

CITY BUDGET OFFICE

Ted Wheeler, Mayor
Nick Fish, Commissioner
Amanda Fritz, Commissioner
Chloe Eudaly, Commissioner
Dan Saltzman, Commissioner
Mary Hull Caballero, Auditor



Andrew Scott, Director
(503) 823-6925
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CITY OF PORTLAND, OREGON

Memorandum

To: City Council
From: Andrew Scott, Budget Director
Date: May 29, 2018
Subject: What Works Cities Final Report

This presentation and report celebrates Portland's achievements in using data and evidence to improve the lives of residents as part of the [What Works Cities](#) initiative. What Works Cities was a 3-year, \$42 million national initiative, launched by Bloomberg Philanthropies in April 2015, that helped 100 mid-sized American cities enhance their use of **data and evidence** to improve community engagement and make government more effective.

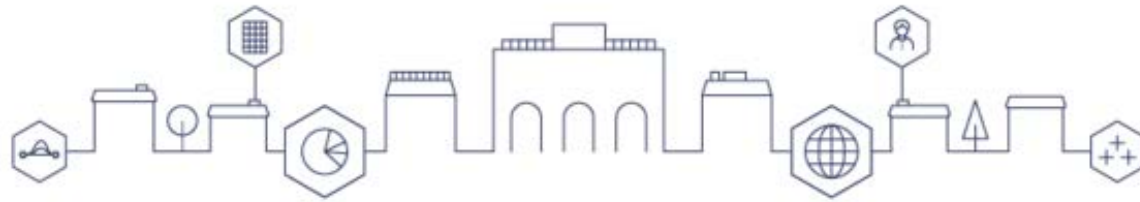
Portland was named a "What Works City" in September 2016, joining a prestigious network that includes Seattle, San Francisco, Boise, Las Vegas, Denver, Kansas City, New Orleans, and Anchorage. The City Budget Office and the Bureau of Planning & Sustainability led the initiative on behalf of the City, endorsed by [Council Resolution 37236](#) on September 21, 2016.

As a What Works City, the City of Portland had the rare opportunity to work with **expert technical partners** to build our capacity for using data and evidence in five areas:

1. Improve our policies and practices around **open data** with the *Sunlight Foundation* and the *Center for Government Excellence at Johns Hopkins University (GovEx)*.
2. Increase the effectiveness of our City's **performance management** program with *Center for Government Excellence at Johns Hopkins University (GovEx)*.
3. Apply behavioral insights and conduct low-cost **program evaluation** of City programs and practices with *The Behavioral Insights Team (BIT)*.
4. Improving the efficiency of **procurement** for construction services at PBOT with *Harvard Kennedy School Government Performance Lab (GPL)*; and finally
5. Connecting with the *Denver's "Peak Academy"* to launch the PDX **Process Improvement** Pilot, which aims to create a culture of continuous improvement for City staff.

As a What Works City, Portland worked to advance the City's ability to deliver results for residents, and strengthen its performance analytics and processes. Working with the initiative's expert technical partners, City staff and leaders have an opportunity to learn new approaches, skills, and governance frameworks to bring more data and evidence to improve results for the Portland community. Please see the exhibits accompanying this report:

- A. What Works Cities Final Report – Presentation
- B. What Works Cities Final Report



What Works Cities

Bloomberg
Philanthropies

Final Report



CITY OF PORTLAND

June 6, 2018

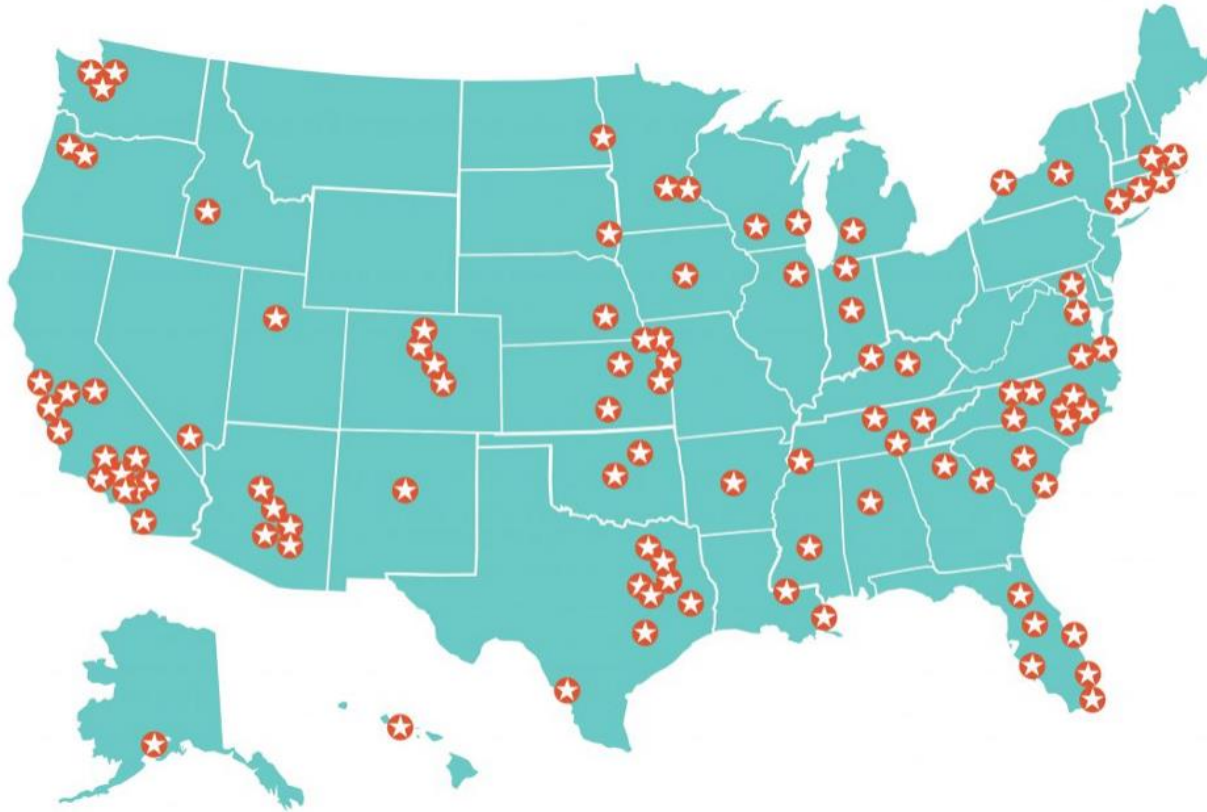
Andrew Scott, CBO
Shannon Carney, CBO
Kevin Martin, BPS
Katie Shifley, CBO
Lindsey Maser, BPS
Michael Kerr, PBOT
Jane Marie Ford, CBO
Aaron Kaufman, CBO

Agenda

Topic	Presenter
What Works Cities Overview	Andrew Scott
<i>Scopes of Work:</i>	
Open Data	Kevin Martin
Performance Management	Shannon Carney
Program Evaluation	Katie Shifley & Lindsey Maser
Results-Driven Contracting	Michael Kerr
Process Improvement	Jane Marie Ford & Aaron Kaufman
Questions & Next Steps	All

What Works Cities Overview

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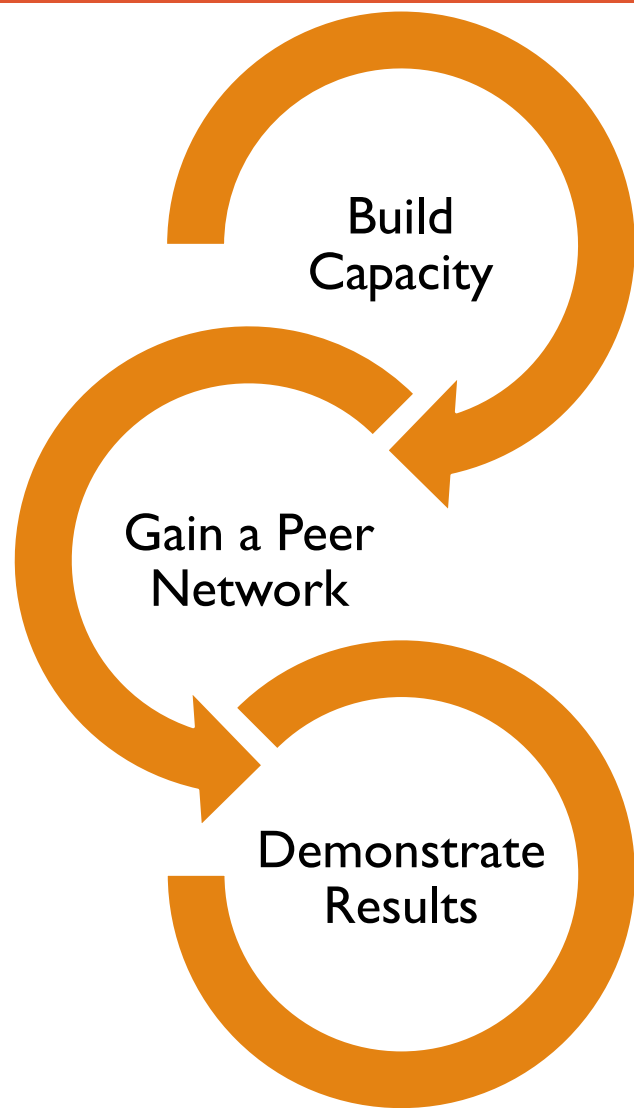
The What Works Cities initiative has helped 100 mid-sized American cities enhance their use of **data and evidence** to improve community engagement, make government more effective, and improve the lives of residents.

Portland was named a “What Works City” in September 2016, and has worked with five expert technical partners to create a strong foundation for innovative management practices in our government.

The 3-year, \$42 million initiative was funded by Bloomberg Philanthropies’ Government Innovation program.

“What Works” in Portland

4



RESULTS
FOR AMERICA

HARVARD Kennedy School
Government Performance Lab



SUNLIGHT
FOUNDATION

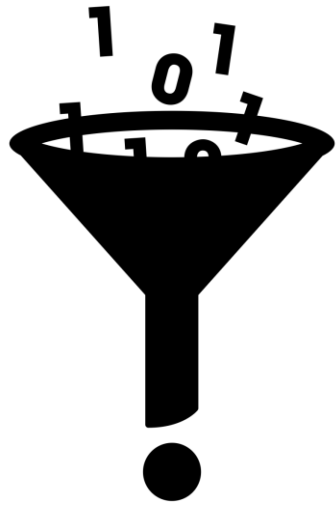


JOHNS HOPKINS
UNIVERSITY

GovEx

THE
BEHAVIORAL
INSIGHTS TEAM.

DENVER
PEAK
ACADEMY



Bureau of Planning and Sustainability
Innovation. Collaboration. Practical Solutions.

Open Data



In May of 2017, City Council established an Open Data Program via Ordinance 188356:

The City of Portland establishes an Open Data Policy to be committed to the publication, accessibility, and equitable and widespread sharing of data collected and generated by all City bureaus and by private sector companies, non-profit organizations, academic universities and other parties working on behalf of the City. The City will strive to make data open by default. To implement the Open Data Policy, the City shall create an Open Data Program.

Open Data

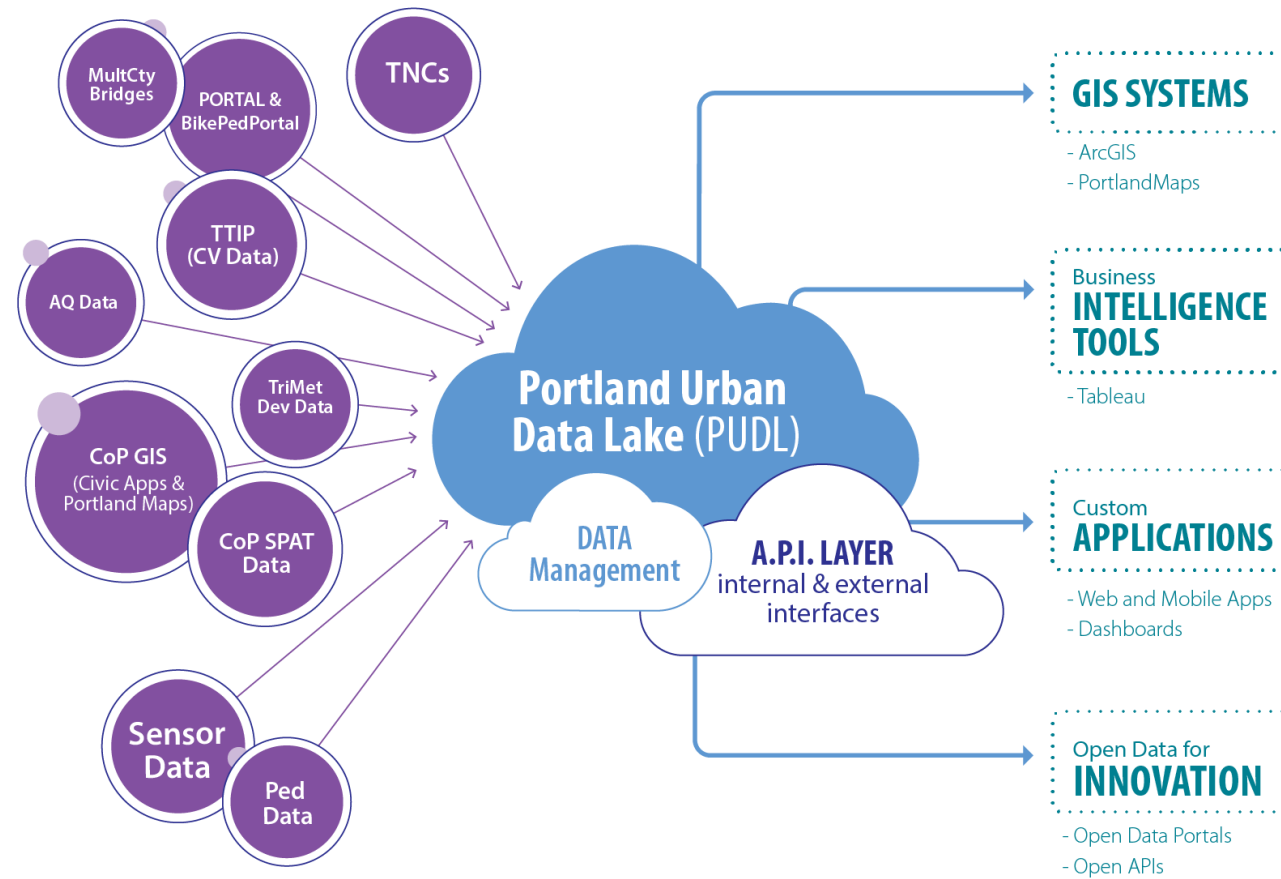


Open Data Program to date

1. Recruit a new Open Data Coordinator
2. Evaluate current data governance practices in the City
3. Identify focus areas for implementation; initial members of a Data Governance Team
4. Pilot a centralized system of data management, security, analysis

Open Data





Open Data



Open Data Program next steps

- I. Work with data stewards in each of the focus areas to:
 - a. Create initial data governance policies
 - b. Inventory datasets
 - c. Evaluate current Open Data portals
 - d. Develop a community engagement strategy



Open Data Program next steps

2. Test and evaluate a centralized system of data management, security, analysis (PUDL)
3. Data privacy principles to City Council in September
4. Open Data Program Annual Report to City Council in October





Performance Management



Our Challenge



Build on Existing Elements

GATR
PerformanceStat
program

City Bureaus
performance
dashboard

Use of
performance
data in budget
process

Strengthen the
City's performance
management
strategy

Provide a more Effective Management Framework

Apply analytics &
ensure follow-up
to get results

Improve
performance
measures &
reporting

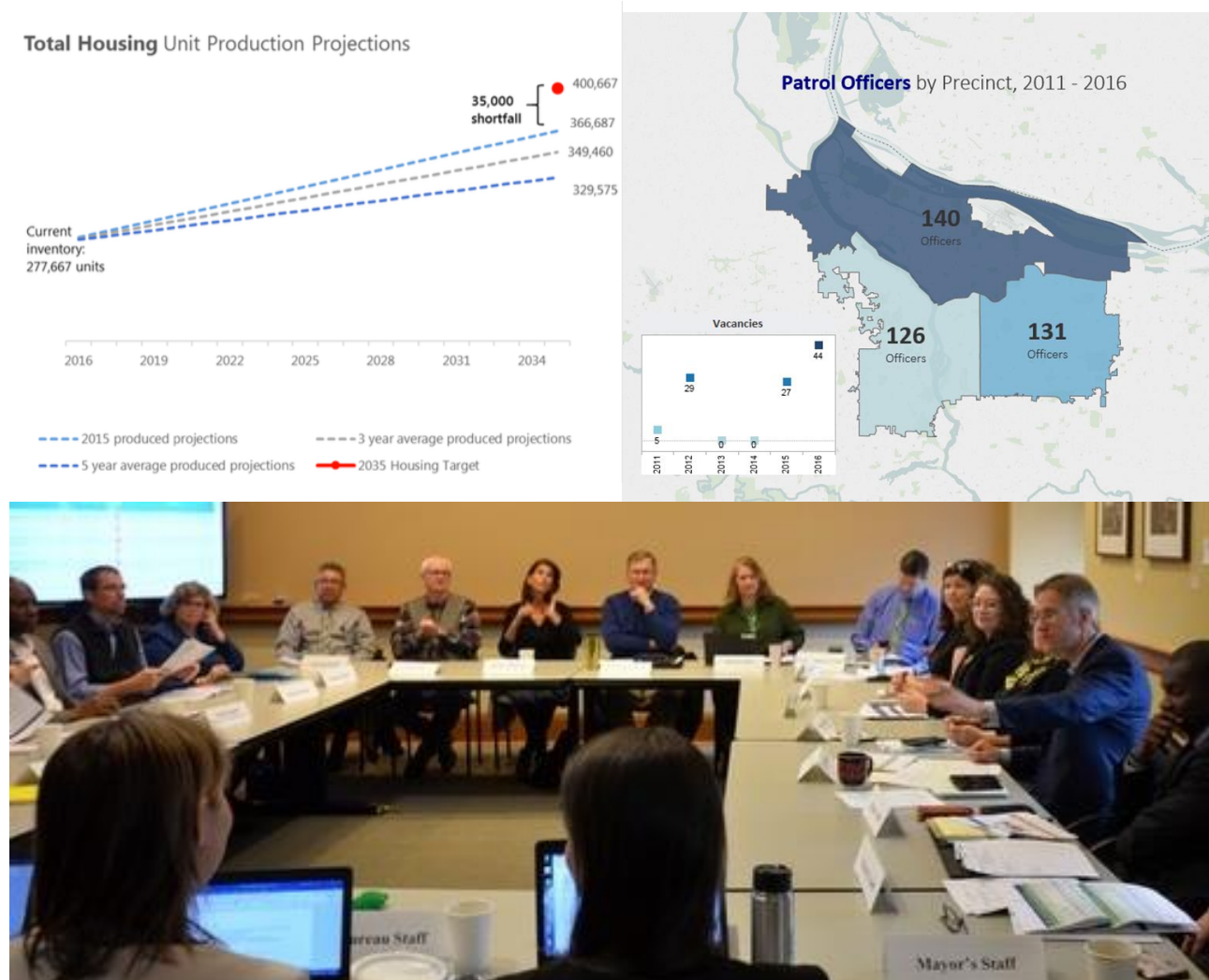
Foster a culture
of performance
throughout the
enterprise

GATR Program

- (Affordable) Housing Development (2015-18)
- 9-1-1 Emergency Response (2017-18)
- Police Patrol Staffing (2016)
- Pedestrian Safety (2015)
- *Enhance Effectiveness of Efforts to Improve Livability (June 2018)*

GATR stands for Government Accountability, Transparency & Results.

www.portlandoregon.gov/cbo/gatr



GATR: Accelerate Housing Development

14

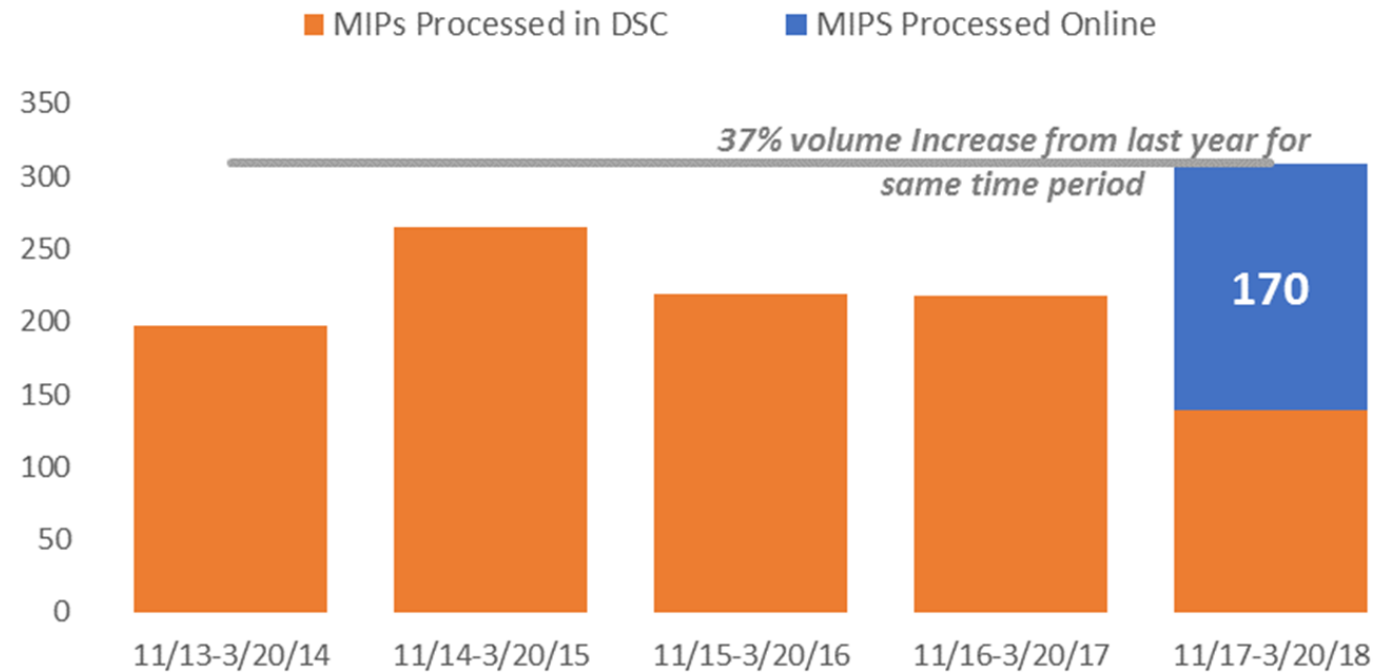


Accelerate supply of housing units in Portland



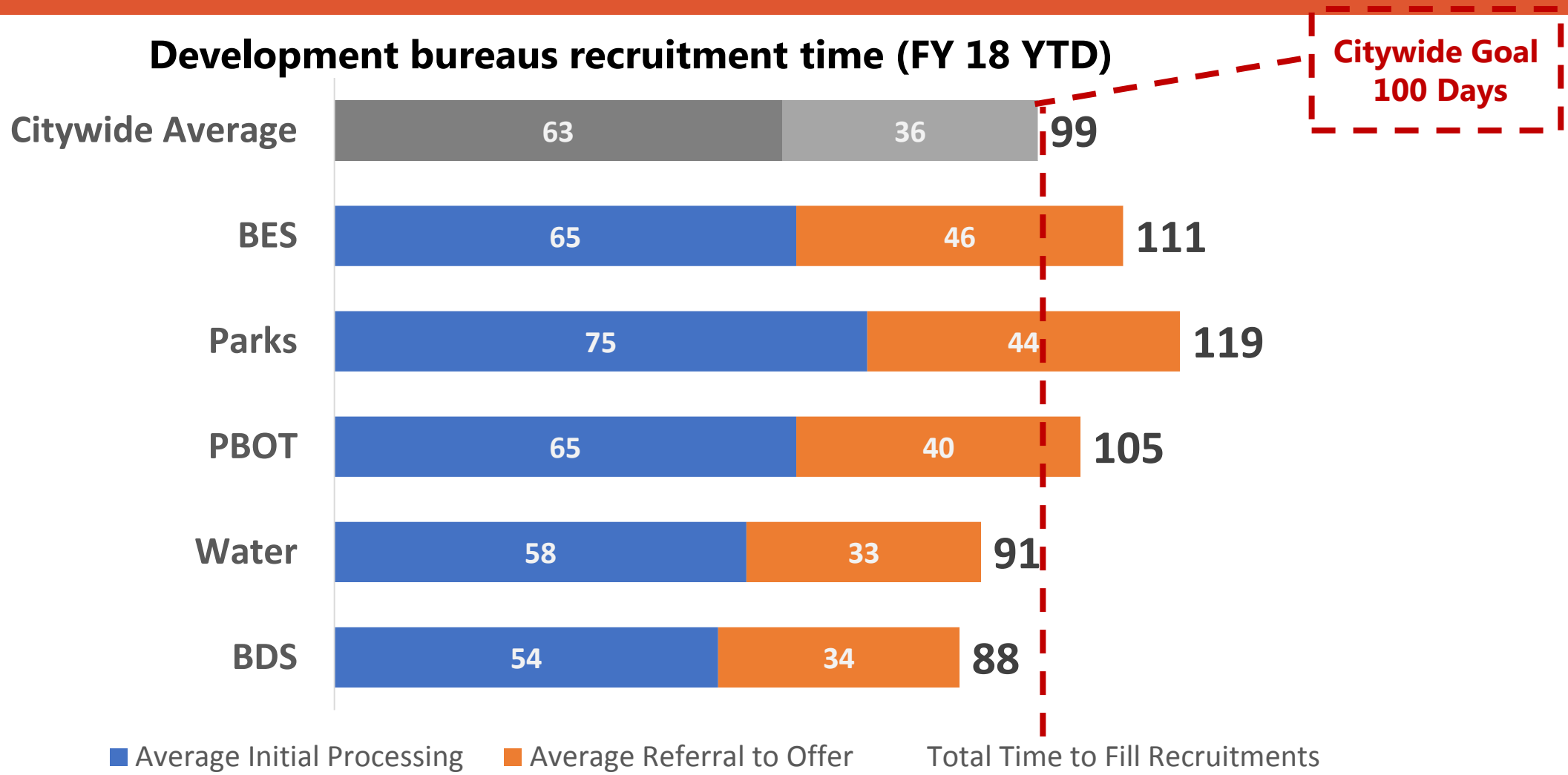
Improve timeliness, consistency, and quality of City development services

Minor Improvement Permit* Processing Moves Online



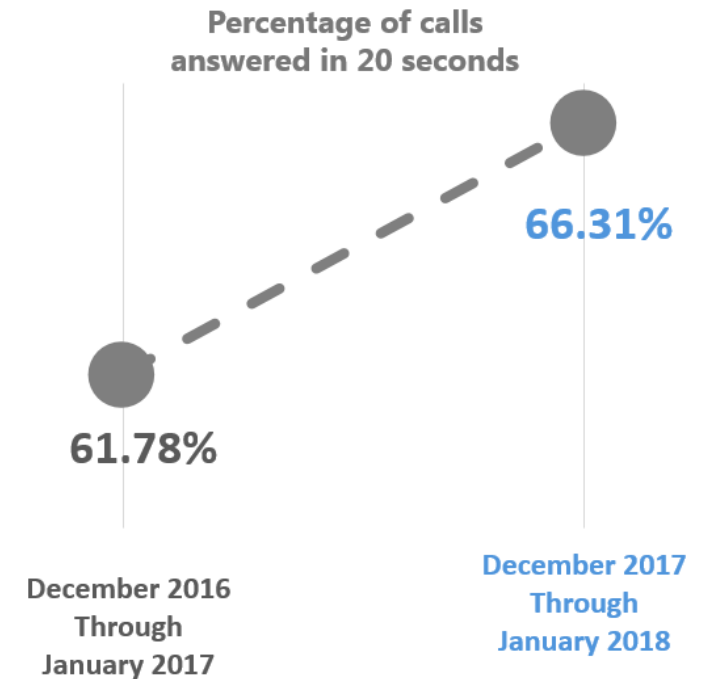
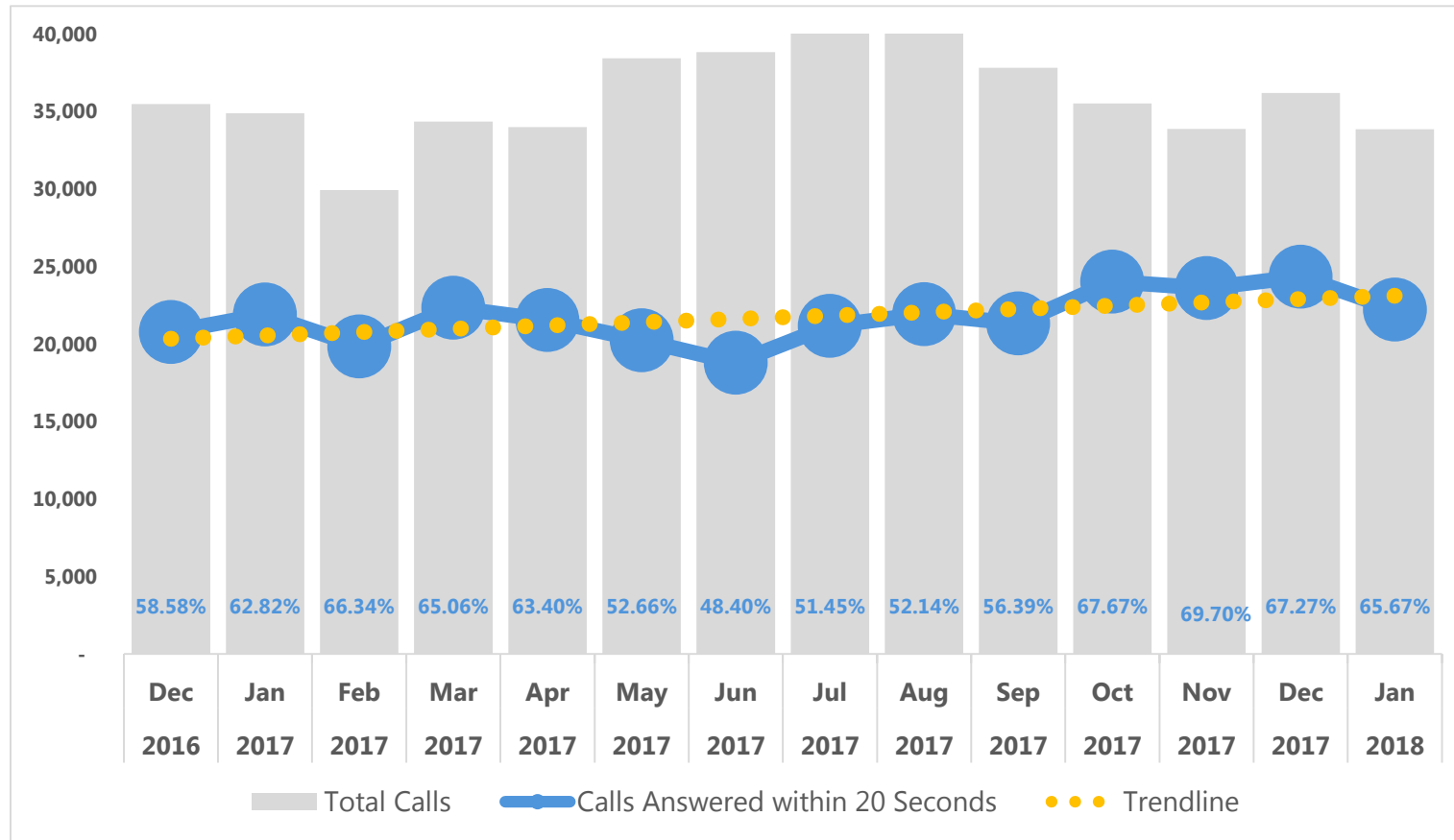
*Data includes Voluntary Minor Improvement Permits only. Data source: Portland Bureau of Transportation.

GATR - Housing Development session materials here: <https://www.portlandoregon.gov/cbo/72474>



Data source: BHR

GATR: Meet National Standards for 9-1-1 Emergency Response ¹⁶



All GATR – 9-1-1 Emergency Communications session materials here: <https://www.portlandoregon.gov/cbo/72474>

Improve Performance Measures & Reporting

17

ISO 37120



WORLD COUNCIL
ON CITY DATA

- ✓ **Received Platinum Certification** from World Council on City Data for ISO 37120
- ✓ Provided performance measure **recommendations & analysis** in [FY 2016-17 Prior Year Performance Report](#)
- ✓ Redesigned bureau performance workshops & technical assistance for FY 2018-19...bureaus introduced over 20 new measures in FY 2018-19 Approved Budget
- ✓ City Budget Office will lead Citywide project team to launch new **Portland Community Survey** in FY 2018-19

Foster a Culture of Performance

18

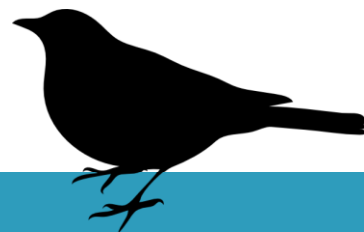


TABLEAU USERGROUP

- Over 70 analysts from nearly all City bureaus meet regularly share data visualization knowledge and best practices.
- Network across bureaus and with analysts in other jurisdictions through semi-annual Oregon User Group.
- Advocating to adopt Tableau Server platform to enable improved accessibility, sharing and management of data analytics across bureaus.
- Co-founded by City Budget Office + Parks & Recreation in 2015

PERFORMANCE MANAGEMENT CHAMPIONS

- Organized to support performance management and data analytics efforts in the City.
- Working to advance Citywide solutions that support individual bureau and program efforts to create a more prosperous, educated, connected, and equitable Portland community.
- New in 2018



THE
BEHAVIOURAL
INSIGHTS TEAM. ♦

+



Low Cost Evaluation



Small changes can have big impact.

Low-cost tweaks to existing programs can make our services easier for Portlanders and city staff.

The Behavioral Insights approach

1. Use what we know about **behavior** and **decision-making** to improve government services.
2. Test new approaches using randomized controlled trials to find out what **really works**.

Make it easy to understand

22

Bureau of
Development
Services FROM CONCEPT
TO CONSTRUCTION

Original

NOTICE OF VIOLATION-PROPERTY MAINTENANCE CODE

RE: «SiteAddress»
«Legal»; «Taxlot» Tax #: «Parcel»

On «InspectionDate», a City «Title» visited the above address and found violations of Portland's Property Maintenance Code. This code requires properties be maintained in a safe, sound, and sanitary condition. Attached to this letter is a list of the violations. Please correct these conditions promptly. **You have thirty (30) days from the date of this letter to correct any Fire, Life, Safety, and/or Health, Sanitation violations, and sixty days (60) to correct any other violations before incurring a fee.**

You must call for a re-inspection to close your case without incurring a fee.

- If violations continue uncorrected beyond the deadline, a monthly code enforcement fee is charged as a lien against your property. If housing violations continue uncorrected three (3) months from the initial notice of violation, the monthly code enforcement fee doubles.
- If your property or any part thereof is vacant or becomes vacant, it cannot be occupied until the violations are corrected. In the event the property or any part thereof is reoccupied before all violations are corrected a «ReOccFee» per month penalty, in addition to the monthly enforcement fee, will be charged until the property is vacated and/or all violations are corrected and approved by the housing inspector.
- For complete details on fees, appeals, or to see if you may qualify for an enforcement fee waiver, refer to the enclosed information sheet.

Thank you in advance for your cooperation. Please call our office if you have any questions,

Action oriented

FIX ISSUES ON YOUR PROPERTY TO AVOID FEES

Dear «OwnerName»,

«Following a complaint, »I inspected your property located at «SiteAddress» and found it is not in compliance with Portland's Property Maintenance Code.

I prepared a guide listing all the issues I found on your property. Now all you need to do so I can close your case before you start incurring fees is follow these steps:

Steps to get back in compliance:

1. Review the guide I prepared for you
2. Fix the issues on your property
3. Call me at «Phone» by «Deadline» to schedule a re-inspection and close your case.

If the issues on your property are not fire, life, safety, health, and/or sanitation cases, you have until «Deadline2» to reschedule a re-inspection. (See the back of this page for details)

The vast majority of people who get this letter avoid fees by following these steps.

Feel free to call me at «Phone» at any point if you have trouble understanding this letter or if you have questions about how to fix the issues on your property.

Thank you in advance for your cooperation.

Make it easy to understand

23

Bureau of
Development
Services FROM CONCEPT
TO CONSTRUCTION

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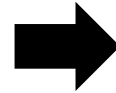
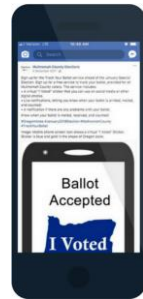
Thank you in advance for your cooperation.

Make it easy to do

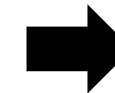
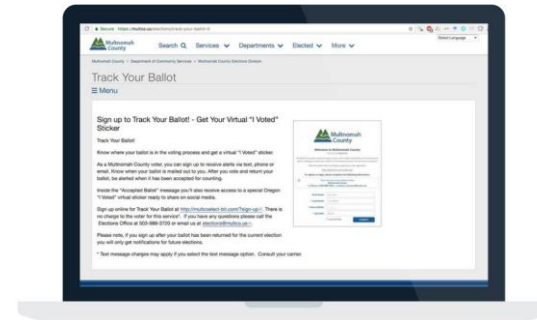
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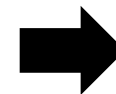
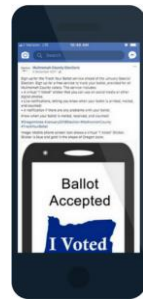
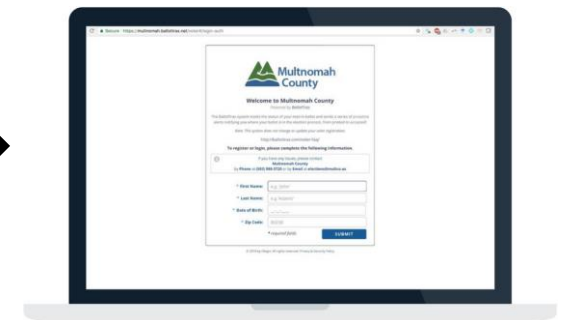
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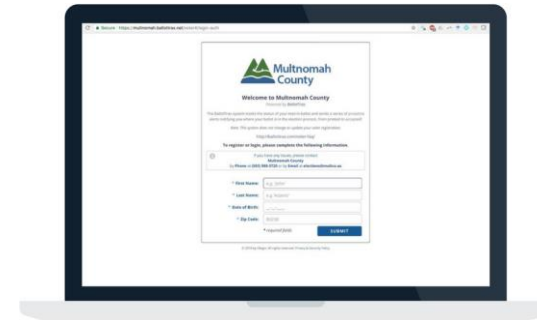
website



form



form



42% more people
completed the form.

Use messages that motivate

25



DISASTER PLANNING CHECKLIST
Print and complete the checklist and stick it to your fridge

OUT-OF-REGION CONTACT In an emergency everyone in our household will call or text: 1. Name _____ Phone _____ 2. Name _____ Phone _____	EMERGENCY SUPPLIES Water We have stored at least 14 gallons of drinking water per person in our household <input type="checkbox"/> Emergency supplies We have enough supplies for at least 2 weeks (i.e., pet supplies, medications, food, flashlights, etc.) <input type="checkbox"/>
GETTING AROUND We have identified alternative transit routes to get to: 1. School <input type="checkbox"/> 2. Work <input type="checkbox"/> 3. Home <input type="checkbox"/> *If we can't get home or contact each other, we'll meet at: _____	GRAB-AND-GO KITS We have assembled grab-and-go kits* for our car, workplaces, and our children's school <input type="checkbox"/> *Find out how to build yours here: www.portlandoregon.gov/pbem/article/609973
GAS & WATER UTILITY SHUT OFF 1. We all know when to turn these services off <input type="checkbox"/> 2. We have tools to turn these services off <input type="checkbox"/>	KNOW YOUR NEIGHBORS We have contact details for our immediate neighbors* <input type="checkbox"/> *There are people who may need assistance who live at: 1. _____ 2. _____
WARNING AND INFORMATION @PortlandBEM PortlandBEM www.portlandoregon.gov/pbem/article/483656 The closest Basic Earthquake Emergency Communication Node (BEECN) to my home is here: BEECN Map: www.portlandoregon.gov/pbem/article/483656	SERVE THE CITY My supervisor confirmed I AM an essential employee. After an emergency, I will report here: _____ OR, I am NOT an essential employee but have asked my supervisor about volunteering as an Emergency Coordination Center responder* <input type="checkbox"/> *Find out more: www.portlandoregon.gov/pbem/72413
DEPENDENTS We have talked to our school about plans in case of an emergency <input type="checkbox"/> We have provided the names of three people approved to pick up our children <input type="checkbox"/>	RISKS Learn how to reduce your household risks for earthquakes, floods, fires and more under the "Resources" tab at: disastersafety.org

 **PORTLAND BUREAU OF EMERGENCY MANAGEMENT**
pbeminfo@portlandoregon.gov • (503) 823-4375 • Fax (503) 823-3903 • TDD (503) 823-3947

“Your colleagues are getting prepared.”

VS.

“Portlanders are counting on us.”

24% more people
downloaded the form.

Use messages that motivate

26



“Are you up for the challenge?”

“Your neighborhood, your police.”

“Competitive salary & great benefits.”

4.5 times as effective

Right place, right time

27

BIKETOWN 

**Haven't met BIKETOWN yet?
Take a spin on us!**

Use promo code **NEIGHBORS2017** to get **FREE**
BIKETOWN rides with either:

- 1 Free Day Pass
- 4 Free Single Rides, or
- First month free of an Annual Membership

People whose neighborhood just got a new BIKETOWN station.

VS.

People who **just moved** into a neighborhood with a BIKETOWN station.

4 times as likely to try BIKETOWN

Make it more human

28



Original

NOTICE OF FIRST FALSE ALARM

On Friday, September 8, 2017 at 5:31:52 PM the Portland Police responded to your first false alarm event during your alarm permit year. In accordance with City Code Chapter 14B, your first false alarm event does not have a fine assessed. A \$50 fine will be assessed for a second false alarm and \$100 for a third false alarm during your permit year. A fourth false alarm event carries an additional fine of \$150 and police response to additional alarm activations may be suspended for the remainder of your permit year. Failure to pay any false alarm fine within thirty days of an invoice date will result in a \$25 late penalty assessment. Outstanding account balances may be referred out to a collection agency.

You can appeal the validity of any false alarm determination which must be in writing and must be requested within ten (10) days of receipt of your alarm event notification. Your appeal should detail the valid need for emergency service at your alarm event, or other circumstance that validates the need for officer response to your location. Failure to contest the alarm event within the designated time frame results in a conclusive presumption that the alarm event was false. Appeals should be sent to Portland Police Alarms, Attn: Alarm Coordinator, P.O. Box 1867, Portland, OR 97207-1867, or Alarms@PortlandOregon.gov.

If you have any questions regarding this notice, please call our office at (503) 823-0031 Monday through Friday 8am-4pm (except holidays).

Thank you,

Make it more human

29

Simplified letter

Notification of False Alarm Determination

Your security alarm went off on Friday, September 8, 2017 at 5:31:52 PM: Portland Police were notified, came to investigate, and determined that it was a false alarm.

This is your first false alarm, so there is no charge. However, if police are called to future false alarms, you will be fined (see back of this page for more details).

In 2017, residents and businesses within the City of Portland generated more than 18,000 false alarms. This costs taxpayers money and may cause a delay in response when actual emergencies need attention. The tips below can help prevent common causes of false alarms:

- Strong winds can open doors and windows: **Make sure doors and windows are tightly closed.**
- Pets and pests can trigger alarms: **Check with your alarm company regarding pet motion sensors.**
- Low batteries can cause alarm malfunction: **Set up reminders to replace batteries.**
- Drafts from heaters, fans, and air conditioners can cause curtains, plants, and balloons to move: **Make sure air vents and fans are not disturbing alarm equipment.**

Following these tips won't just help conserve resources, but will also help you avoid future fines.

Questions? Contact us at alarms@portlandoregon.gov.

You can also find more information and frequently asked questions at:

www.portlandoregon.gov/police/30568.

Tips on back page

More tips for preventing false alarms:

- Have your alarm company perform regular maintenance on your alarm system.
- Make sure to give your alarm company specific instructions on when you want them to dispatch police in case of an alarm activation.
- Ask your alarm company to change your alarm system to "multiple triggers" so your alarm company will only call 911 when more than one motion sensor has been activated.
- Notify your alarm company of events that may activate a false alarm, such as:
 - Adding or removing phone services
 - Home renovations
 - Visits from guests, realtors, or cleaning services
 - Pest-control fumigation
- Notify your alarm company if your phone number or your emergency contacts' numbers change.
- Let your alarm company know when you are traveling and make sure you have emergency contacts available if you are out of town.]

What to do if you accidentally activate your alarm:

- Be familiar with your alarm system's deactivation sequence and follow the steps.
- **Do not** leave your location until you have cancelled the alarm or have spoken with your alarm company to confirm it has been cancelled.

What we achieved

30

Built capacity

45 staff learned how to apply behavioral insights.

Launched 10

randomized control trials.



What we achieved

31

Established relationships with other governments using behavioral insights to improve services.



Behavioural Insights and Public Policy Institutions applying BI to public policy around the world



What's next?

Continue to build momentum for a culture of **human-centered** services and **evidence-based** evaluation to make the City work better for residents.



+

HARVARD Kennedy School
Government Performance Lab

Results-Driven Contracting

Our Innovation Approach

34

Think **BIG**... Start SMALL... Learn ***FAST***

Engagement Purpose

- | To advance PBOT's ability to **deliver results** for its residents by **improving the efficiency** by which the Bureau procures **construction** services
- | To incorporate **results-driven** contracting strategies into PBOT's procurement process by way of increased collaboration, communication, and process oversight

Expected Outcome I

Assess current procurement and contract management processes to understand goals, challenges, and opportunities for improvement

Expected Outcome II

Pilot active procurement management with PBOT and Central Procurement to improve collaboration in the procurement process

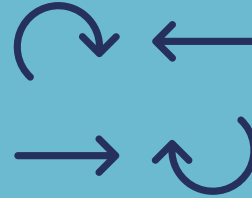
Expected Outcome III

Assess our outreach efforts for and utilization of DMWESB vendors in the construction services industry and identify improvement opportunities



Communication Between Bureaus & Within PBOT

- | Volume and workload impacts on anticipated timelines is unclear
- | Project prioritization is provided inconsistently or not at all
- | Procurement planning is based on embedded assumptions versus current day reality



Process Misunderstanding & Misalignment

- | Procurement process requirements are not well understood within PBOT
- | Expectations across the process are not well communicated
- | Process documentation is outdated, inaccurate, or does not exist



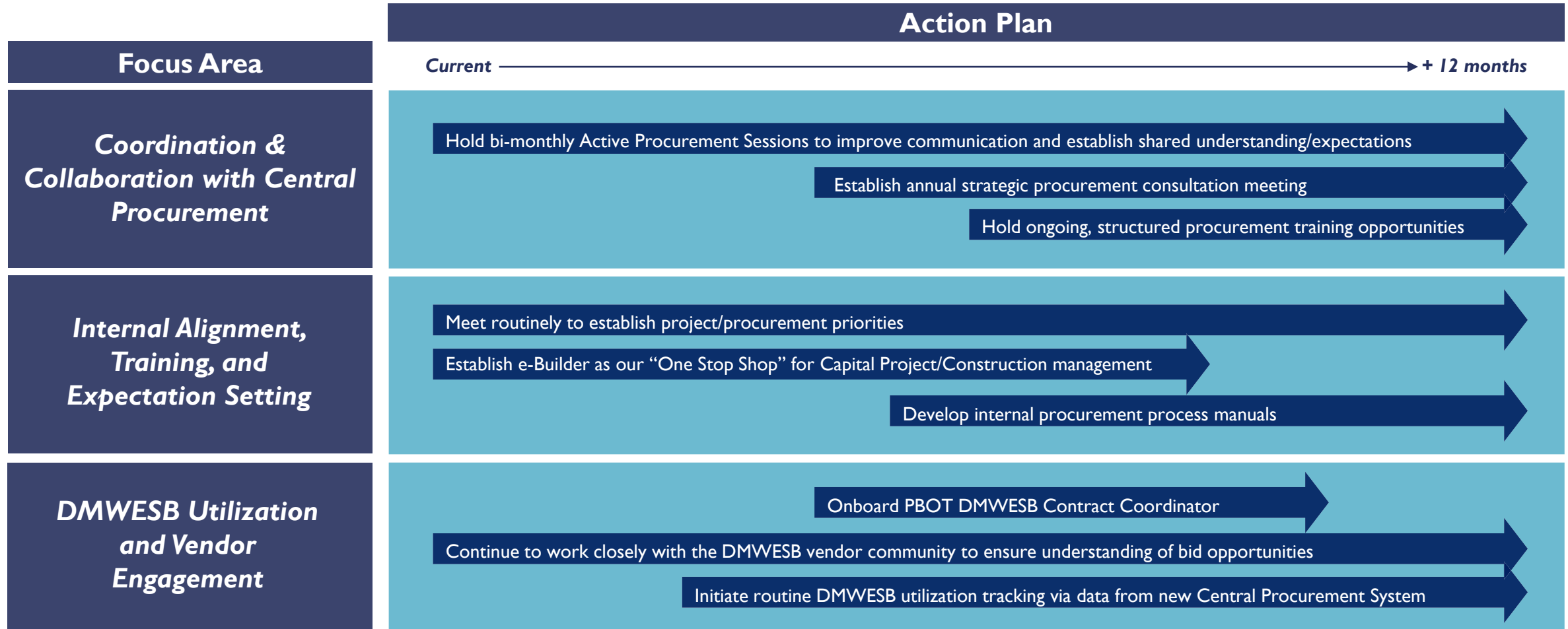
DMWESB Vendor Communication & Engagement

- | Progress in connecting with and mentoring vendors was noted
- | Hot construction market has created challenges
- | Project promotion viewed as inconsistent, difficult to keep up with

Our Response

37

Our initial implementation plan spans 12 months and will be carried out by staff from PBOT Capital Projects and Engineering, along with our partners in Central Procurement





+



**City
Budget
Office**



City of Portland
Bureau of
Human Resources
Knowledgeable | Helpful | Responsive

Process Improvement



Maximizing Public Value

39

Creating a **culture** of continuous improvement, providing the **tools and resources**, and establishing an ongoing **support** structure so **all employees feel empowered to innovate**.



PDX Process Improvement Champions

40



First Friday “Coffee Hour:”
Fostering a culture of continuous
improvement



Process Mapping: the core of
process improvement



PDX Process Improvement Wins

41



↑ BES/BHR Recruitment & Hiring Process Map: Identifying improvement opportunities

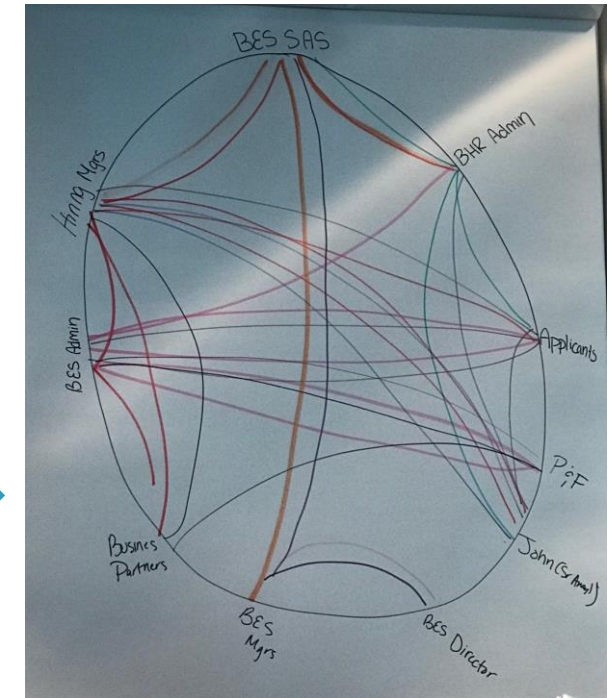
Recruitment + hiring process takes too long.

Managers take too long

- * Because deadlines are too long
- Managers are not completing the recruit/hire process in time
- * no internal deadline
- * no check-ins
- no sufficient resources

← The 5 Whys: Getting to the root of the problem

Communication Circle: Increasing communication efficiency





Questions & Next Steps



What Works Cities

Overview of Our Work Together



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Overview

In September 2016, the City of Portland joined a prestigious group of forward-looking cities from across the country seeking to better use data and evidence to improve their communities. Bloomberg Philanthropies' [What Works Cities](#) initiative was a three-year, \$42 million national initiative that helped 100 mid-sized American cities enhance their use of **data and evidence** to increase community engagement, make government more effective, and improve the lives of residents.

As a What Works City, Portland became part of a network of mid-sized cities that includes Seattle, San Francisco, Boise, Las Vegas, Denver, Kansas City, New Orleans, and Anchorage. Over the past three years, these cities and others have consistently demonstrated that **using facts and information produces better outcomes** on homelessness, public safety, transportation, and other issues – and it does so faster and with fewer resources.

As a What Works City, the City of Portland had the rare opportunity to work with **four expert technical partners** and a nationally recognized peer jurisdiction to build our capacity for using data and evidence in the following areas:

1. Improve our policies and practices around **open data** with the *Sunlight Foundation* and the *Center for Government Excellence at Johns Hopkins University (GovEx)*.
2. Increase the effectiveness of our City's **performance management** program with *Center for Government Excellence at Johns Hopkins University (GovEx)*.
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The City Budget Office and the Bureau of Planning & Sustainability co-led the initiative on behalf of the City, endorsed by [Council Resolution 37236](#) on September 21, 2016. The Portland Bureau of

Transportation implemented the fourth engagement to apply results-based contracting techniques to accelerate delivery of construction projects in 2017.

The subsequent pages highlight the results in each of these areas, and how by working together, City staff broke down traditional government silos in the process. We'll also share next steps and how we can continue to use these practices to drive better results for the Portland community.

Open Data Program

Empower residents by giving them greater access to usable information about City decisions, policies and services

INTRODUCTION

The City of Portland, in partnership with What Works Cities and the Sunlight Foundation, established a citywide Open Data Policy and Program through Portland City Council Ordinance 188356. The Open Data Program commits the City to the publication, accessibility, and equitable and widespread sharing of data collected and generated by all City bureaus and by private sector companies, non-profit organizations, academic universities and other parties working on behalf of the City. It also commits the City to make data open by default. To implement the program, City Council directed the Bureau of Planning and Sustainability to establish a Data Governance Team with representatives from multiple bureaus, to determine the overall direction of the Open Data Program, to develop more specific policies and practices around data sharing, and to engage external stakeholders in program design and implementation. This Open Data Program builds on the legacy of the 2009 Open Data Resolution 36735, when Portland became the first city in the United States to commit to Open Data.

BACKGROUND – WHY OPEN DATA?

All City of Portland bureaus and offices collect and share data about their operations using standardized, digital formats. There is a need for better data governance policies and systems to facilitate data-driven decision-making, and to facilitate internal and external data sharing. However, there are currently multiple barriers to more effective use of data in the City, and to more widespread sharing of data (from Ordinance 188356):

1. The City has no comprehensive, centralized list of existing datasets, and no process for prioritizing or reviewing of data for release to the public;
2. No City policy requires City bureaus to collect, store, maintain, update, and release data to other agencies and the public on a regular basis. Multiple, redundant datasets exist across the City, leading to issues with data consistency, data quality, version control, interoperability and efficiency of access to information;
3. The City currently has no system for connecting public records requests to our open data portals, and no process for prioritizing data that is repeatedly requested for release to the public through our public records request system.

An Open Data Program benefits City staff by breaking down data silos, streamlining the sharing of data across bureaus, and encouraging collaboration. Data sharing is also foundational to Portland's Smart Cities efforts, which focus on using technology and data to inform decision-making and provide better, more equitable, and more accessible infrastructure and services.

Other benefits of an Open Data Program include (from Ordinance 188356):

1. Private and nonprofit sectors, academia, labor community and general public can all utilize open data to help solve Portland's most pressing issues, to boost economic development, and to build ladders of opportunity for our community through innovative uses of data and technology;

2. Building a culture of information sharing through open data will facilitate the development of open standards around how data is structured and delivered, an area where the Portland region has demonstrated leadership and expertise (e.g., TriMet's partnership with Google to develop the General Transit Feed Specification, GTFS);
3. Data about City infrastructure and use of that infrastructure is increasingly being collected by private sector companies, often passively in the public domain. Establishing processes by which private companies share this data helps the City better manage and maintain our infrastructure, informs our policy and decision-making, and encourages public participation in decisions regarding the design, maintenance and utilization of City systems and assets;
4. The City's Citywide Racial Equity Goals & Strategies cites "...improved access to data to measure the success of specific programmatic and policy changes and to develop baselines, set goals, and measure progress" as a key strategy. An Open Data Program would help achieve these racial equity goals by making data readily available and accessible, developing a more comprehensive inventory of City data, and giving the public increased transparency into the effectiveness of City programs and policies.

OPEN DATA PROGRAM PROGRESS TO DATE

Since the adoption of Ordinance 188356 and the establishment of an Open Data Policy and Program in May of 2017, the City of Portland has taken multiple steps to begin the implementation of this program:

Recruit a new Open Data Coordinator

After a lengthy, national search, the City of Portland's Bureau of Planning and Sustainability Smart City PDX team hired an Open Data Coordinator in March of 2018, Hector Dominguez. Hector came to the City from a start-up he co-founded, Smart Vineyards, where he's used his considerable expertise in sensor design and engineering, data analysis, and data management to develop sensors that reduce water consumption in vineyards around the country. He also brings over a decade of international experience designing and using data and technology solutions for multiple industrial and research projects. Hector is also an advocate for social justice and using technology and data to benefit communities who most need new and better services.

Evaluate current data governance practices in the City

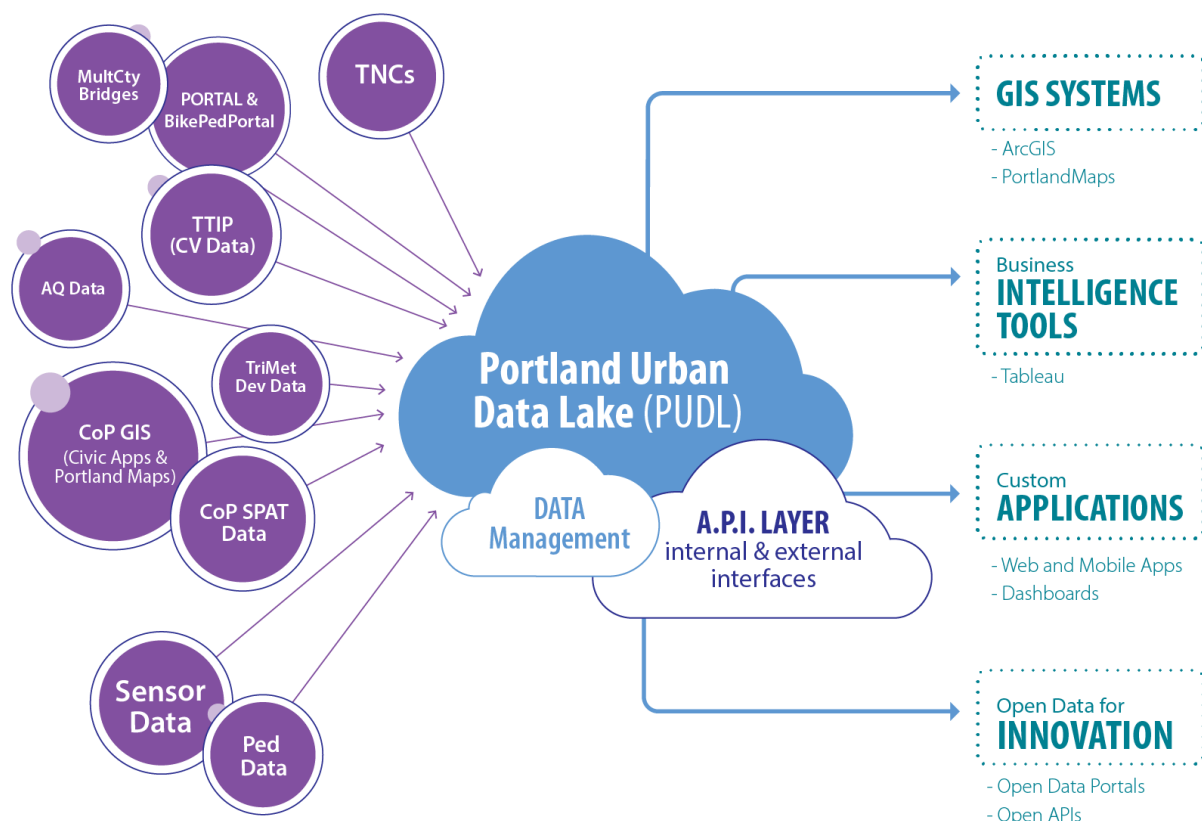
The City of Portland also partnered with a graduate student at UC Berkeley, as part of her capstone project for her Master's degree in Public Policy, to help us understand and evaluate existing data practices and develop a high-level data governance and Open Data strategy. The recently-completed report, based on four months of research and interviews with 20 City staff in six bureaus, will inform next steps in the implementation of the program.

Identify focus areas for Open Data Program implementation and the initial members of a Data Governance Team

The Bureau of Planning and Sustainability has identified the Bureau of Technology Services, the Portland Bureau of Transportation, the Portland Housing Bureau and the City Budget Office as the initial members of the City's Data Governance team, and will focus the implementation of the program on issues related to equity, climate, housing, transportation and performance management.

Pilot a centralized system of data management, security, analysis and access

BPS has partnered with PBOT, BTS, PSU, TriMet, Metro, Portland General Electric, and Hack Oregon to develop and pilot a centralized data platform to foster insight and enable data-driven decision making. This platform – the Portland Urban Data Lake (PUDL) – will be a centralized system for storing, documenting, managing, analyzing and distributing multiple types of data, and will facilitate the sharing of data through open, standardized application programming interfaces (APIs), as well as data downloads through the City's Open Data portals. The primary goal of PUDL is to make data more usable and to give staff and the public tools to turn data into useful insight, to help us harness the power of our data.



NEXT STEPS

Portland anticipates significant progress towards the full, citywide implementation of the Open Data Program in the next year. Over the next 6-12 months, the BPS Open Data Coordinator will be working with data stewards BPS, PBOT, Housing, PBOT and CBO to:

1. Create initial data governance policies that can be tested, evaluated, and then scaled citywide;
2. Develop a comprehensive inventory of datasets in each of the bureaus;
3. Evaluate the City's current Open Data portals – Civicapps, PortlandMaps Open Data, and the PortlandMaps API – and identify the strengths and weaknesses of each, plans for the future, and potential options for integrating the multiple portals into a single gateway;
4. Develop a community engagement strategy for the Open Data Program;
5. Develop a set of high-level data privacy principles that will be brought to City Council as a resolution in the Fall of 2018;
6. Producing the first annual report on the progress toward achieving strategic goals for the Open Data Program, which will be brought to City Council in the Fall of 2018.

BPS and the Smart City PDX team will also be working with the initial data stewards and our bureau partners to develop use cases for the Portland Urban Data Lake (PUDL), candidate datasets for inclusion in the pilot, and criteria to measure and evaluate the pilot's success.

Performance Management

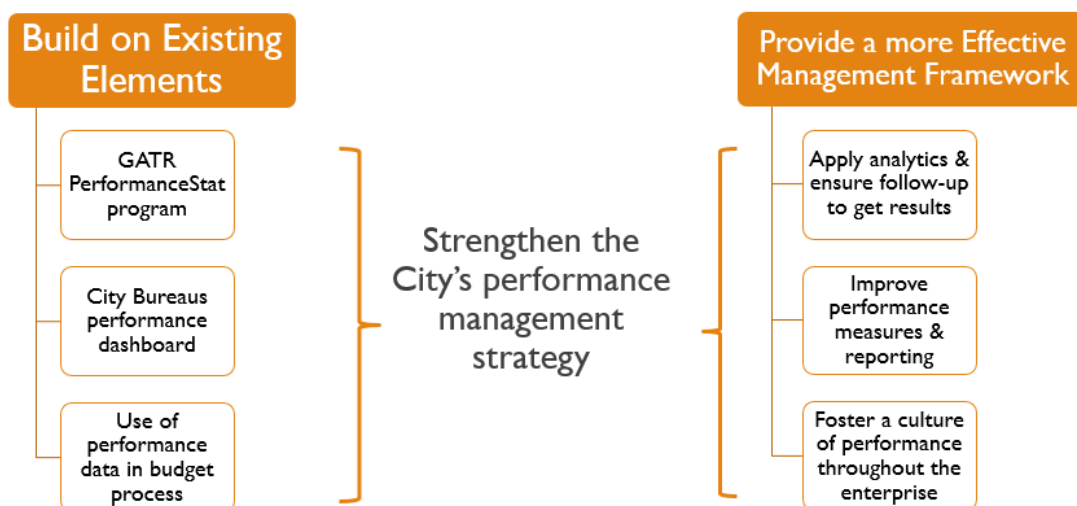
Turn data into information for decision-making to improve outcomes for the community

The City of Portland has a history of focusing on performance and results: performance measures were first incorporated into the City's budget documents in 1977. At the outset of our engagement with What Works Cities, Portland already had a strong framework for incorporating performance data into the budget process, and had begun to convene data-driven management sessions on important topics like addressing pedestrian safety and streamlining production of City-financed affordable housing. Portland also boasted an online dashboard to provide easy access to bureau performance data for City decision-makers and the general public.

Yet, during the rigorous discovery phase with What Works Cities to determine a scope of work, City leaders still felt there was more work to be done to develop a comprehensive, effective performance management strategy that would help define clear outcomes, work collaboratively to achieve them, and better use data to evaluate progress. It was easy to see that Portland's topography for performance management was composed of peaks and valleys: while some bureaus were incorporating timely, accurate information into their operational and strategic decision-making, other bureaus lacked access to data and adequate performance measures that tied to meaningful goals. Clearly, there was still a need for help in how to turn data into information for decision-making.

Assessments from this national effort indicate that Portland is far from unique in this regard. An analysis by the Bridgespan Group of What Works Cities applicants partway through the initiative found that while 70% of cities are committed to using data and evidence to make decisions about city programs, only 28% modify existing programs based on the results of data and evaluations. Broadly speaking, most cities need further tools and expertise to close the gap between their intention to use data in decision-making, and their actual capacity to do so.

Portland's challenge for the performance management scope of work, then, was how to best build upon the City's existing elements to create a more comprehensive, more effective Citywide performance management strategy.



Goals of Engagement

Portland worked with What Works Cities technical partner Government Center for Excellence from Johns Hopkins University (GovEx) to strengthen our foundation for performance management and performance analytics. Our scope of work spanned three key areas.

First, we enhanced the City's ability to use performance management as a citywide governance tool through the Government Accountability, Transparency, and Results (GATR) program¹, by supporting consistent follow-up and expanding the use of analytics. Second, working closely with GovEx, we created the processes necessary to review and improve existing strategic goals, metrics, timelines, and data management practices at the bureau level. Third, to sustain these changes, What Works Cities recommended broadening the relevance of performance data beyond the City's executive offices, to support staff efforts at all levels of the organization.

I. Strengthen the GATR Program

Enhance the City's ability to use performance management as a citywide governance tool through targeted improvements on the "key ingredients" for success and creating space for evidence-driven, cross-departmental innovation.

KEY ACCOMPLISHMENTS

- Convened GATR session to explore different avenues for encouraging the development of affordable housing in Portland, continuing the process of action-item assignment, follow-up, and reconvening.
- At the direction of the Mayor's Office, conducted a cost sensitivity analysis to inform how to address issues of housing affordability.

GATR Sessions: Expanding on Initial Successes

What Works Cities' technical assistance in this area built on the GATR program's early achievements as a new, data-driven executive level management meeting focused on specific topics of interest to the Mayor. GATR sessions are adapted from the Performance Stat leadership approach used in forward-thinking cities across the country. The sessions aim to facilitate collaboration between elected officials and bureau leaders to track the City's performance against established goals, and identify operational solutions to address our most difficult challenges.

The GATR program's initial success included overcoming the challenge of recruiting sworn patrol officers to the City. The Police Bureau presented the need to address patrol staffing vacancies in several Government Accountability Transparency and Results (GATR) sessions in 2016. To increase the pace of hiring, the Police Bureau restructured its hiring process, expanded recruitment tactics, and successfully advocated for increased pay and benefits in a new contract with the Portland Police Association. These efforts precipitated an increase in the pace of hiring as intended: the bureau brought on 59 police officers in FY 2016-17, up from 21 new recruits the prior year. This faster pace of recruitment and hiring

¹ www.portlandoregon.gov/cbo/gatr

will be critical going into FY 2018-19, as the Police Bureau both manages through a wave of retirements and hires to fill 55 newly authorized sworn positions.

Mayor Wheeler's first GATR session to accelerate housing development built on the City's success with streamlining the City-financed affordable housing process, in order to bring these units online faster during the City's housing emergency. Those sessions led to the development services bureaus and Portland Housing Bureau to make changes to provide project teams with more and better information earlier in the process, so that applications were more complete upon submission.

Housing Development: Accelerate Development Process & Reduce Costs to Meet City Goals for Housing Supply

With GovEx's support during the Mayoral transition, the City of Portland launched a GATR series addressing the housing shortage within the first month of Mayor Wheeler's administration. The session included a cost sensitivity analysis to inform how to address issues of housing affordability. Rather than adjusting fees, the session identified several common-sense process improvements aimed at improving outcomes – both for development customers frustrated at long processing times, and for the City employees tasked with reviewing the mountain of new development applications. As a result, the City now offers online payment options for common public works permits, and has established a new monthly roundtable called the Development Directors Group for the six bureaus involved in permitting, to collaboratively manage towards the City's goals in this area.

While the Mayor and Commissioner-in-Charge set the goals for each topic, bureaus are expected to provide their favored recommended strategies to reach those objectives. As a result, other City Commissioners viewed the sessions as a useful management tool, and participating departments recognized the new platform as a way to advance favored innovations. Their buy-in encouraged support from the new administration, and participation has since expanded to include the Office of Management and Finance, which provide support for completion of some bureau action items.

The What Works Cities Program helped us ensure that all of our GATR sessions included the “key ingredients” for success – including the incorporation of analytics, but even more importantly, consistent follow-up and shared City ownership of the program. Follow-up sessions provide a venue to celebrate progress and overcome roadblocks bureaus may be facing. In this way, GATR sessions are an opportunity to garner support for operational changes that require political support – but that will ultimately result in better results for the community.

AFTER THE ENGAGEMENT

9-1-1 Call-taking and Dispatch: Meet National Standards for Emergency Response

Mayor Wheeler's second GATR series focuses on bringing 9-1-1 emergency operations up to national standards in response to the discovery that call hold times were significantly longer than previously reported. The City's long call-taking times correlated with depleted staffing levels, increases in the use of forced overtime, and inefficiencies in staff deployment. The first GATR session identified three major objectives: update BOEC's performance management system, improve operations, and address staffing retention.

Action items from the August session included modifying the dispatch operations schedule to better match call volumes, and finding a software solution that supports more complex and flexible assignments.

A follow-up session was convened in March 2018 demonstrated the bureau's strong progress from the first session. A two-month (Dec-Jan) year-over-year analysis showed 9-1-1 emergency call taking performance had improved, with the data showing a 4% increase in call taking performance. Adjustments in staff deployment correlated with a 15% decrease in calls answered in more than 20 seconds, and the bureau is currently instituting a Quality Assurance system that will be put in place with new dispatch software and protocol. A third session will be convened in Fall 2018 to further track the bureau's progress on these key performance measures.

Upcoming Sessions

For Portland, the stat approach is a leadership strategy to achieve better results for the community. But the GATR sessions also serve a second purpose: to demonstrate that through cross-boundary collaboration and greater use of data and evidence, solving the city's biggest challenges is within our reach. The Mayor will convene the next GATR session series in June 2018 on one of the city's top priorities: improving city livability through enhanced support for frontline services related to homelessness.

2. Enhance City Performance Data, Measures & Reporting Systems

Strengthen the foundation of performance analytics in the city by strengthening existing strategic goals, metrics, tactics, timelines, and data management practices.

KEY ACCOMPLISHMENTS

- Created an internal consultancy process to assist other bureaus and teams in defining outcome-oriented missions, identifying a diverse suite of indicators, and exploring new avenues of data collection.
- Engaged with the Office of Neighborhood Involvement (ONI) – now the Office of Community & Civic Life – to strengthen the quality of their performance indicators and demonstrate how performance concepts can apply to community organizing.

AFTER THE ENGAGEMENT

After the engagement, our work to enhance performance measures and reporting systems in the City continued. Building on the technical assistance pilot, CBO designed new performance guidance, training workshops and technical assistance for the FY 2018-19 budget process. The changes were focused on common-sense approaches to developing performance measures. Bureau staff listed their bureau or program's key activities, then asked themselves, "how do we know if these activities are successful?"

To supplement bureau measure development, CBO also provided **recommendations** for new performance measures in the annual [FY 2016-17 Prior Year Performance Report](#). These changes likely contributed to bureaus introducing over 20 new measures in FY 2018-19 Requested Budget. The

performance measures reported in the FY 2018-19 Budget better quantify the public value of the services the City provides.

However, there is still room for improvement to track the City's progress towards meaningful goals. To this end, Portland has pursued opportunities to benchmark our results against other global cities by achieving Platinum Certification through the World Council on City Data² for ISO 37120, Sustainable development of communities – indicators for city services and quality of life. Portland is only the 4th major U.S. city to achieve this distinction, joining Boston, Los Angeles and San Diego. With the certification, the City of Portland joins a network of cities that are setting bold goals for their communities—and demonstrate that they are working to achieve these with data-driven strategies. World Council on City Data member cities are leaders in sustainability, resiliency, and smart cities technology practices. Joining this international group enables Portland to evaluate our quality of life as we invest in city services to enhance public safety, housing options, and the environment.



Finally, the City Budget Office will lead a Citywide project team to launch a new **Portland Community Survey** in FY 2018-19. This project will enable the city to evaluate our outcomes in areas that are difficult to quantify without such a tool, including:

- Perception of safety in downtown and neighborhoods across the city
- Satisfaction of transportation facilities, parks, and natural areas
- Level and perceived impact of community engagement, and
- Community sentiment and concerns about livability

Data on these elements are needed to assess progress on The Portland Plan, the City's strategic plan for creating a prosperous, educated, healthy and equitable city; to better evaluate our efforts to improve equity amongst traditionally underserved populations; and to provide a critical source of data to improve the City's efforts towards asset management and providing sustainable levels of service, including the impacts of investments associated with the Build Portland initiative.

3. Foster a Culture of Performance

The What Works Cities initiative identified the need to make performance data broadly relevant – to promote the use of performance data across and at all levels of the organization.

KEY ACCOMPLISHMENT

- Conducted survey of city analysts to understand Portland's analytics culture, document the existing skill- and toolset used by city staff, and identify opportunities for future development.

² World Council on City Data ISO 37120: www.dataforcities.org

AFTER THE ENGAGEMENT

Accelerated through networks like What Works Cities, changes in technology and sharing of best practices are enabling cities around the country to improve results through successful data, performance, and analytics initiatives. Recognizing the opportunity, City bureaus have increased staffing and resources dedicated to performance management at the bureau level, however, Citywide support and training for performance management and data analytics remains extremely limited. The networks below work at a grassroots level to address the gap of training, resources and support for City staff to promote the use of data for decision-making throughout the enterprise.

The budget Office has also more recently formalized support for the City's Performance Management Champions in partnership with the Police Bureau.

Tableau Usergroup

Over 70 analysts from nearly all City bureaus have joined the City of Portland Tableau Usergroup to learn and share data visualization knowledge and best practices. The group was co-founded by City Budget Office and Parks & Recreation in 2015, with Portland Bureau of Transportation assuming the lead role in 2018. The Tableau User Group provides a unique opportunity to network across bureaus and with analysts in Multnomah County, state agencies, and other neighboring jurisdictions through semi-annual Oregon User Group.

Despite broad adoption of the software at the analyst level, the City has not yet adopted the Tableau Server platform to enable improved accessibility, sharing and management of data analytics across City bureaus. Many analysts in the City's Tableau User Group recognize the difficulty of garnering resources to support the use of data and analytics, and of implementing a cross-bureau software solution. In the wake of a promising pilot of Tableau Server at the Police Bureau, members of the Tableau User Group are advocating for the City's adoption of Server to enable streamlined, secure management of data visualization for all bureaus interested in using the software to do more with their data.

Performance Management Champions

The City Budget Office performance team convened this new group in collaboration with Jordan Rooklyn from the Portland Police Bureau, to identify and address citywide performance management and analytics needs for the City. The Performance Management Champions Group plans to advance Citywide solutions that support individual bureau and program efforts to create a more prosperous, educated, connected, and equitable Portland community. An informal initial survey found that members' shared challenges stem largely from data accessibility and data leadership. This group will address both areas, with efforts potentially taking the form of collective advocacy, addressing the completion of a necessary process, or demonstrating the value of performance analytics through a shared project.

Behavioral Insights Pilot Program

Apply low cost program evaluation to find out what works

INTRODUCTION

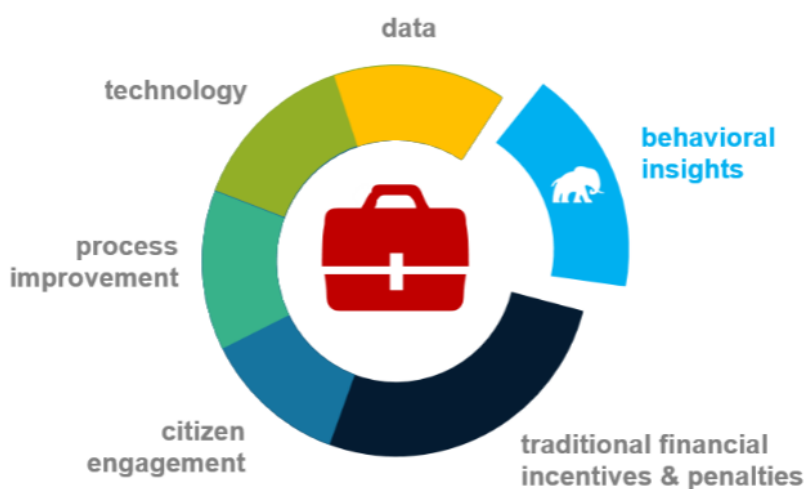
The City Budget Office, in partnership with the [Behavioral Insights Team](#) and with support from the Bureau of Planning and Sustainability, has engaged City staff and residents alike in multiple low-cost evaluations designed to improve the way the City does business. Evaluations consisted of small modifications to existing programs and services, informed by what is known about how people actually make decisions, and then rigorously tested against the status quo to compare outcomes. Governments around the world have shown that when we design for people's busy lives, and use proven methods of encouraging behavior – beyond financial incentives and penalties – we can increase participation, effectiveness and efficiency of government services.

Over the course of our engagement with What Works Cities and the Behavioral Insights team, Portland launched ten randomized controlled trials to test behaviorally-informed modifications to City programs and communications. These efforts have proven successful, with interesting results discussed in greater detail below, but the most important aspect of this engagement was building a community of City staff that are interested in re-designing government services for real people.

BACKGROUND – WHAT IS BEHAVIORAL INSIGHTS?

Behavioral insights (i.e. behavioral economics, or “nudging”) is a form of low cost evaluation for policy problems that have a behavioral component. It draws on knowledge from the behavioral sciences (psychology, economics, neuroscience) about how people think, behave and make decisions under different conditions, and uses them to improve the design and delivery of programs and services (Thaler & Sunstein, 2008).

Behavioral Insights **Strengthens Other Tools** for Making Policy and Programs Better



Government often designs policies and programs without a realistic view of how people behave, but a growing body of research indicates that people are not purely rational actors, and taking a more realistic view of how people *actually* behave can help improve government services.

Behavioral Insights recognizes that every encounter a citizen has with government – whether to access information, participate in a program, pay taxes, or comply with a regulation – involves a decision or a behavior. The aim of this discipline is to understand, predict and shift behavior and decision-making in alignment with government policy and ultimately achieve better outcomes for residents, the economy and society.

The behavioral economics perspective – informed by decades of scientific research – tells us that humans are actually best characterized by fallible judgment and malleable preferences. They often make mistakes calculating risks, can be impulsive, and are influenced by their peers and social pressures. These human tendencies explain why people have a hard time paying their taxes on time, driving without texting, or saving for retirement.

Behavioral economics, or the broader term ‘behavioral insights,’ seeks to understand those behavioral drivers and find solutions that make it easier for residents to access programs and services that benefit them and increase the likelihood that they will comply with legislation, regulations and policies.

Testing what works, and whether there are better ways to achieve intended outcomes, is the only way to ensure government programs are providing the best value for the public. Rigorous evaluation and testing provides the data link between service offerings and intended outcomes, providing actionable information to decision-makers on the efficacy of government services.

BEHAVIORAL INSIGHTS IN THE CITY OF PORTLAND

As part of the What Works Cities initiative, the City Budget Office led a nine-month partnership with the [Behavioral Insights Team](#) to identify and launch low-cost program evaluations. These low-cost evaluations were designed to test an intervention against the status quo in program delivery or communication. This robust partnership led to the launch of ten individual randomized control trials across bureaus; most other cities participating in the WWC initiative performed only 2-3 trials.

The engagement began with a training workshop, led by experts from the Behavioral Insights Team, with over 40 participants across 19 different bureaus. Staff learned how to breakdown programs and services into different behavioral steps, as well as how simple tweaks and design changes can influence the behavioral choices of residents who engage with City programs and services. Participants learned how to use the EAST (Easy, Attractive, Social, and Timely) framework to rethink programs and services through a behavioral lens:

Make it EASY.

Reduce hassle
Reduce the effort required to perform an action.

Simplify messages
Use plain language and break complex tasks into easier actions.

Use defaults
We tend to go with the default or pre-set option.

Prompts
Send reminders when people are likely to be most receptive.

Immediate benefits
Emphasize the near term, rather than far term, benefits.

Create plans
Help identify barriers to action and develop a specific plan to overcome them.

Make it ATTRACTIVE.

Attract attention
Make important information salient and eye catching. Use images and color.

Personalize
Make information personal to the individual. Use their name and images they identify with.

Optimize incentives
Use incentives and penalties to maximum effect. Raffles can be highly cost-effective.

Social Norms
Show that most people perform the desired behavior.

Social Networks
Use peer-to-peer networks to spread behavior.

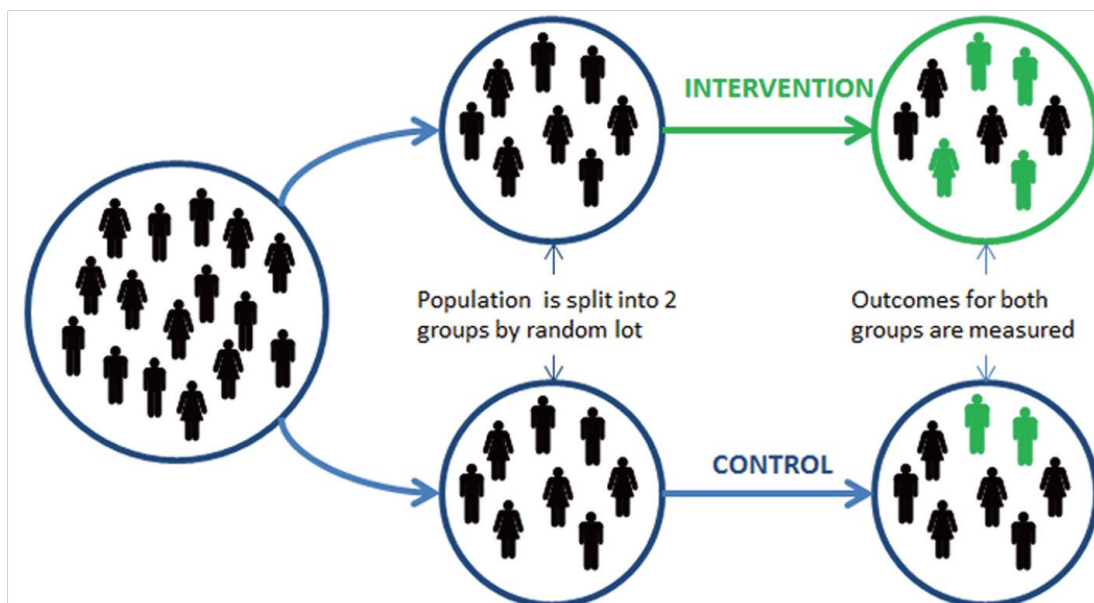
Commitment Devices
Encourage people to make a commitment to others.

Make it TIMELY.

Make it SOCIAL.

Participants also learned how to set up simple randomized controlled trials to evaluate the impact of their efforts. Staff were able to perform simple A/B testing with light touch support from BIT, but the support of statisticians from BIT was critical for the more complex trials. In randomized controlled trials, the sample population is randomly assigned to receive either the status quo (control) or modified program or communication (intervention). This enables staff to know whether the modification to a given program was more effective than the status quo, and by how much, allowing for evidence-based cost-benefit analyses.

Designing a randomized control trial:



The majority of participants indicated that the training was highly valuable, and multiple bureaus requested additional support from staff and the Behavioral Insights Team to further develop their ideas for improvements.

CITY OF PORTLAND BEHAVIORAL INSIGHTS TRIALS

Portland launched ten randomized control trials over the past year, with assistance from the Behavioral Insights Team. Each was designed to improve an aspect of an existing program, communication, or service. In each case staff identified an area for improvement, scoped a trial to determine what type of behaviorally informed modification might be most effective in achieving the intended outcome, and then designed a randomized control trial to evaluate the impacts of the modification relative to the status quo.



Several of the trials had exciting results that will inform programmatic designs going forward, while others are still pending or had inconclusive results. Even where results were inconclusive, City staff learned the skills to continue to apply behavioral insights and rigorous evaluation going forward.

Portland Bureau of Emergency Management Disaster Planning Messaging Trial

This trial tested thousands of email messages sent to City staff to determine what type of messaging was most effective in encouraging employees to make personal plans for a large-scale disaster. As part of the trial, City staff redesigned a federal disaster planning checklist, created three different messages aimed at encouraging staff to download the checklist, and tested which message resulted in more downloads of the checklist. **The most successful message – achieving 24% more downloads – highlighted that residents of Portland will rely on City staff in the event of a disaster.**

Original Checklist



Family Emergency Plan



Prepare. Plan. Stay Informed. ®

Make sure your family has a plan in case of an emergency. Before an emergency happens, sit down together and decide how you will get in contact with each other, where you will go and what you will do in an emergency. Keep a copy of this plan in your emergency supply kit or another safe place where you can access it in the event of a disaster.

Out-of-Town Contact Name: _____ Telephone Number: _____

Email: _____

Neighborhood Meeting Place: _____ Telephone Number: _____

Regional Meeting Place: _____ Telephone Number: _____

Evacuation Location: _____ Telephone Number: _____

Fill out the following information for each family member and keep it up to date.

Name	Date of Birth	Social Security Number	Important Medical Information
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____
Name: _____	Date of Birth: _____	Social Security Number: _____	Important Medical Information: _____

Write down where your family spends the most time: work, school and other places you frequent. Schools, daycare providers, workplaces and apartment buildings should all have site-specific emergency plans that you and your family need to know about.

Work Location One	School Location One
Address: _____	Address: _____
Phone Number: _____	Phone Number: _____
Evacuation Location: _____	Evacuation Location: _____
Work Location Two	School Location Two
Address: _____	Address: _____
Phone Number: _____	Phone Number: _____
Evacuation Location: _____	Evacuation Location: _____
Work Location Three	School Location Three
Address: _____	Address: _____
Phone Number: _____	Phone Number: _____
Evacuation Location: _____	Evacuation Location: _____
Other place you frequent	Other place you frequent
Address: _____	Address: _____
Phone Number: _____	Phone Number: _____
Evacuation Location: _____	Evacuation Location: _____

Important Information	Name	Telephone Number	Policy Number
Doctor(s)			
Other:			
Pharmacist			
Medical Insurance			
Homeowners/Rental Insurance			
Veterinarian (Kenneled for pets)			

Redesigned checklist

DISASTER PLANNING CHECKLIST

Print and complete the checklist and stick it to your fridge

OUT-OF-REGION CONTACT

In an emergency everyone in our household will call or text:

1. Name: _____ Phone: _____

2. Name: _____ Phone: _____

EMERGENCY SUPPLIES

Water | We have stored at least 14 gallons of drinking water per person in our household ☐

Emergency supplies | We have enough supplies for at least 2 weeks (i.e., pet supplies, medications, food, flashlights, etc.) ☐

GETTING AROUND

We have identified alternative transit routes to get to:

1. School ☐

2. Work ☐

3. Home ☐

*If we can't get home or contact each other, we'll meet at: _____

GRAB-AND-GO KITS

We have assembled grab-and-go kits* for our car, workplaces, and our children's school ☐

*Find out how to build yours here: www.portlandoregon.gov/pbem/article/402973

GAS & WATER UTILITY SHUT OFF

1. We all know when to turn these services off ☐

2. We have tools to turn these services off ☐

KNOW YOUR NEIGHBORS

We have contact details for our immediate neighbors* ☐

*There are people who may need assistance who live at:

1. _____

2. _____

WARNING AND INFORMATION

@PortlandBEM | #BEMAlerts | www.publicalerts.org

The closest Basic Earthquake Emergency Communication Node (BEECN) to my home is here: _____

BEECN Map: www.portlandoregon.gov/pbem/article/483656

SERVE THE CITY

My supervisor confirmed I **AM** an essential employee. After an emergency, I will report here: _____

OR, I am **NOT** an essential employee but have asked my supervisor about volunteering as an Emergency Coordination Center responder* ☐

*Find out more: www.portlandoregon.gov/pbem/72413

DEPENDENTS

We have talked to our school about plans in case of an emergency ☐

We have provided the names of three people approved to pick up our children ☐

RISKS

Learn how to reduce your household risks for earthquakes, floods, fires and more under the "Resources" tab at disastersafety.org




PORTLAND BUREAU OF EMERGENCY MANAGEMENT

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Portland Police Bureau Recruitment Messaging Trial

Police departments here and around the country have tended to use messages about community and the challenge of the job to recruit new officers. But the Behavioral Insights Team has found that messages about career opportunities, salary and benefits have been the most successful at attracting new officers, especially candidates of color and women. The Portland trial, building on other cities' work, tested the effectiveness of four different recruitment messages in attracting diverse police officer applicants. The initial hypothesis was that the "Your neighborhood, Your Police" slogan, designed to highlight the community building aspects of policing, would be the most effective. However, the evaluation results indicated that, similar to other jurisdictions, **the message emphasizing the competitive salary and benefits of a career in law enforcement was 4.5 times more effective in getting someone to apply or take the police exam than the control group**

Recruitment postcard:



Dear

We're hiring new police recruits, and we hope you consider applying.

Entry wage is \$60,840, plus \$5,000 in bonuses.

If you are looking for a long-term career that provides financial stability, you're just the kind of person we're looking for.

To indicate your interest and apply, go to: bit.do/PDXcareer and submit before August 1, 2017.

Good luck!

Israel Hill *Rashida Saunders*

Officers Israel Hill and Rashida Saunders
Portland Police Bureau

PBOT + BIKETOWN Sign-up Trial

PBOT and BIKETOWN teamed up to perform a low-cost program evaluation designed to encourage more people to try BIKETOWN. Thousands of postcards with a BIKETOWN discount were sent to two groups: residents who had recently moved, and residents who had a new bike station recently installed in their neighborhood. **The evaluation results showed that people who had recently moved were more than four times as likely to respond to the postcard and try BIKETOWN.** Catching people at the moment their normal habits have been disrupted is an ideal time to get them to try something new. When people move to a new place they have to find a new commute route, and are more open to trying different options.

BIKETOWN postcard:

BIKETOWN 

**Haven't met BIKETOWN yet?
Take a spin on us!**

Use promo code **NEIGHBORS2017** to get **FREE**
BIKETOWN rides with either:

- 1 Free Day Pass
- 4 Free Single Rides, or
- First month free of an Annual Membership

Summary of other Behavioral Insights trials:

BOEC: Reduce 911 call-center staff burnout. This trial was part of a larger cohort that included multiple jurisdictions across the country. The trial tested a series of emails designed to boost employee morale and sense of community. Across the entire cohort, the treatment helped lower burnout levels among survey respondents. Among people who filled out our surveys, call takers and dispatchers who received our emails had burnout scores 9.65 points lower on average than call takers and dispatchers who did not. The score is based on a commonly used survey called the Copenhagen Burnout Inventory. Additional analysis is still pending.

PBEM: Increase participation in Neighborhood Emergency Team (NET) program. Tested different email and text messages. Results were inconclusive, but PBEM staff learned new techniques for communicating with volunteers.

BDS: Testing enforcement letters to improve compliance rates with city code. This trial tested four simplified code enforcement notification letters. The evaluation found no statistically significant change in overall compliance rates, but exploratory analysis found that the behaviorally-informed letter increased the case closure rate for zoning violations by more than ten percentage points.

PBOT: Encourage use of public transit options in areas with limited parking. This trial tested four email messages offering different types of free passes. PBOT staff identified clear preference for incentive packages and gained insight for future messaging.

Multnomah County Elections (cross-jurisdiction partnership): Increase sign-ups for Track Your Ballot. Tested three messages via Facebook ads, and simplified the process by eliminating steps in the sign-up process. Analysis showed that by reducing the sign-up process by eliminating just one click, 42% more people signed up for the service.

Portland Police Bureau False Alarms: This ongoing trial involved a redesign of warning letters that are sent when a resident or business has a false alarm that elicits an unnecessary police response. The modified letter simplified language, clarified the call to action, and included tips on how to avoid false alarms in the future. Results are still pending, but initial anecdotal evidence indicates that the modified letters are easier for recipients to understand. In one case, a resident called the Police Bureau to apologize for using police time, and in another they called to compliment the new letter.

Revenue Division: This trial, which is still in development, will test whether simplified language and clearer action steps in a letter sent to Business License Tax non-filers can decrease the amount of time it takes Revenue Division staff to resolve outstanding accounts.

BENEFITS OF BEHAVIORAL INSIGHTS WORK

Other benefits of the engagement with the Behavioural Insights Team included the skill development of a core group of City staff that are interested and dedicated to this work, as well as the advancement of research into best practices in applying Behavioral Insights to local governments more generally.

Portland's project with BIKETOWN was featured in a publication by the Behavioral Insights Team, [8 Things Cities Can Do Today to Generate Evidence and Outcomes](#).

Other benefits of the engagement include the development of cross-bureau partnerships (i.e. the strong partnership between CBO and BPS in advancing Behavioral Insights and Open Data) as well as external partnerships (i.e. the trial launched by Multnomah County with City support). As part of this work, City staff have begun developing cross-jurisdiction partnerships with leaders in the field of Behavioral Insights, from Gresham and Multnomah County to DC, Chicago and British Columbia.

LESSONS LEARNED FOR FUTURE BEHAVIORAL INSIGHTS WORK

City staff also explored a multitude of other trials, but either did not have the capacity or time to fully scope and launch them. In particular, staff put a significant amount of time in the design of a trial to improve compliance with the Arts Tax, but ultimately the Revenue Division staff was unable to commit technical resources to the trial in the given time frame (this trial is being reevaluated with Revenue Division support for the pilot project).

In other cases, staff found that the issues bureaus were dealing with would be better resolved by a process improvement effort, or that there were technical or data limitations on the ability to perform and test an intervention.

Due to the experimental nature of the What Works Cities initiative and the limited time of the engagement, City staff focused on trials where there was strong support and interest from bureaus rather than on trials that were particularly apt from a Behavioral Insights perspective. This was a successful approach in terms of launching an impressive number of trials, but meant that there were a number of high value trials (i.e. either have a financial ROI, affect a high number of users, or have shown positive results in other cities) that have not yet been launched.

NEXT STEPS

The engagement with What Works Cities and the Behavioural Insights Team has served as a solid proof of concept; City staff are excited about this work and are receptive to low-cost evaluation as a way to continually improve government services. The City's official contract with the Behavioural Insights Team has come to an end, but City staff continue to explore opportunities to apply Behavioral Insights to improve government services.

If additional resources and executive sponsorship of this work can be secured, the City would be well-positioned for a true launch of a Behavioral Insights program that can complement process improvement and performance analytics functions.

Results-Driven Contracting

Use the procurement process as a strategic opportunity

From the beginning of the What Works Cities (WWC) engagement, PBOT set out to advance its ability to deliver results for its residents by improving the outcomes of its construction contracts, particularly in the Fixing Our Streets program. To reach this goal, the Harvard Kennedy School Government Performance Lab (GPL) helped the City incorporate results-driven contracting strategies into PBOT's procurement process.

The effort with GPL ultimately focused on the delivery of two primary outcomes

- To perform an end-to-end assessment of current procurement and contract management processes to understand goals, challenges, and opportunities for improving process efficiency and effectiveness.
- To pilot active procurement management with PBOT and Central Procurement to improve collaboration throughout the procurement process.

By focusing on these outcomes, PBOT and GPL were able to scope and develop a feasible implementation plan that outlines next steps that will enable PBOT to make tangible progress on the results-driven contracting recommendations that emerged out of this work over the next 12 months.

OUTCOME #1: Perform an End to End Assessment of Current Procurement and Contract Management

Processes

The work performed to deliver on this outcome served to provide GPL, PBOT project leadership, and PBOT staff in both our Capital Projects and Engineering sections with a clear understanding of the key challenges and opportunities that existed within the construction procurement process. The key steps involved included:

- Conducted interviews with 15 City of Portland staff members and two external stakeholders about their experience with procurement and contract management processes to identify opportunities for improvement.
- Developed and presented results-driven contracting recommendations to address gaps in communication within PBOT, between PBOT and Central Procurement, and with the vendor community. Recommendations specifically targeted improving communication with vendors to help Portland meet its DMWESB utilization goals and setting the stage for PBOT to dedicate staff and resources to vendor outreach.

As a result of the work performed to achieve this outcome, PBOT has defined long term objectives that it will look to deliver in partnership with leadership and staff across PBOT and Central Procurement. These objectives include:

- Continue to pilot recommendations to streamline procurement processes and improve collaboration within the City, including holding ongoing training sessions for project managers

and engineers on interacting with the procurement process and investigating procedural changes to streamline the procurement process.

- Update or create new procurement process manuals specific to PBOT to align expectations of PBOT staff regarding processes and timelines.
- Use recommendations focused on improving communication with the small, minority, women-owned vendor community to guide the efforts of dedicated staff and resources and design metrics for tracking progress on vendor diversity goals.
- Identify procurements to pilot results-driven contracting strategies, including to incorporate metrics, incentives, and active contract management.

OUTCOME #2: Pilot Active Procurement Management with PBOT and Central Procurement

The work performed to deliver on this outcome served to equip PBOT with the tools, tactics, and mechanisms required to enable a proactive, collaborative approach to contract development and management. PBOT has piloted this target end state over the past several months and has already witnessed the benefits that this process modification can provide. The key steps involved in the delivery of this outcome included:

- Developed a core dataset of upcoming PBOT procurements to clearly identify and communicate project priorities both internally and externally.
- Held two active procurement management meetings to discuss upcoming projects, identify priorities, and create deeper collaboration between PBOT and Central Procurement.

As a result of the work performed to achieve this outcome, PBOT has defined long term objectives that it will look to deliver in partnership with leadership and staff across PBOT and Central Procurement, including:

- The development of an updated project dataset that sources from E-builder (once E-builder implementation is complete) and helps to ensure accuracy and timeliness of data collection and data sharing.
- The continuation of active procurement management meetings with Central Procurement, using each month's agenda to discuss upcoming projects, project priorities, and a rotating list of deep dive topics aimed at improving collaboration and streamlining the procurement process.
- The design and roll out of an annual procurement meeting during which PBOT will work with Central Procurement to outline procurement strategies for that year's projects, review relevant procurement rules, and discuss priorities, timelines, workload, and capacity.

How the Use of Data and Evidence Are Driving Procurement Process Change

The work performed with GPL over the past eight months has already produced results, lead to process adjustments, and allowed for the establishment of a working partnership between PBOT and Central Procurement. These initial steps will serve to ensure that the momentum established by this effort is maintained over the 12-month implementation cycle that PBOT recently kicked off. The What Works Cities engagement is driving our long-term procurement process improvement effort as outlined below:

- The review of Portland procurement processes and PBOT's procurement approach allowed GPL and PBOT to develop recommendations aimed at how results-driven contracting strategies and active procurement management could improve communication and collaboration within PBOT and with Central Procurement, and in turn improve procurement outcomes.
- Piloting active procurement management meetings offered PBOT the opportunity to test out a new process for collaboration with Central Procurement and highlight upcoming projects, identify priorities, and discuss persistent questions about the procurement process. Producing a consolidated, accurate, and up-to-date dataset of upcoming projects also helped PBOT refine how it identifies project priorities. Going forward, PBOT will build its consolidated dataset from data in E-Builder, its new project management software platform, thus further improving on PBOT's ability to identify, understand, and communicate procurement support needs and questions in a coordinated, prioritized way.
- Conversations with the minority-owned, women-owned, and emerging small business (DMWESB) vendor community and in-depth analysis of DMWESB utilization data helped PBOT better understand its performance in engaging this community and utilizing DMWESB vendors. Although utilization performance is currently good, feedback from the vendor community and inconsistent past utilization performance indicates that PBOT must invest additional time and resources to make sustained improvement in DMWESB engagement and utilization. As such, PBOT requested a position in the FY18-19 budget that will provide consistent, ongoing coordination and oversight of DMWESB engagement and utilization.

PDX Process Improvement

Engage employees to maximize public value

A Toolkit for the City that Works

We believe that the City of Portland can be an organization of individuals constantly seeking to perform their work more efficiently, effectively, and equitably. By working together to continuously identify wasted resources – time, effort, money - we will be able to reinvest those resources and yield the most public value possible. To do this, we are **creating a culture of continuous improvement**, providing the tools and resources, and establishing an ongoing support structure so all employees feel empowered to innovate.

Maximizing Public Value: The Mission of CBO & PDX Process Improvement

CBO and *PDX Process Improvement* share a common mission: **maximizing public value**. Process improvement provides the tools and framework to implement recommendations identified through performance data collection and analysis - both by empowering front-line staff to improve the processes they manage, as well as building capacity to tackle complex, inter-bureau processes. *PDX Process Improvement* achieves these goals by creating a culture of continuous improvement through the following pillars:

Training: Hosting a training program to give process champions a shared toolkit, language, and vision.

Continuous Support: Establish a system to support process champions in identifying process improvement projects, building support for those projects internally, and connecting them with project resources across bureaus.

Leadership: Create, communicate, and sustain a powerful and consistent message about the value of process improvement.

How Does It Work?

Training: We have and will continue to host training workshops at regular intervals throughout the year for bureau staff. These workshops provide process improvement training and tools while promoting a culture of continuous operational improvement. Most workshops will focus on bureau front-line staff, but others will focus on executive and management staff. Completed workshops have focused on advanced process mapping and “Behavioral Insights.” We are currently planning to host a workshop focusing on getting executive and



Advanced Process Mapping Workshop

PDX process improvement has trained and supported over 40 participants in two cohorts. They have gone on to implement their own process improvements in bureaus *across the City*!

management “buy-in” that will help employees launch their process improvement projects.

Continuous support: PDX Process Improvement provides continuous support to process improvement champions around the City, including on-demand consulting and peer-led “coffee hours,” which provide an informal space for process improvement champions to highlight their work, solicit feedback, and get energized about process improvement opportunities. What started as a small gathering of passionate City staff has grown into an exciting monthly gathering of people inspired and excited to strive for meaningful change. The culture of continuous improvement is spreading!



Process improvement champions at Coffee Hour

Leadership: PDX Process Improvement was inspired by Denver Peak Academy, a program developed by the City of Denver to improve the way government works. The program draws on popular process improvement methodologies to create a language and toolkit that are accessible to all employees, focusing on supporting frontline staff to “innovate, elevate, and repeat.”

CBO partnered with the Bureau of Human Resources to bring staff from Denver Peak Academy to Portland in November 2016. Denver Peak Academy has been generous enough to make its process improvement materials fully available to Portland and other jurisdictions even before becoming a What Works Cities partner. The City of Portland has adapted these materials with local case studies, context for the Commission form of government, and is creating new content that supports City-specific goals.



In December 2017, PDX Process Improvement kicked off its first entirely City-led training cohort. As the circle of PDX Process Improvement Champions continues to grow, partners from across the City have stepped up to provide case studies, new trainings, and support for this community.

Case Study: Bureau of Environmental Services Hiring Process

The Opportunity for Improvement: BES Senior Administrative Specialist Sophia AbuDakar, a participant of PDX Process Improvement’s December 2017 cohort, observed the lengthy recruitment and hiring process. After she attended the process improvement workshop, she began investigating the hiring process with BES and BHR staff.



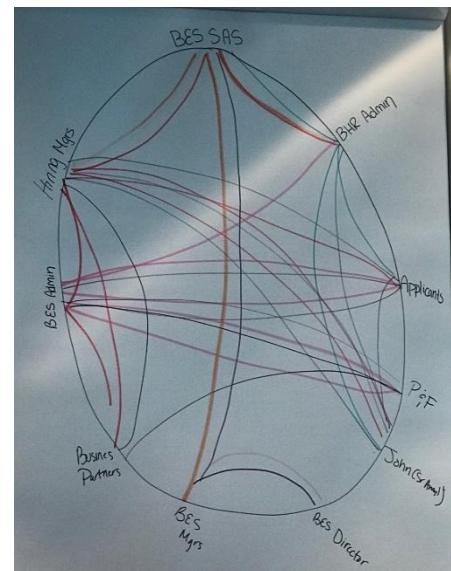
BES/BHR Recruitment and Hiring Process Map

Improving the Process: PDX Process Improvement encourages people to work on processes under their direct control. While Sophia managed the recruitment and hiring process for BES, she did not have direct knowledge or control over the BHR process. Therefore, Sophia convened a group of BHR staff so they could explore every piece of the recruitment and hiring process. The group's first meetings involved process mapping, a skill learned from PDX Process Improvement (pictured above).

The group identified waste in the processes of both bureaus, and then use a communication circle tool to identify all staff involved in the process (pictured right). By identifying staff, the team could assess whether any staff efforts were unnecessary or redundant. Not only did this make the process more efficient, but it freed up staff to work on other projects.

Next, the team utilized the “5 Whys” tool, which encourages process improvers to ask the question “Why?” five times. By asking why five times, it allows the team to take a deeper, logical look at why the process exists in its current form and what they are ultimately trying to accomplish. This enabled the team to find the root of the problem.

Lastly, the team utilized the “If we, then we” tool, which helps define solutions. An example of one of the statements that has already led to an improvement in the hiring process was, “If we (BES) eliminate the Final Offer Letter from the process, then we will eliminate the time it takes to wait for the candidate to return the letter with the required documents and we can move forward with the process.” This was a suggestion in collaboration with BHR.



Communication Circle to Increase Efficiency

The Results: While improving the recruitment and hiring process is an ongoing project, BES is already seeing positive progress. BES' accomplishments include:

- Experiencing quicker response times from candidates
- Updated forms to fill vacancies
- Updated form procedures that has led to faster submissions of requisitions to BHR
- Elimination of waste throughout the processes.

Lessons Learned: The tools provided by PDX Process Improvement was very helpful to the BES and BHR team. Additionally, the collaboration that PDX Process Improvement encourages helps bureaus work together to solve larger problems. Both BES and BHR staff contributed to this project, and the lessons learned are helping with other processes in each bureau.

BHR is now offering to meet with other bureau hiring staff to conduct similar process improvement sessions.

PDX Process Improvement is helping to break down siloes and foster a culture of continuous

Case Study: Portland Police Bureau Alarm Administration Unit

The Opportunity for Improvement: Vinnie Ferraris, Alarm Program Coordinator, tells it like this: we began to notice a large number of false alarm appeals related to the first false alarm notification letter we send out. And, after a closer look, agreed we needed to update our letter.

Improving the Process: Our team worked with members of the City Attorney's Office and PDX Process Improvement to rewrite our letter.

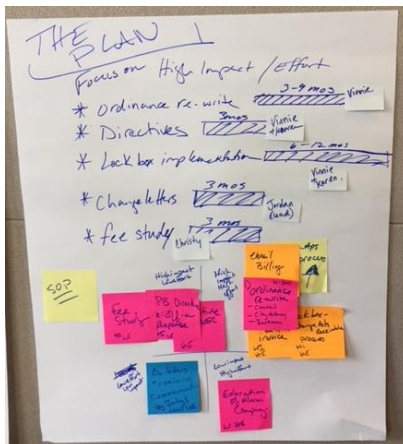
- We decided to break the letter up and focus on key points, instead long, drawn out paragraphs. We used key words and phrases, instead of one large paragraph.
- We educated our customers and explained the importance of false alarm prevention.
- We explained how mistakes happen, and so no charge to the customer on their first false alarm.
- We used both sides of the paper, instead of just the front, to provide tips and tricks to prevent false alarms



Brainstorming the Letters

The Results: We are currently in the process of tracking data. We are measuring the number of first false alarm appeals from our new and old letters and then comparing the data. I have noticed within our appeals regarding the new letter, people have apologized for utilizing police resources (this was not common with our old letters language and design). This shows even though community members are filing appeals, they are more understanding of our program and the importance of false alarm reduction.

Lessons Learned: I have learned through PDX Process Improvement that you can look at any process and come up with improvements. Since rewriting the language within our alarm notification, we have



The Action Plan!

begun to look at various other processes within our office. The photos attached were from a recent team workshop, where members of our team laid out our processes for the Alarm's Unit and looked for improvements. Another example of a process improvement we are currently working on is our lockbox program, where we will be out sourcing our payment processing to "buy back" time within our office, to focus on various other tasks. PDX Process Improvement allows you see a process in its entirety and then dissect the process, finding improvements along the way. We have created a Process Improvement wall within our office to document our successes and wins, as well as to work on new process improvements.

Celebrating wins – small and large – is critical for building community, support, and momentum for PDX Process Improvement.

We continue to be inspired by our cohort participants and leaders making a difference every day!

Agenda No.
REPORT

What Works Cities Report (Report)

<p align="center">INTRODUCED BY Commissioner/Auditor: Mayor Ted Wheeler</p>	<p>CLERK USE: DATE FILED <u>MAY 29 2018</u></p>
<p align="center">COMMISSIONER APPROVAL</p> <p>Mayor—Finance & Administration - Wheeler <i>RC</i></p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Eudaly</p>	<p align="center">Mary Hull Caballero Auditor of the City of Portland</p>
<p align="center">BUREAU APPROVAL</p> <p>Bureau: City Budget Office Bureau Head: Andrew Scott</p>	<p>By: <i>Susan Parsons</i> Deputy</p>
<p>Prepared by: Shannon Carney Date Prepared: 5/29/2018</p>	<p>ACTION TAKEN:</p>
<p>Impact Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p>	<p align="center">JUN 06 2018 ACCEPTED</p>
<p>City Auditor Office Approval: required for Code Ordinances</p>	
<p>City Attorney Approval: required for contract, code, easement, franchise, charter, Comp Plan</p>	
<p>Council Meeting Date 6/6/2018</p>	

AGENDA
<p>TIME CERTAIN <input checked="" type="checkbox"/></p> <p>Start time: <u>10:30 am</u></p> <p>Total amount of time needed: 30 minutes (for presentation, testimony and discussion)</p>
<p>CONSENT <input type="checkbox"/></p>
<p>REGULAR <input checked="" type="checkbox"/></p> <p>Total amount of time needed: 30 min (for presentation, testimony and discussion)</p>

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	<input checked="" type="checkbox"/>	
2. Fish	2. Fish	<input checked="" type="checkbox"/>	
3. Saltzman	3. Saltzman	<input type="checkbox"/>	
4. Eudaly	4. Eudaly	<input checked="" type="checkbox"/>	
Wheeler	Wheeler	<input checked="" type="checkbox"/>	