • May also inform data sharing workflows and documentation best practices to share citywide. • This could be expanded to call data for additional incident types including frequent data requests related to shelter/Safe Rest Village sites. • If these data were helpful to share with county or other jurisdictional partners, this could be included in data sharing agreements.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Documentation	Several bureaus have documentation needs for different projects. Documentation examples include: Supplemental documentation to accompany a visualization, methods and procedures, interpretive or best practices, and use of technology. These are disparate projects.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • BOEC • CSD • PBEM • PF&R • PP&R 	<ul style="list-style-type: none"> • The public and entities external to the City would likely benefit from clear documentation about datasets and analyses. • Could help teams across the City access and use data.
Centralized access and storage of insurance certificates for grantee and contract partners	Could improve the experience of nonprofits and businesses contracting with the City and government to reduce burden if appropriate and current insurance certificate is already on file with the City.	<ul style="list-style-type: none"> • Governance • Support • Technology 	<ul style="list-style-type: none"> • CSD • PBEM 	<ul style="list-style-type: none"> • Would need to partner with OMF Bureau of Revenue and Financial Services • Nonprofit and business grantees or contractors.
Performance measures for community programs that are variable year to year, grant by grant, contract by contract*	Community grant programs are often responsive to community needs and different types of partners. Some have found it hard to create measures for qualitative, narrative data and/or consistent data to show impacts across programs. This work would help with reporting measure design for this type of work. Reporting measures must be flexible and able to tell the story of the work, who is doing the work, and describe findings across projects.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD • PBEM 	<ul style="list-style-type: none"> • Connects to reporting measure design work by the American Rescue Plan Data and Equity Strategies Team and specifically for Office of Violence Prevention Rescue Plan project work. • Portland Clean Energy Fund (PCEF) program may have similar needs • Community based organizations applying for City grants can have clearer expectations on reporting needs when applying for grants and when signing contracts. • Can potentially partner with OMF Grants Management to provide guidance for other City grants
Best practices/methods to measure quality of community engagement	Community engagement is key to successful and responsive City services. It can take many forms and include a variety of interactions. Community engagement fatigue also has many symptoms and causes. Consistent guidance on how to track and measure engagements will help assess effective engagements and ways to improve.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support 	<ul style="list-style-type: none"> • CSD • PBEM • PPB 	<ul style="list-style-type: none"> • Guidance would be available to all City teams performing engagement work and opportunities to iteratively improve the guidance. • Overlap with Civic Life Portland Engagement Project. • Identify variety of external partnerships to help inform and design.
More opportunities to educate end users on data quality and data usage, internally and externally	Documentation about analysis decisions, data limitations, context around data, and how to use dashboards support more effective use of data by City staff and community members. This will include trainings, workshops, and presentations about dashboard best practices, documentation, and/or specific sets of data.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • PBEM • PPB 	<ul style="list-style-type: none"> • Connects to City Data Governance Committee goals. • Recordings and materials could be shared citywide and/or with the public.

Project Idea	Description	Need Category	Bureaus	Connections to Other Entities
Public facing dashboard of BOEC Director's Report	Host BOEC Director's Report as dashboard on ArcGIS HUB with daily updates. This will improve automation for an internal BOEC process and provide the City and the public timelier updates about calls.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Technology 	<ul style="list-style-type: none"> • BOEC • PF&R • PPB 	<ul style="list-style-type: none"> • This could be a starting prototype for connecting how PPB and PF&R resolve calls. • Publishing BOEC perspective on dispatch and incidents – would need to coordinate narrative on why different than PPB and PF&R. Also coordinate on privacy, safety, sensitivity concerns.
Shape-Up methods and analysis information sharing*	An intranet page and/or communication materials to proactively communicate Shape-Up platform/model methods limitations, analysis decisions, and how data should and should not be used. This helps prepare for public records requests and other City staff wanting to use results. Shape-Up is supported by an external researcher (https://sites.bu.edu/riselab/shape-up/).	<ul style="list-style-type: none"> • Support • Governance 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • Improved and proactive communications to the public and other community safety teams.
Gun violence cluster map analysis brought in house*	Analysis and map currently managed by Dr. Jonathan Jay for CSD. Needs to include information on how data should and should not be used.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • CSD • PPB 	<ul style="list-style-type: none"> • If brought in house and frequency update established, could invite more on-going input from community stakeholders.
External facing dashboard of park ranger activity	Prepare data and visualizations from internal park rangers' activity/operations dashboard for public facing environment. This will improve understanding about what Portland Park Rangers do.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • PF&R • PPB • PP&R 	<ul style="list-style-type: none"> • Identify community stakeholders to ask about design and what information they would like to see. • Partnership with PDX 311 to integrate dispatch data so analyses can incorporate information about what happens when they call. • Opportunity to work with Summer Free for All and PEMO to consolidate language and datasets to identify where to invest. • Can overlay other response data from Portland Street Response (PSR). • Incorporate PPB and PF&R responses to parks.

Table C3A: Individual needs identified by one bureau/office: BOEC

BOEC Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Access to referral data from county and/or community programs	When BOEC answers 911 calls, some calls become incidents for Police, Fire, and PSR to respond. However, some are referrals to county or community programs. In order to get a complete picture of what is occurring in our community we need a complete dataset of outcome data. This is a long-term project related to data	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • May also overlap with PDX 311 services migration and data infrastructure work. • Buy-in and sponsorship from all bureaus and program managers involved. • County programs such as Multnomah County Emergency Medical Services

	governance and open data and will likely require a dedicated resource to work on a data lake effort.			<ul style="list-style-type: none"> • BTS could provide a dedicated developer who understands enterprise data management in subjects of (ETL, Database Administration, Data Governance, etc). • Office of Government Relations would need to be involved to facilitate sharing of data from county and government partners. • Referrals to emergency shelters through PBEM.
Data support space for community safety bureaus	Meeting times for data analysts in community safety bureaus to talk about data, best practices. This could help facilitate knowledge transfer, data sharing, and identify broad needs across community safety data teams.	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Could work with BPS Data Analyst team to identify what works and what doesn't.

Table C3B: Individual needs identified by one bureau/office: CSD

CSD Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Maturity of community engagement tracking tool for CSD staff managing police community groups	Excel sheet with tags, filters, and notes to track engagements and feedback	<ul style="list-style-type: none"> • Analysis/Design • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Many other City teams have these needs and no access to Customer Relationship Management (CRM) systems. • Could help improve access for PPB to some engagement data if tool improvement led to identification of more data that could be shared. • Improve relationships with community when you can be more accountable about what is already shared.
Planning for complaint data management and reporting approach for Police Accountability Commission	Feb 2023 draft report includes notes about needs for data unit and management plan for complaint and recommendations data. This can often be resources not built in at beginning of a program. The Community Safety Data Project team could participate in an advisory role to help in planning.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Identify the right level of participation in order to best advise on data solutions. • May need staff time from Hector Dominguez to ensure privacy considerations built in from beginning too.
Data and performance management full pipeline (approach) for place-based gun violence work*	Includes reporting measure design, consistent data collection methods across teams, data management infrastructure, internal/interactive data sharing and external data sharing to tell the story across projects.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Multiple bureaus can be involved in place-based interventions including BDS and PBOT, it will depend on each project.
Infrastructure to track and share events, trainings, and assessment work	Data is managed in TrackIt which feels disjointed. Data used in reports is contained in separate emails. This project could implement a more holistic system and help streamline the process for data management.	<ul style="list-style-type: none"> • Governance • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Zendesk and PDX 311 partnerships could inform on appropriate tools for tracking and storing data.

CSD Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Data and performance management full approach for CSD community investment work (events, trainings, assessments)	Data for these program aspects are in various formats. The team is interested in helping to reducing data aggregation time for reports and this could then support more external sharing through a dashboard, map of CEPTED updates, or other report styles.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Some of the data for these programs is currently in TrackIt and may be moved to Zendesk so this will include working with the PDX 311 team. • Opportunity to collaborate with Rose City Self-Defense Contractor for additional input for data and performance management.
Performance measure development for emergency declarations*	Determine appropriate performance measures to report on impacts of emergency declarations for the July 21 st , 2022 Gun Violence Interventions and March 2 nd , 2022 Street Services Coordination Center.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • CSD 	<ul style="list-style-type: none"> • Potential partnership with CBO to inform guidelines of how to quickly develop reporting measures for future emergency declarations.
Ability to pull down mailing addresses for mailers	CSD team currently relies on BDS for this service. Could help automate or streamline.	<ul style="list-style-type: none"> • Support • Technology 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Could help alleviate work for BDS • Could involve BPS team and/or Corporate GIS to help put together instructions for how staff could do this themselves.
Data standards about contractors or community based organizations	CSD needs additional information about contractors or CBOS to understand impacts and breadth of grant programs such as demographics, number of groups receiving first time funds from the City	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Grants Office • Procurement • Rescue Plan Data and Equity Strategies Team • City Data Governance Committee
Improve workflows to send the right responder to right call	Contractor hired to evaluate. This team could help with how contractor results are shared out.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Depending on findings, improved coordination amongst community safety bureaus/offices.

Table C3C: Individual needs identified by one bureau/office: PBEM

PBEM Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Update design and pipeline for shelter dashboard	This dashboard was designed for one purpose but is now being used and relied upon by internal and external stakeholders for multiple purposes. This project could involve updated design, support to organize and store backend data, automate data cleaning so PBEM staff time is more focused on emergency. This could also involve identifying components that can live in internal versus external dashboards to meet different purposes in how stakeholders are using the data.	<ul style="list-style-type: none"> • Analysis/Design • Governance • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Shelter and volunteer data come from 211 and County partners. • Could share data back out to county partners. • This project could benefit from the project below: Data sharing agreements for emergency shelter and volunteer data.

PBEM Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Update design of Neighborhood Emergency Teams (NETs) budget or volunteer dashboards to improve accessibility	This dashboard is used to share information with Neighborhood Emergency Teams volunteers and inform leadership on NETs' activities. Most of the data pipeline and dashboard is in place, this project would add additional analyses and design updates.	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • NET volunteers are satisfied with information they are receiving so important not to disrupt this and only add functionality.
Data sharing agreements for emergency shelter and volunteer data	Data sharing agreements could include agreed upon data standards to help improve data collection and sharing across partners. PBEM's emergency dashboard has limited shelter information. A data sharing agreement could help facilitate more comprehensive sharing about all shelters. That would be a starting point to build out the dashboards as an important transparency tool to inform the work of many teams in the region.	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Shelter and volunteer data come from 211 and County partners. • This project could inform design for project above: Update design and pipeline for shelter and dashboard.
Maps/diagrams of systems that community safety teams are using to manage data and workflows	This information could help inform the Citywide Incident Management System procurement to identify areas of overlap and interoperability.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Could help inform BTS Business Intelligence (BI) and Data Visualization (DV) project.
Access hazard related datasets in a standardized way	This could be an important element of the citywide Crisis Information Management System PBEM is procuring. It would help consolidate datasets used in emergency planning.	<ul style="list-style-type: none"> • Governance • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Climate planners or other staff working on climate change related projects across bureaus/offices could use this access for various types of analyses. • Touches on City Data Governance Committee work.
Documentation of work City does in emergencies for Federal Emergency Management Agency (FEMA) reimbursements	Create workflow of where these data live and how PBEM will work with various teams during/after emergency to obtain the data in a structured way. This could be implemented as part of a Crisis Information Management System implementation.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • This work would connect to many other city bureaus/offices needing reimbursements after an emergency.
Customer Relations Management (CRM) system for tracking outreach to community-based organizations	CRMs and other client management platforms can consolidate communications with CBOs and track activities. These systems can help streamline the often disjointed systems of tracking relationships and outreach activities.	<ul style="list-style-type: none"> • Governance • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Could identify another team that has successfully used a CRM to manage their work. Document what works well and what doesn't. • Work with BTS and CSD to coordinate technology investment.

Table C3D: Individual needs identified by one bureau/office: PPB

PPB Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Share out about work being done in race data collection subcommittee	Sharing out more context about limitations of race data collected by PPB and work being discussed and convened in subcommittee by Laura John could be helpful for City staff and community partners accessing or requesting PPB data. This work could highlight how these data can and cannot be interpreted.	<ul style="list-style-type: none"> • Governance • Support 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Office of Government Relations • Community partners could benefit from information.

Table C3E: Individual needs identified by one bureau/office: PP&R

PP&R Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Documentation about available datasets	Provide information on what the datasets are, what they can and cannot do, what questions they can address, who is responsible for them. This could help data analysts find and quickly get up to speed on available datasets they can use in their own work.	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Data Governance for best practices.
Integrate Impact Reduction Program (IRP) data/analysis with dashboard of park ranger activity	Address public pain point identified about sharing information about camps: has a camp been reported already, has someone visited it or not, or have cleanup and support resources been provided? Share information two-ways including from PP&R back to IRP about what actions have been taken at a campsite.	<ul style="list-style-type: none"> • Analysis/Design • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • IRP team • Corporate GIS • PDX 311 provides information on requests and calls for service to camps.
Internal analyses of where to make investments in parks	Could include overlays with gun violence data, graffiti data, other asset investment decisions.	<ul style="list-style-type: none"> • Analysis/Design • Support 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Could improve coordination between Parks, PPB, and CSD community investment teams (Office of Violence Prevention, Safer Summer PDX, Safe Blocks). • Would also include PDX 311 and Bureau of Planning and Sustainability's Tech Services Team who are working on integrations and internal dashboards for graffiti removal.
Share Park Rangers activity data to land supervisors	Internal dashboard to share out relevant park ranger activity with other Parks staff. This could help inform	<ul style="list-style-type: none"> • Analysis/Design 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Potential connection to PDX 311 dispatch call service

PP&R Project Ideas	Description	Need Category	Priority	Connections to Other Entities
Update and clarify boundaries of property ownership and enforcement	Parks has easements on certain properties	<ul style="list-style-type: none"> • Governance • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • City Data Governance Committee and best practices on how to keep these types of data updated • Increase access of these data in City's GIS infrastructure
Integrate Street Services Coordination Center (SSCC) app with existing data collections	Include SSCC app data collection within Park's existing QuickCapture app to be sensitive to collection fatigue since Park Rangers lean to completing existing QuickCapture app and not a second one.	<ul style="list-style-type: none"> • Support • Technology 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • SSCC and Corporate GIS are current owners of SSCC app. • Could help improve dataset for common data request of knowing percentage of engagements by City staff result in referral to services and/or into a Safe Rest Village.

Table C4: Six principles of trauma informed approach for data products adapted from [SAMHSA](#) by the BPS Health Equity Team

Principle	Guidance for Data Product
Safety	How does the data product create psychological safety for users? For developers?
Trustworthiness and transparency	How does the data product enhance organizational transparency in decision making and build trust between partner organizations, the public, and the City?
Peer support	How are people with lived experience of trauma from violence or crime involved in the development of the data product, its use case, and any policies and practices?
Collaboration and mutuality	How is power distributed or balanced between partners across all levels?
Empowerment, voice, and choice	How are staff empowered to do their work on the development and maintenance of the data product? How does the data product delivery and use empower users?
Cultural, historical, and gender issues	How does the data product acknowledge and address structural and institutional racism both in data systems and community safety?

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