



CITY OF PORTLAND INNOVATION PROGRAM PROJECT STATUS SUMMARY REPORT

Projects Funded: FY 2013-14 through FY 2014-15
Reporting Period: Project Start through February 28, 2015

Background

In the spring of 2013, the Portland City Council voted to approve the Innovation Fund, an initiative designating \$1 million in Special Appropriation funds to invest in promising innovative ideas. That fall, Council appointed five members of the community to serve as the Innovation Task Force, which would oversee the project recommendation process. In the inaugural year of the Innovation Fund, the process to approve and fund projects included a partnership between Portland State University (PSU) Center for Public Service and the City through the City Budget Office. This first round of Innovation grants funded six projects.

On March 12, 2014, Council approved Resolution 37060 as amended, authorizing funding of \$871,000 for the following six projects. Updates on these projects are included in this report.

- Portland Fire and Rescue, Pulse Point, \$108,000
- Portland Housing Bureau, XML Data Sharing, \$48,000
- Office of Management and Finance, Revenue Tax Information Exchange, \$295,000
- Portland Development Commission, Early Adopter Program, \$80,000
- Bureau of Planning and Sustainability, Updated LiDAR Data, \$90,000
- Bureau of Transportation, Capital Construction Coordination, \$250,000

In October 2014, the management of the Innovation Fund process moved to the Office of Management and Finance. There was a "call for ideas" for major grants of over \$10,000 and micro grants of \$10,000 and under. Forty-five proposals from 16 bureaus were received. During the fall of 2014, the Innovation Review Panel met twice, and through an interactive facilitated discussion with the proposers, determined their funding recommendations. In January 2015, the panel recommended eight major grant proposals and four micro grant proposals to Council for funding through the Innovation Fund. On January 14, 2015, Council approved Ordinance 186977, authorizing funding of \$669,500 for the following twelve projects:

Micro Grants (Totaling \$44,500):

- Accurate Real Property Management, Portland Bureau of Transportation, \$7,500
- Innovative eLearning through Emerging Mobile Technology, Office of Management & Finance, Bureau of Human Resources, \$10,000
- PSU-BPS Coordination Program, Bureau of Planning & Sustainability, \$10,000
- Water Quality Map Widget, Water Bureau, \$17,000¹

Major Grants (Totaling \$625,000):

- Data Sharing with Faith-Based Nonprofits to End Homelessness, Portland Housing Bureau, \$65,000
- Field Treatment Pilot, Portland Fire & Rescue, \$150,000
- Green Our Fleet Pilot, Portland Parks & Recreation, \$65,000
- Honey Bee Bike Counters, Portland Bureau of Transportation, \$35,000
- Implementation of Long Term Fiber Vision, Office of Management & Finance, Bureau of Technology Services, \$25,000
- Interstate Firehouse Cultural Center, Portland Parks & Recreation, \$85,000
- Rx Play, Portland Parks & Recreation, \$150,000
- Sign Protection Proposal, Portland Bureau of Transportation, \$50,000

¹ The Water Quality Map Widget was originally submitted under the Major Grant category as it was a request for more than \$10,000. It was determined during the Round 2 Innovation Review Panel meeting that the nature of the proposal aligned with the Micro Grant approach and the recommended funding for this proposal be included with the Micro Grant recommendations.

Bureaus submitted reports on the status of the projects through the budget monitoring process (BMP) in addition to providing more detailed updates which are included in this report.

In February 2015, a micro-grant funding round was held for proposals around \$10,000. The review panel made their recommendations on March 25, and Council approved Ordinance 186977 authorizing funding of \$195,700 for the following 17 projects:

- Budget Process Kaizen Event, City Budget Office, \$7,500
- Community Garden Policy Review, Portland Parks & Recreation, \$14,000
- Cut Through The FOG Grease Trap Cleaning Coupons, Bureau of Environmental Services, \$15,000
- Flow Management of Children's Interactive Water Play Features, Portland Parks & Recreation, \$11,100
- Housing Data Web Scraper, Portland Housing Bureau, \$5,000
- Improve Cultural Responsiveness of Summer Free For All Programs, Portland Parks & Recreation, \$18,500
- Increasing Equity in Natural Area Stewardship, Portland Parks & Recreation, \$13,000
- LED Pool Lighting Upgrade: Southwest Community Center, Portland Parks & Recreation, \$20,000
- Making Great Decisions Tool, Bureau of Planning and Sustainability, \$10,000
- Multilingual Videos for Food Service Best Management, Bureau of Environmental Services, \$20,000
- NE Electric Utility Cart, Portland Parks & Recreation, \$10,000
- Neighborhood Pride: Anti-litter Campaign Toolkit, Bureau of Planning & Sustainability, \$15,000
- Outreach to Non-Native Speakers, Portland Bureau of Transportation, \$600
- Peninsula Park Rose Garden, Portland Parks & Recreation, \$6,000
- Rubber Sidewalk Pilot, Portland Bureau of Transportation, \$6,000
- Summer Playground Program, Portland Parks & Recreation, \$14,000
- Taking Down the Barriers for Families to Access our Educational Preschools, Portland Parks & Recreation, \$10,000

Status updates for these latest projects will be available during the 2015 Fall BMP.

Innovation Fund Purpose

The Innovation Fund challenges City staff to think creatively, take risks, and identify solutions that fall outside of "business as usual." Although the City has limited resources and many needs, investing in innovative ideas will encourage managers and employees to cultivate a culture of innovative thinking. This culture could help foster cost savings, improved service, and a more efficient City. The fiscal year 2014-15 Innovation Fund objectives are as follows:

- Promote equity and opportunity in City government and our community
- Improve customer service to the community and/or City customers
- Save time or money for the City, partners, or community members
- Improve City services and make things better

Brief Summary of Successes So Far

- The Innovation Fund is reported to be promoting positive, strong, and meaningful partnerships with other organizations and governmental agencies.
- Some of the projects have received national media attention.
- As a result of receiving an Innovation Fund award, Parks received a matching grant and is able to expand the scope and effectiveness of one of their projects.
- Focus groups conducted with Innovation funding produced valuable information to implement a program.
- Other bureaus have expressed interest in partnering on some projects and/or adopting systems once they are up and running.

Brief Summary of Lessons Learned So Far

- Some projects may be delayed due to internal decision-making or unexpected information uncovered in the project research phase.
- With limited time and resources, the scope of a pilot project must be well-defined.
- There should be an opportunity to re-scope a project if necessary once it is underway.
- Coordinating projects always takes more time and effort than staff expects.
- Some projects that look straightforward on paper can actually be difficult to implement. Collaborative adaptation is essential.
- Open and cooperative relationships with partners is essential to project success.
- Information overload can be a challenge on some projects. Setting realistic timelines and practicing good communication is essential.
- Celebrate victories and talk about/learn from challenges together as a group.
- Starting small allows the team to learn from mistakes, then scale up having learned and fixed those mistakes.

Brief Summary of Comments

- Cross-bureau collaboration has been invaluable in terms of knowledge gained and relationship building.
- Bureaus appreciate the opportunity to participate in the Innovation Fund.
- The Innovation Fund is helping to strengthen the way in which the public and private sectors exchange information.
- In many cases, projects are still in the very early stages and have not expended any funds. This will result in carryover requests.
- The Innovation Fund has created a dialogue that has enabled the success of other important initiatives.
- "Stay tuned for something amazing!"

Status of Projects Funded in FY 2013-14

Project	Bureau	\$ Awarded	\$ Spent	\$ Unspent
Pulse Point	PF&R	\$108,000	\$341	\$107,659
XML Data Sharing	PHB	\$48,000	\$41,000	\$8,000
Tax Information Exchange	Revenue	\$295,000	\$295,000	\$0
Early Adopter Program	PDC	\$80,000	\$23,000	\$57,000
Updated LiDar Data	BPS	\$90,000	\$90,000	\$0
Capital Construction Coordination	PBOT	\$250,000	\$85,143	\$164,857
Totals		\$871,000	\$534,484	\$337,516

Status of Projects Funded in FY 2014-15

Project	Bureau	\$ Awarded	\$ Spent	\$ Unspent
Micro-Grants				
Accurate Real Property Management	PBOT	\$7,500	\$1,187.26	\$6,312.74
Innovative eLearning Mobile Technology	BHR	\$10,000	\$0	\$10,000
PSU-BPS Coordination Program	BPS	\$10,000	\$0	\$10,000
Water Quality Map Widget	PWB	\$17,000	\$0	\$17,000
Major Grants				
Data Sharing with Faith-Based Nonprofits	PHB	\$65,000	\$0	\$65,000
Field Treatment Pilot	PF&R	\$150,000	\$0	\$150,000
Green Our Fleet Pilot	PP&R	\$65,000	\$0	\$65,000
Honey Bee Bike Counters	PBOT	\$35,000	\$0	\$30,000
Implementation of Long Term Fiber Vision	BTS	\$25,000	\$0	\$25,000
Interstate Firehouse Cultural Center	PP&R	\$85,000	\$0	\$85,000
Rx Play	PP&R	\$150,000	\$0	\$150,000
Sign Protection Proposal	PBOT	\$50,000	\$8,000	\$42,000
Totals		\$669,500	\$9,187.26	\$660,312.74

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CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Accurate Real Property Management		
Lead Bureau:	PBOT		
Key Partners & Collaborators:	Corporate GIS, Multnomah County, OMF		
Contact Person(s):	David McEldowney		
Contact Person Phone:	3-7166	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$7,500
<i>Expenditures-to-date:</i>	\$1,187.26

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

Staff have only recently began to perform in-depth research and document gathering for parcels that will be eliminated from the city-wide database which tracks city-owned land and which bureau controls it. These parcels will be converted into public right-of-way and tracked appropriately as a transportation asset.

We expect to be able to record the documents with Multnomah County in the near future for this first phase of the project, which will include approximately 100 parcels of land.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

We are too early in the process to have much in the way of lessons learned or successes. The early work being performed requires a lot of research, but the payoff will come shortly.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Staff will continue to work on the project; however, the team just lost a key member which will likely slow the process down while recruitment for a replacement takes place.

Next step is to complete and record the first phase of designations (access control strips), followed by a similar process for tax foreclosed parcels and miscellaneous parcels that need to be designated as public right-of-way.

Once Multnomah County updates their records and the City's database reflects the changes that we've made, staff will begin to input information into the database for the remaining PBOT parcels.

Engage Corporate GIS with regards to expanding the database application to allow for property tracking in the public right-of-way.

We will likely have some budget carry over to FY 15/16, but we will address that later.

Comments:

Include any additional comments you would like to share about the project.

Based on staff's research thus far, I anticipate that we will successfully identify and process many more parcels than we originally identified in the initial submittal.



CITY OF PORTLAND INNOVATION PROJECT

PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Data Sharing with Faith-Based Nonprofits to End Homelessness		
Lead Bureau:	Portland Housing Bureau		
Key Partners & Collaborators:	NE Community Fellowship Church, Anawim Christian Community, Blessed Temple Community Church and Westminster Presbyterian		
Contact Person(s):	Leslie Goodlow, Antoinette Pietka		
Contact Person Phone:	503-823-4160	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$65,000
<i>Expenditures-to-date:</i>	-

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

This project received Council approval on January 7, 2015. At this time, PHB has appointed a staff member as a faith-based community liaison to serve as a bridge between government and faith-based groups providing homeless services in Portland. The staff liaison has started working with the bureau's program managers, data team and several faith-based agencies providing homeless services to identify the data that is being collected and discuss a possible data sharing program. The bureau intends to use the innovation project funds as seed money to fund an intern and technical assistance to participants to develop a data sharing program.

The primary goals of the project are to develop an ongoing relationship with the faith-based community and to employ innovative technical tools such as XML data transfers in order to make data sharing as easy as possible. None of the faith-based agencies will be asked to manually enter data into City systems. Instead, the bureau will work to build up the agencies own internal systems and use tools like XML to upload data into the City's Homeless Management Information System. This will greatly reduce what would otherwise be a burdensome data entry process for the agencies.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

The bureau is in the process of building new relationships with the faith-based community, and is optimistic about how these relationships will inform our understanding of the needs of Portland residents. We are confident that this project will successfully build on the work of last year's innovation fund pilot project. The "XML Data Sharing Pilot" project worked with many secular partner organizations that routinely supply data to the bureau and greatly reduced the data entry burden on these organizations.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

The bureau's intention is to use the spring to establish a staff liaison and develop possible data sharing relationships with several faith-based agencies. During the summer we will begin to map out the technical aspects of data and information sharing with data being exchanged and tested during the months of September through December. We have requested \$65,000 in carryover in the Spring BMP.

Comments:

Include any additional comments you would like to share about the project.

Thank you for the opportunity to participate in the Mayor's Innovation Fund.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Early Adopter Program		
Lead Bureau:	Portland Development Commission		
Key Partners & Collaborators:	Bureau of Environmental Services Bureau of Transportation Bureau of Planning & Sustainability Office of Community Technology Mayor's Office Office of Management & Finance Bureau of Technology of Services Technology Association of Oregon Oregon BEST Code for America DRIVE Oregon Emerging Local Government Leaders of America (ELGL) Private sector businesses and entrepreneurs		
Contact Person(s):	Amy Nagy and Jared Wiener		
Contact Person Phone:	Amy: x3351 Jared x 1034	Fiscal Year Awarded:	FY 2013-14

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

Allocated:	\$80,000 from Innovation Fund
Expenditures-to-date:	\$8,211 spent from Innovation Fund (<i>incurred 150% additional post 2/28/15</i>) and \$24,311 from PDC match

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

The Early Adopter Program aims to connect City Bureaus with private sector businesses to provide solutions for everyday civic challenges that enable city government to foster innovation and create greater efficiencies in its service delivery to residents and businesses. Challenges include those in capital, maintenance and operation areas within city government. The program does this in three ways: (1) host events for public/private interaction; (2) post bureau 'asks' on the [Portland Switchboard](#) to foster online communications; and (3) use PDC as a primary point of contact to connect government and businesses.

Latest Project News

- Early Adopter publicly launched as a program on March 17th at the Portland Development Commission. The agency held a morning event that was attended by 100+ members of the public and private sector who came together to learn about ways in which they could partner. There were four city bureaus and the Mayor's Office who put out nine "asks" of the private sector. These are projects at various stages of development that city government staff is working on and would like input from the private sector. The majority of the event was focused on the break out roundtable sessions based on the theme of the bureau's ask where a bureau representative had a 10-15 minute conversation with individuals interested in learning more about the project.

- The Portland Switchboard was also launched at the event on March 17th. The goal of the tool is to connect people online and move toward an in-person meeting. It provides an opportunity for city staff to pose questions and for private sector to respond. It also allows the private sector to propose solutions as the start of a dialogue.

Timeline and Milestones

PDC has committed to holding three similar events in the 2015 calendar year. In addition, we will leverage other bureau events and opportunities to promote the Early Adopter program and assist bureaus in the process.

FY 2014-15

March	Launch Event and Portland Switchboard
April / May	Follow up with bureaus to post on Switchboard and pursue projects in the pipeline
June	Host Public-Private Event #2

FY 2015-16

July/August	Follow up with bureaus to post on Switchboard and pursue projects in the pipeline
September	Host Public-Private Event #3
Oct/Nov	Follow up with bureaus to post on Switchboard and pursue projects in the pipeline
December	Assess program and make modifications as needed.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Successes

- PDC received positive feedback on the launch event from both bureaus (Met with participants) who presented asks and participating companies (direct meetings & post-event survey). Both entities would like to see similar events in the future. All of the participating bureaus engaged with at least one company.
- Continued to shepherd two projects that were either in or moving toward testing phase.
- One bureau will pursue a small single-source contract with a company that attended the launch event and later posted on the Portland Switchboard.
- Other bureaus who did not participate in the Advisory Committee, have contacted PDC to learn more about the program.
- The Early Adopter program is receiving national attention through PDC's network of industry and non-profit government and tech partners. Portland is already being looked upon as a potential model for other cities to emulate—many of whom are interested in the intersection between infrastructure and economic development.
- Articles written in last month:
 - Code For America: [April 15 Post](#)
 - Portland Business Journal: [Coverage of the Event](#)
 - ELGL: [ELGL Partners with PDC](#)
 - Silicon Florist: [Pre-Event coverage](#)
- Metrics to date:
 - Meet face to face to provide assistance (direct engagement) to 10 companies with interaction with city bureaus
 - Through the launch event and Switchboard platform have interacted with 50+ businesses
 - We have secured partnerships with 4 industry groups
 - We've held two events, one business roundtable and one launch event
 - The Portland Switchboard is being well-utilized by both public and private sector users. There are currently 107 members who have posted 11 Asks, 8 offers, and 13 Successes. Switchboard Data (is publicly available [here](#))

Lessons Learned

- After the launch event, city staff reported that they found value in meeting in-person with companies and having a specific subject matter to discuss. The challenge is ongoing engagement from bureaus and for them to continue to consult with industry beyond potential procurement / contracting opportunities.
- Bureaus are accustomed to purchasing products and services needed. The concept of meeting with members of the private sector to weigh in on problem-solving strategies is not widely practiced and will be an evolving practice. PDC has seen firsthand the positive impact that consulting with the private sector before moving forward with purchasing can have on timeline, costs, and ultimate project outcome.
- There is an opportunity to strengthen the way in which public-private sectors exchange information. While they're in an in-person meeting (which is ideal in the Early Adopter framework), both sides tend to use vocabulary that is sector specific. It can result in miscommunication or one side not fully understanding what the other side is attempting to communicate.
- A number of clean tech companies with physical products attended the launch event, which indicates a strong interest from product companies to partner with the City's infrastructure bureaus- most of which did not participate in the event aside from PBOT.
- We need to provide more information upfront for perspective attendees. One thing specifically we can do is make it clear where projects are in the process (I.E. concept stage, 1-3 months from solicitation solution, etc.).
- The challenge we are working to overcome is from the bureau-side, and it involves changing the mindset and culture to how to address challenges they face in their day-to-day work.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

The launch of the Early Adopter program was more affirmation about the value that this program can provide to the City of Portland and local industry, in particular, the start-up community. PDC continues to identify new opportunities to leverage city needs with private sector solutions. As a result, PDC will continue to use the Innovation Funds and its match to scale the program. Key activities are described below:

- Requested carryover of \$57,000 for FY 2015-16
- Continue to reach out to public sector partners to engage in 1:1 meetings, post on Switchboard and promote the program in their own bureaus.
- Carry out the scope of work in the PDC/PBOT IGA that includes identifying five potential challenges to present to the private sector
- Promote Portland Switchboard platform and continue to populate with new problem statements. (Including a minimum post from bureaus on the first Wednesday of every month.)
- Identify other manners that encourage interaction and collaboration amongst the two groups.
- Promote successes
- Evaluate challenges and continue an iterative improvement process

Comments:

Include any additional comments you would like to share about the project.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Field Treatment Pilot		
Lead Bureau:	Portland Fire & Rescue		
Key Partners & Collaborators:	Multnomah County Emergency Medical Services; Portland Fire Fighter's Association Local 43; Multnomah County Public Health		
Contact Person(s):	Fire Division Chief John Nohr		
Contact Person Phone:	503-823-2886	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$150,000
<i>Expenditures-to-date:</i>	\$0

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

PF&R has worked with multiple partners to help develop and refine the scope of the project. Team personnel have met with Multnomah County Emergency Medical Services to ensure the project falls within the guidelines of the County EMS program. In addition, PF&R has begun bargaining with IAFF Local 43 over the scope of work and how the unit will be staffed. Finally, PF&R has discussed the possibility of partnering with the Multnomah County Health Department to provide a nurse or other advanced practitioner to help staff the response unit.

At the current time, PF&R is performing a needs assessment to determine if the advanced practitioner duties need to be done by a Physician's Assistant or Nurse Practitioner, or if a Registered Nurse will be sufficient.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Successes include working with partner agencies to determine what services are needed and what is already being provided by other agencies. This is especially evident in the areas of mental health response and assessment. In addition, PF&R has had success in seeking and receiving input from employees about how this program could assist and augment PF&R operations and community involvement.

Lessons have also been learned during this process. The process of working with the PF&R labor group to determine the best configuration has taken longer than expected. However, much has been learned about the concerns generated by initiating a new response model. In addition, PF&R has identified the need to more clearly pinpoint the specific community needs that will be addressed by this program.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Next steps include the following:

- Continue to identify and refine the specific EMS needs that will be met by this program. PF&R will continue to work with Multnomah County EMS and MCEMS Physician Supervisor Dr. Jon Jui on this issue. This should be completed by May 8, 2015.
- Continue to bargain with IAFF Local 43 over the impacts of the program and the duties of any represented employees that may be assigned to the unit. This should be concluded by June 15, 2015

Comments:

Include any additional comments you would like to share about the project.

[Empty comment box]



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Green Our Fleet Pilot		
Lead Bureau:	Portland Parks & Recreation		
Key Partners & Collaborators:	City Fleet		
Contact Person(s):	Crystal Place		
Contact Person Phone:	(503) 823-1610	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$65,000
<i>Expenditures-to-date:</i>	0

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

PP&R has determined the best location for the propane dispensing station based on fire marshal requirements. PP&R has gained approval from all supervisors and managers at Mt. Tabor Yard to convert appropriate vehicles to propane. We are beginning the process to apply for the permit for the fuel tank.

PP&R, City Fleet and Purchasing are in collaboration. We are working out the details for the best approach to obtain a fuel provider & conversion of vehicles.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

When we received the City Innovation Fund approval announcement, our Finance Manager matched the grant. We had planned on using the Innovation funds on conversion of just two trucks, one mower and infrastructure costs. Now we are adding an additional 11 truck conversions thanks to the matched grant.

This means all appropriate vehicles for propane conversion being replaced in 2015 at Mt. Tabor Yard will be converted to propane !!

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Determine if we will need to do an RFP for the fuel provider and vehicle conversion.

Complete the permit for the electrical run to the fuel tank and dispenser.

Install electrical run, lay pavers or concrete pad for fuel tank & dispenser.

Get fuel provider to deliver fuel tank & dispenser.

Convert vehicles to propane as they are being replaced before distribution.

Train staff to use alternative fuel and how this will save emissions and costs for the City.

Comments:

Include any additional comments you would like to share about the project.





CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Honey Bee Bike Counters		
Lead Bureau:	Transportation		
Key Partners & Collaborators:	Knock (Honey Bee designers)		
Contact Person(s):	Margi Bradway		
Contact Person Phone:	503-823-5667	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$30,000
<i>Expenditures-to-date:</i>	\$266

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

Knock presented an initial prototype suggestion for PBOT review. Honey Bee project staff (PBOT and Knock) met with Bureau of Maintenance staff on February 26th to discuss the Honey Bee bike counter concept and project scope. BOM provided initial reactions and feedback to prototype ideas proposed by Knock staff. BOM agreed to facilitate installation of the bike counters and offered feedback on ideal installation sites. Initial discussions have determined factors to consider for bike counter site selection. The project is still on track to install prototype counter this spring with widespread installation to follow throughout the summer.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Convening early in the project with BOM was key to determining the potential physical limitations for bike counter installation and site selection. The initial bike counter prototype offered by Knock included a potential ½" to 1" protrusion above the roadway – a condition which was questioned at the meeting in terms of rider safety. BOM suggested using paint to delineate the counter in the roadway. Knock also suggested the possibility of altering the prototype to use inductive loop technology, as opposed to the current infrared/magnetometer technology, as a way to mitigate the hazard.

BOM also narrowed the potential installation sites to low-traffic/neighborhood greenway streets where the partial street closures required for installation would not overly impact traffic flow. A method for integrating bike counter installation with the BOM pavement schedule was discussed ("the cookie cutter method") as an alternative for installation.

Knock and BOM agreed on a beta testing site at SE Ankeny & 13th where the prototype is planned for a spring installation at the end of April. This location matches up with scheduled BOM work in the area and will provide easy access for Knock staff.

Initial data gathering has revealed several factors for consideration in bike counter site selection including neighborhood demographics, historically underserved populations, geographic diversity, and the presence of low-traffic/neighborhood greenway streets.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

The potential protrusion hazard of the current prototype will be discussed with PBOT engineers and the bike coordinator to determine if mitigation is necessary and the cost/benefit analysis of each option.

PBOT project staff will continue to scope potential installation sites and create a priority list based on the factors mentioned above.

PBOT project staff will contact PSU's Transportation Research and Education Center (TREC) regarding data management for the Honey Bee Project.

Comments:

Include any additional comments you would like to share about the project.



CITY OF PORTLAND INNOVATION PROJECT

PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Implementation of long term fiber vision		
Lead Bureau:	BTS		
Key Partners & Collaborators:	Office of Community Technology. PBOT and BES are contributors		
Contact Person(s):	Beth Fox		
Contact Person Phone:	503-823-5233	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	<i>\$25,000.00 – for the purchase of OSPInsight</i>
<i>Expenditures-to-date:</i>	<i>Final terms and conditions being finalized with vendor before purchase is made - funds are currently unspent.</i>

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

The tasks to audit all fiber locations and patch panels is under way and 30 of 68 sites are complete, which is a 44% completion rate. This task needs to be completed and the created spreadsheet uploaded into the OSPInsight database. This is the first step in moving from a highly manual process to an automated one.

We also hired NetCity to create a potential business plan that would allow BTS to lease excess fiber assets to third parties. **This business plan has been completed** and is currently under review for next steps. This plan also takes into consideration the longer term Broadband Strategic plan to help the City move forward strategically with their assets.

NetCity contractor also has contacted parties involved with the dig once initiative to allow all entities that need RoW access to put assets into the streets. This would dramatically reduce costs to build strategically.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

- We have learned that the city may be able to generate 1.4 million dollars in revenue on 18 routes that are currently identified as useable without municipal clause limitations.
- The "Dig Once" initiative is being discussed on a larger level than we had thought initially.
- The City of Seattle also chose OSPInsight for their fiber management tool.

Lessons learned:

- We attached OSPInsight to a task order with a vendor and this slowed the purchase of the software by 60 - 90 days.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

- Review Fiber Business plan
- Complete the sites audits
- Populate OSPInsight
- Create steps to begin leasing fiber assets to 3rd parties

I have not requested funds for 2015, I still believe this purchase will be complete this fiscal year.

Comments:

Include any additional comments you would like to share about the project.

I was pleased to see that we had working assets that could be leased right away to generate revenue. I knew we did, but it was an unknown until we did the deeper dive into the information.

The delay of OSPInsight could push this project into next FY, but it will be completed by the 3rd quarter of 2015.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title: Innovative eLearning through Emerging Mobile Technology

Lead Bureau: Human Resources

Key Partners & Collaborators: Bureau of Technology Services

Contact Person(s): Lauren Nixon

Contact Person Phone: 823-6804

Fiscal Year Awarded: FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

Allocated: \$10,000

Expenditures-to-date: \$0

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

1. Developed formal project implementation plan with timeline:
 - A. Development of eLearning module, tablet rental system, employee feedback survey, and communications plan complete by the end of April
 - B. Choosing type of tablet and purchasing training tablets will start in July
 - C. Testing eLearning on tablets and deploying them through the rental system will begin in August
2. Joined BTS mobile technology committee to decide which type of mobile technology will supported citywide
3. Created the Mandatory Reporting of Child Abuse responsive eLearning training program

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Implementation plan adopted by Training & Workforce Development
Partnered with BTS to expand mobile technology citywide in the most effective manner

I've learned with limited time and resources, the scope of a pilot project must be well defined. I've also learned that partnering with other bureaus can support multiple, mutual goals.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Next steps are to choose the type of tablet the city will invest in and support. Once the type of tablet is confirmed, we will begin mobile eLearning testing on those tablets.

TWD is creating a tablet rental system through TrackIt and Outlook so that managers and supervisors can reserve a tablet as needed.

TWD is developing a satisfaction survey that will be embedded into the eLearning training to gather feedback and measure employee satisfaction.

Comments:

Include any additional comments you would like to share about the project.

The timeline for the project has been pushed back a couple months while BTS decides which type of tablet to support, other than iPad's. It is likely we will purchase the tablets and begin deployment the next fiscal year.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Interstate Firehouse Cultural Center		
Lead Bureau:	Parks		
Key Partners & Collaborators:			
Contact Person(s):	Sue Glenn		
Contact Person Phone:	3-1605	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$85,000.
<i>Expenditures-to-date:</i>	0

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

We have held several internal Parks meetings and have been compiling a file of interested partners. We have agreed to allow the one current tenant Rock & roll Camp for Girls to continue through the end of the year 2015. PP&R will be relocating Adapted and Inclusive Recreation (AIR) staff and Senior Recreation staff to the IFCC in May. We are working with contractors to have the building commercially cleaned and are planning a dedicated maintenance week for the fall. PP&R will be positioning staff hiring and programing for the fall of 2015.

]

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Thus far we are working through a pro forma budget to explore how to staff and manage rentals while fulfilling our goals of the IFCC and Innovation Fund commitments.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

1. Our Equity Manager, Art Hendricks will be coordinating the quarterly forums starting in late fall of 2015
2. AIR will be programming Performing Arts for children with special needs in the fall.
3. PP&R will be seeking input and reaching out to create culturally specific art and recreation programming for the spring of 2016
4. Teen Services will be exploring the microbusiness over the fall and winter, once the IFCC programming is brought up to a more robust capacity, the program can be rolled out-estimate the spring of 2016.

We will definitely be carrying the funds over to the next fiscal year.

Comments:

Include any additional comments you would like to share about the project.

Stay tuned for something amazing!



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	PSU-BPS Coordination Program		
Lead Bureau:	Bureau of Planning and Sustainability (BPS)		
Key Partners & Collaborators:	Portland State University and the Institute for Sustainable Solutions		
Contact Person(s):	Derek Dauphin (BPS)		
Contact Person Phone:	503-823-5869	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$10,000.00
<i>Expenditures-to-date:</i>	\$0.00

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

This project involves the development of a searchable web-based system that staff will use to submit project proposals that PSU faculty can use when they are designing courses or writing grant proposals. Updated contact details will allow them to engage directly with City staff. The database would be viewable by the public. Project coordination features will allow staff and faculty to update the project's status and provide lessons learned and products at the end of projects. Some projects will be recurring, particularly those where datasets are created and will need to be updated, and these can be tracked in the system and highlighted for staff when updates are needed. Such a system will dramatically reduce the time costs associated with collaborations both for staff and faculty and reduce missed opportunities for the City to conduct new low cost projects with partners at PSU such as the Toulan School of Urban Studies and Institute for Sustainable Solutions. So far, focus groups were to hear from BPS staff and PSU faculty about past experiences and the needs of these two groups so that the software can be designed to make collaborations more efficient and successful. These focus groups were coordinated by a graduate student liaison paid for by the ISS as well as myself as the liaison for BPS. Based on this input, we have developed a phased strategy for building the software system starting with essential features first and then adding additional features as the system begins to see use. We are working with procurement on the details of the software purchase. As soon as the procurement process is complete, we will begin designing and using the software system.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

We learned a great deal from the focus groups we held. By hearing from both sides of past collaborations we were able to understand the full picture of how some of these projects have worked in the past. Some of the key points are listed below.

- Some BPS staff are overwhelmed with requests for presenting to classes or other forms of engagement, but rarely with requests to be involved with research.
- Where research projects have occurred, the largest hurdle is scoping the projects. Some staff believe there is a need for staff hours just to support collaborations to make sure they succeed.
- Faculty observed that their collaborators at BPS were often overworked and struggled to find time to contribute to projects.
- Related to the previous bullet, the time required to coordinate projects is always more than staff expect and can result in a negative feedback loop for collaborations where insufficient time is allotted and the projects fail to meet their potential as a result, making staff less likely to engage in further collaborations. There is a need to help staff become “better collaborators”.
- BPS staff admitted that need to be clearer about their expectations for faculty collaborators and for the project’s outcomes.
- Collaborations so far tend to be interesting but non-essential work that may lead to larger projects. They are considered to be research and development operations to test new ideas or approaches that, if successful, can be rolled into core projects.
- The software should be more two-way, for example, faculty should be able to “offer” ideas, classes or research projects that staff can respond to opportunistically, instead of faculty always responding to staff requests.
- There should also be an opportunity to re-scope project ideas that are in the system based on offers that come up if staff/faculty feel their needs could be addressed by a new opportunity they didn’t originally think would work.
- Specific centers at PSU have significant capacities for data collection or analysis and would like to act as intermediaries, but need to know more about how to plug their data or tools into ongoing projects.
- PSU needs to provide BPS with information about its areas of competency and the initiatives, missions and priorities that drive faculty involvement in projects.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

End of FY 2014-2015

We intend to expend all of our budget by the end of the fiscal year by purchasing approximately 50 3-year software licenses as part of a package that will also include the development of the system, training sessions and user support.

Summer and Winter 2015

Important milestones will be the roll out of the first phase of the software with key features, expected by the summer of 2015, trainings for users, events to allow staff and faculty to brainstorm project ideas, and the inclusion of a second phase of additional features by winter 2015.

Comments:

Include any additional comments you would like to share about the project.

We have already heard from other bureaus that they have an interest in joining the system once it’s up and running. This may start before the end of 2015. Discussions between BPS and PSU about the collaboration has already resulted in a \$74,000 PSU funded and conducted research project related to a concept developed as a part of the Central City 2035 Plan, the “Green Loop”. This research project, in turn, is being leveraged for an additional \$150,000 in research funding through the National Institute for Transportation and Communities to study the enhancement of greenways citywide. These projects would not have happened without the dialogue created by the Innovation Fund grant opportunity.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	PulsePoint mobile App.		
Lead Bureau:	Fire & Rescue		
Key Partners & Collaborators:	Bureau of Information Tech. (BTS) and Bureau of Emergency Communication (BOEC).		
Contact Person(s):	Merrill Gonterman, Deputy Chief, Special Operations		
Contact Person Phone:	503-823-3930	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

Allocated: **\$108,000.00**

Expenditures-to-date: **\$341.00**

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

The new server has been installed and the appropriate programming has been completed to send PulsePoint our CAD information. On March 3rd PulsePoint began drawing information from the new server connected to our CAD and routing it into their system. We have been jointly working out the bugs between how our information is delivered and how their system reads and processes the information. You can view the "Sandbox" which is where we are fine tuning what and how the information appears at the link below.

<http://webapp.pulsepoint.org/sandbox/>

Like any computer system, one small change effects many things so, it has taken hours of time and refining to get to this point. We recently were able to get PulsePoint "viewing only" access to our CAD to help them track the status of our units and they type of calls they are going on. One issue has been the accuracy of the status that displays with different colors. Before they were given access, they were trying to listen to our radio system through an App. and track unit status. Getting the "viewer" access has decreased the time in which they can see our changes in status and checking their system to ensure accuracy. It was my goal to have the accuracy to a point to hand off to the PIO group for "Roll out" by the end of March but, the programming differences between our outputs and their system reading and accurately tracking-displaying units has taken longer than I projected.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Projects that involve several Bureau's need an in-depth discussion about all the known details before it's started or approved. Working through the different bureau's and then adding an outside vendor adds additional time to a project.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Complete accuracy with the status of units has to show on the current calls tab of the "Sandbox".
Procurement process should be started by the end of the month.
Projecting rollout date by the end of May.

Comments:

Include any additional comments you would like to share about the project.

The charges to date still only show \$341.00. After the last reporting period an internal order number was set up so BTS could apply time charges. After checking today (04/23/2015), no charges have been applied. Below is a copy of the email with the estimated costs for the server and personnel costs.

Merrill,

In reviewing the time spent in direct work on the PulsePoint Project with BTS personnel I have received the following estimates to date:

BOEC/BTS: Server/SQL Admin – 30 hours

BTS Server Support/DBA: – 5 hours

BTS Server Support: – 3 hours

BTS Network Services: Team = 5 hours

Estimate of total BTS Labor charges to date: 43 hours x \$85.00 = **\$3,655**

Server Costs for PFBAPP2

A server with two processors would have the following costs:

- 1) One time setup cost of \$5700
- 2) Ongoing annual cost for server (Billed Monthly) = \$6813.62 (@ \$567.80/mo)
- 3) Disk space annual cost per 50GB of Tier 2 storage = \$327.72 (@ \$27.31/mo)

Total Server Charges to date: \$5700 + \$567.80 + \$27.31 = **\$6295.11**

I will notify the BTS project manager that we still show no new charges for this project. The PulsePoint costs will occur as we see that this is an acceptable system and approved by the Chief of the Bureau



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Tax Information Exchange Agreement between the Internal Revenue Service (IRS) and Revenue Division		
Lead Bureau:	Revenue Division, Bureau of Revenue and Financial Services (Revenue)		
Key Partners & Collaborators:	IRS, Bureau of Technology Services (BTS)		
Contact Person(s):	Terri Williams, Deputy Director (primary contact, project sponsor), Jennifer McFarland, IRS Liaison and Disclosure Officer (project lead)		
Contact Person Phone:	(503) 865-2469	Fiscal Year Awarded:	FY 2013-14

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$295,000
<i>Expenditures-to-date:</i>	\$295,000 (additional funds from Revenue and BTS budgets have also been spent)

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

Summary through 12/1/2014

The purpose of Revenue's Innovation Fund project is to enter into a data exchange agreement with the IRS and create the IRS Data Exchange Program to administer compliance with IRS regulations stipulated in the agreement. Having an information exchange with the IRS will provide Revenue with local taxpayer information which will assist in the administration and collection of local income taxes. The three primary benefits Revenue expects the IRS Data Exchange Program to generate are:

1. A substantial reduction in tax filing burden
2. A significant increase in compliance with all local income taxes, and
3. A reduction of Division administrative burden

The IRS Governmental Liaison Data Exchange Program (GLDEP) requirements are detailed in IRS Publication 1075, the Internal Revenue Code, the Internal Revenue Manual and several National Institute of Standards and Technology (NIST) documents. Entry into the program required Revenue and IRS to reach agreement on three documents:

1. Safeguards Security Report (SSR)
2. Basic Agreement
3. GLDEP Need and Use Justification

Revenue achieved the first milestone – entry in GLDEP – in August 2014, positioning Revenue to receive IRS data beginning in February 2015, the earliest date allowed by the IRS. Initial financial results of Revenue's 2015 IRS data exchange agreement will begin to be realized in FY 2015-2016. Revenue believes that in addition to substantial one-time business income tax revenues, increased compliance of accounts associated with IRS data will result in ongoing revenues between \$1.8 and \$4.5 million.

BTS has been a key partner throughout the process. The IRS mandates that data is received electronically in an environment that meets National Institute of Standards and Technology security controls. The SSR requires technological expertise specific to the City's environment and BTS has provided Revenue with a team of experts to develop and document the technological specifications to ensure the technological environment is IRS-compliant.

Currently, Revenue and BTS are finalizing several project areas, including:

1. Division/BTS Service Level Agreement for IRS support services
2. Configuration baselines and supporting documentation
3. Procedures to align with businesses processes
4. Trainings for authorized personnel detailing IRS policies and procedures

Revenue has extended the project timeline for data processing systems to ensure it can achieve the next milestone – receiving IRS data in February 2015. Extending the deadline gives Revenue more time to develop an application to process and store data while also granting BTS more time to finalize the hardware and software that will house the application.

It is expected the project will finish implementation and transition into ongoing operations in April 2015. Revenue and BTS have submitted a budget proposal for future funding.

Summary through 2/28/2015

Status of project areas identified in the last report

1. Division/BTS Service Level Agreement for IRS support services – **Completed, 12/10/2014**
2. Configuration baselines and supporting documentation – **Phase 1 completed, 1/29/2015**
3. Procedures to align with businesses processes – **Phase 1 completed, 1/29/2015**
4. Trainings for authorized personnel detailing IRS policies and procedures – **Phase 1 completed, 1/29/2015**

Additional milestones

- In February, Revenue and BTS began working on another computer system, expected to go live April 1, 2015
- Revenue has requested funding for the IRS Liaison and Disclosure Officer position, as well as funding for ongoing technology support in the FY 15-16 budget

Spring BMP Titles/Narratives

MF_143 – Revenue Division - IRS Data Exchange CIP (\$0 net zero technical adjustment)

This technical adjustment recognizes the IRS Data Exchange project activity as a Capital Improvement Project (CIP). The IRS Data Exchange project was not originally established as a CIP in the budget and financial systems. The net budget impact of this adjustment is zero, as funds have already been appropriated although CIP reporting will identify \$295,000 for the project.

MF_141 – Revenue Division – BTS IRS Tax Exchange Support (77,500 Cash Transfer)

This request recognizes a cash transfer from BTS of \$77,500 to support the IRS Data Exchange project. BTS has agreed to provide funding to the Revenue Division for 50% of the project costs over the initial budget of \$125,000, with Revenue Division being responsible for the remaining 50%.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Successes/Lessons through 12/1/2014

Project successes and lessons learned

The IRS Data Exchange Program realized its first major project success on May 29, 2014, with the successful submission of the IRS SSR, a nearly 300-page document with supporting policies detailing how Revenue and its key service providers (e.g., BTS) intend to meet IRS compliance requirements. The feedback from the IRS is that Revenue's report was one of the most detailed and complete SSRs received by the IRS. As a result, the IRS accepted the SSR as certification that Revenue would adequately protect federal tax information a full month earlier than expected. Revenue moved through the final IRS GLDEP requirements, including reaching agreement on how Revenue and the IRS will work together, before the August 31, 2014 deadline for entry into the 2015 GLDEP.

Early project planning successes – particularly while drafting the SSR – created several learning opportunities for Revenue and BTS. Seeking compliant approaches to meet IRS requirements necessitated comprehensive reviews of Division and BTS policies and procedures. Additionally, Revenue surveyed other jurisdictions, seeking advice on how to achieve IRS compliance. These efforts served to not only reinforce the City's tax administration and technology approaches but also provided an array of ideas and options for Revenue and BTS to consider in the future.

When project implementation began on June 2, 2014, Revenue and BTS quickly realized the complexities of complying with both IRS requirements and City policies. After the project transitioned from the theoretical SSR writing phase and into the nuts-and-bolts of following City best practices for project implementation, Revenue and BTS realized that some of its earlier assumptions were incorrect and that both organizations needed to collaboratively adapt to ensure project success. Revenue and BTS believe that the changes made in approaches and support structures since the original SSR submittal have strengthened Revenue's IRS compliance – now and in the future. Revenue and BTS are continuing to learn from each other and fostering a relationship that will lead to a successful February 2015 launch with many opportunities to optimize approaches in the future.

Innovation successes and lessons learned

On the face of it, entering into a data exchange with the IRS is not innovative – several federal, state and local entities have longstanding GLDEP agreements already in place; however, for Portland businesses and citizens affected by Revenue's tax administration services, Revenue's IRS data exchange agreement provides several opportunities for innovation². Revenue is currently implementing strategies to innovate its service delivery, including approaches that will result in a reduction in the tax filing burden for local taxpayers.

As previously stated, Revenue and BTS undertook a full policy and procedure review and talked to other jurisdictions seeking ideas and best practices for IRS compliance. This review – augmented by continual lessons learned throughout the implementation process – has resulted in several process improvements and policy innovations.

This fall, Revenue updated its access policy and procedures by installing iPads at the front and back doors to make it easier for guests to sign in and out. Customer feedback has been very positive and these procedures will extend to the IRS Data Exchange Program.

In 2015, Revenue will begin offering online training for the IRS Data Exchange Program using CityLearner, which will streamline staff time and modernize how Revenue meets the IRS requirement of monitoring training attendance and recertification. Implementation of the IRS Data Exchange Program also coincided with BTS' Citywide Office 365 rollout. These technological enhancements – especially Lync and One Note – generated systemic innovations as Revenue and BTS now have more efficient ways to meet and share documents throughout project implementation.

Revenue and BTS are continually learning how to leverage existing technologies in innovative ways to meet IRS requirements. One of the early lessons learned by Revenue and BTS is that the IRS will not provide

² Use of the terms service delivery innovation, administrative innovation, policy innovation, and systemic innovation were taken from the "City of Portland Innovation Fund: Innovation Definition and FAQ" handout.

guidance on business processes or specific technology tools agencies “should” use to meet IRS requirements.

Additionally, sometimes it takes weeks or months to get IRS assistance, even if the question is submitted to the correct office and in accordance with IRS procedures. Developing a technology solution in this heavily restricted, yet murky environment has presented many challenges for the project implementation team, particularly around scheduling work that has outstanding IRS questions or tasks that require the IRS to take action.

Revenue has learned that deliverables requiring IRS involvement need a protracted timeline to ensure our federal partners have time to meet their administrative procedures while providing us with assistance in time to meet project objectives. Given these challenges, one of the best lessons learned is that Revenue and BTS implementation team is filled with flexible, creative and knowledgeable professionals who are able to ensure compliance without needing to rely on the IRS.

Successes/Lessons through 2/28/2015

On December 10, 2014, Revenue and BTS completed the IRS Service Level Agreement for the IRS Data Exchange Program. The document was approved by the IRS shortly thereafter.

On January 29, 2015, the IRS Data Exchange Program conducted its first annual Security Awareness and Disclosure Awareness trainings with all Revenue employees as well as the BTS FTI team. The trainings were team taught by Jen McFarland (Revenue) and Brian Ventura (BTS). The trainings were successful and provided a meaningful discussion about federal tax information, procedures, and the criminal and civil penalties for failing to comply with federal, state and local laws and policies pertaining to safeguarding federal tax information. FTI authorized staff (Revenue and BTS) met after the security and disclosure trainings to have more specific training and discussions about incidents and contingencies as required by the IRS.

In early February, the IRS Liaison authorized one of the technology systems. Shortly thereafter Revenue began receiving IRS extracts.

On February 5, 2015, Revenue kicked off the next phase of the IRS Data Exchange implementation process by holding a successes and lessons learned meeting for BTS and Revenue implementation staff. The topics discussed included outstanding tasks/deliverables, lessons learned thus far, enhanced tools to guide the way (project plan, punch list, etc.), identification of risks, the path to victory and celebrations the team expects to encounter along the way. This gave the team the opportunity to discuss their challenges in a safe space for shared learning and areas for improvement.

The team expressed the difficulty of working very quickly on such a complex set of requirements as well as the challenges to having adequate communication without feeling overwhelmed/bombarded with information. The team also discussed improving communication, opportunities for assistance/training and provided feedback for further improving the project management tools.

The best part about the meeting was it gave the team a chance to celebrate the completion of a significant body of work in a relaxed atmosphere before ramping up toward a new set of goals. All of the feedback was collected and suggestions – wherever possible – were implemented immediately.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

March – April 2015

- Finalizing information system authorizations
- Closing of BTS project and transition into technology maintenance
- Reviewing and updating all IRS-related business processes, policies and procedures (ongoing)
- IRS recordkeeping and report writing (ongoing)

May - August 2015

- Developing online training program for IRS Data Exchange
- Transitioning remaining MOUs into SLAs
- Preparing IRS Enrollment Year 2016 documentation (e.g., Safeguards Security Report, Governmental Liaison Data Exchange Program enrollment forms)
- Submitting 2016 Safeguards Security Report and enrollment forms to the IRS
- Updating IRS agreements

Fall 2015

- Processing data
- Initiating taxpayer contact based on data processing (ongoing)
- Realizing program results when Revenue begins receiving information from taxpayers(ongoing)

2015-2016 Budget Request

Revenue has requested resources to fund ongoing maintenance of the IRS Data Exchange program, including 1.0 FTE (IRS Liaison and Disclosure Officer), mailing costs and technology support. Revenue believes that the increase in General Fund revenues the City will receive as a result of the program will outweigh the ongoing costs. Estimated ongoing tax collection increases include \$780,000 - \$2,300,000 for the City of Portland General Fund, \$577,000 –\$1,700,000 for Multnomah County, and \$540,000 for the Arts Tax.

Comments:

Include any additional comments you would like to share about the project.

Comments through 12/1/2014

Revenue would like to thank the Oregon Department of Revenue (DOR) for their ongoing assistance and advice throughout the implementation process. DOR employees Jan Kailuweit, Herman Davis and Doris Ryan-Poe provided key guidance to help Revenue complete the SSR and interpret IRS regulations. Revenue also wishes to thank the following municipalities for participating in the IRS best practices survey: Kansas City (MO), Cincinnati, Cleveland, Lexington and Louisville/Jefferson County – survey feedback was invaluable in crafting a compliant program on a tight deadline.

Revenue has also gained invaluable information by joining the Federation of Tax Administrators (FTA). FTA is free for cities to join. This organization has a fantastic relationship with the IRS and provides listservs and calls for cities and states to connect with IRS offices, including the Office of Safeguards and Data Services. FTA also holds several conferences throughout the year, including the FTA IRS Symposium, which provided invaluable contacts and information to assist Revenue and BTS with developing the IRS Data Exchange Program.

Comments through 2/28/2015

BTS and Revenue teams have learned a great deal from each other over the past year. It has been a wonderful opportunity for cross-bureau collaboration and each week the teams learn and grow through sharing and discoveries made while working on the project.



CITY OF PORTLAND INNOVATION PROJECT

PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Rx Play		
Lead Bureau:	Parks		
Key Partners & Collaborators:	Kaiser Permanente', Oregon State parks, Intertwine, OHSU,		
Contact Person(s):	Sue Glenn		
Contact Person Phone:	Sue Glenn	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$150,000
<i>Expenditures-to-date:</i>	

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

In collaboration with Kaiser Permanente and Oregon State Parks we have engaged in a strategic planning process with the Intertwine to look at the strategic plan for expansion of Rx Play.

February through April 11th, the Rx Play specialists have received 46 new prescriptions and registered 54 new participants and enrolled 27 individual in a 2nd, 3rd or 4th course through RX Play.

	Weeks from February - June 2015															
	7- Feb	14- Feb	21- Feb	28- Feb	7- Mar	14- Mar	21- Mar	28- Mar	4- Apr	11- Apr						
Prescriptions Received	5	3	6	3	7	6	4	4	5	3						
Participant Registered (new)	5	2	0	11	4	10	7	7	2	6						
Participant Registered (repeat)	2	0	0	1	0	6	15	2	1	0						
# In Person Meetings	0	2	0	1	0	1	1	0	1	2						

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

We are creating a database to prove the efficacy of the model. We have a working group on analyzing the operations and we will be sending out an RFP for an outside evaluator.
We are learning that there is an interest in creating a model with a focus more on the nature play and out of doors activation.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Working Committee for Strategic plan has been convened
Working Committee to review operations is meeting in April.
Need to draft an rfp for the third party evaluator.
Third party evaluator will assist in convening key group to review, make recommendations and seek ongoing funding.

Comments:

Include any additional comments you would like to share about the project.

We will be carrying over funding.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:

Sign Protection Proposal

Lead Bureau:

Portland Bureau of Transportation (PBOT)

Key Partners & Collaborators:

After the sign coating program is well under way, say in two to five years we will be able to communicate to neighborhood organizations which signs (probably by sign type) they could engage in sign cleaning without worry concerning damaging sign retroreflectivity. This has been an ongoing problem with well-meaning citizens that unwittingly damage the signs while they attempt to clean them.

Contact Person(s):

Kirstin Byer, Peter Wojcicki

Contact Person Phone:

Byer: 3-1727
Wojcicki: 3-1751

Fiscal Year Awarded:

FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

Allocated:

\$50,000

Expenditures-to-date:

Currently \$8,000 has been allocated for HVAC upgrades to ventilate application area.

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

1. Identified ventilation improvements necessary in the sign shop to apply coating to signs.
2. Working with Facilities Management and Purchasing to obtain bids to install new ventilation ducting and related equipment.
3. Continue to coat signs using non-dedicated space until new work space is available.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

The current application process outside a dedicated, controlled space is yielding some quality control issues, thus reducing the sign coating effectiveness and life-cycle. This confirms the need to move forward as quickly as possible with the ventilation and work area improvements.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

1. Install ventilation improvements along with dedicated work space (table, drying space, material storage, etc.)
2. Identify work process to move signs into the coating area and on to the Materials Distribution Center (MDC).
3. Update sign production cost in the MDC inventory to include the anti-graffiti/UV coating

Comments:

Include any additional comments you would like to share about the project.

Work on this project is not yet fully implemented, pending the establishment of a work space to apply the graffiti coating. Knowing the coating material is highly effective is only the first half of the solution. The current application process is showing us how important a clean environment is, to be free of dust and excessive air currents, so as to avoid uneven application and bubbles in the coating liquid.

Since one aspect of the innovation grant is to *create* a sign coating process, learning these key limitations and requirements helps ensure a successful implementation as we move forward.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Updated LiDAR Data for Portland		
Lead Bureau:	Bureau of Planning & Sustainability (BPS)		
Key Partners & Collaborators:	BES, CGIS, Metro, DOGAMI, other regional jurisdictions		
Contact Person(s):	Kevin Martin (BPS), Mark Liebe (BES), Mitch Vanderperren (BTS), Justin Houk (Metro)		
Contact Person Phone:	823-7710	Fiscal Year Awarded:	FY 2013-14

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$90,000
<i>Expenditures-to-date:</i>	\$90,000

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

This project helped fund a summer 2014 regional LiDAR (Light Detection and Ranging) flight to update the City's current LiDAR data, which dates from 2004, 2005, and 2007. The project is a partnership between the City of Portland, Metro, the State of Oregon, and all jurisdictions within the urban growth boundary (~18). In addition to LiDAR, the vendor also collected 3" resolution multispectral aerial imagery.

The new LiDAR and imagery data was collected in August 2014, about a month behind the original schedule. The vendor is currently processing the data to transform to real-world coordinates, remove anomalies and correct topographic distortions in the imagery (orthorectification). We expected to begin distributing the data in February of 2015, but that has been delayed until mid-April. Portland should receive a complete set of new LiDAR point clouds, elevation models and imagery by the end of May/early June.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Organizing all project partners to create and fund the contract was a huge effort, led by Metro, which was instrumental to the flight happening during the ideal summer window. We hope to build on this regional partnership moving forward. One idea that is currently being considered is each partner jurisdiction entering into a five year contract with Metro to fund regular aerial imagery and LiDAR data collection, so that the costs are predictable year-to-year and spread out over the five year period.

In hindsight, we should have planned for more much time for data processing given the size and complexity of the collection effort. That said, we will require Metro and DOGAMI to stipulate more clearly in future contracts that delays will result in financial penalty to the vendor.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Once Portland receives the new data, we will begin to generate the various derivatives described in our original proposal. The initial products, in priority order and with estimated dates of final products:

1. 1' or 2' elevation contours (though it's possible the vendor may generate contours) [May 2015];
2. Willamette and Columbia river top of bank, using an automated, Python-based GIS model developed by BPS that uses zoning code definitions of top of bank [June 2015];
3. Vegetation mapping using an automated image classification methodology developed and tested by BPS; uses the 3" imagery and LiDAR elevation models as inputs to identify vegetation, separate vegetation into tree canopy/non tree canopy, and (hopefully) split the canopy into evergreen/deciduous by also using 2012 leaf-off aerial imagery [December 2015];
4. Impervious surface mapping using a similar automated image classification workflow developed by BPS [Spring 2016].

We are partnering with staff at Portland State University and at Metro to develop methodologies for the vegetation and impervious surfaces mapping. It appears likely that we will all partner and share the processing to produce consistent, high-quality, seamless and regional datasets.

Comments:

Include any additional comments you would like to share about the project.

The goals of the project have been largely successful: we wanted a single, seamless regional LiDAR data collection for the Portland area, and that has happened. Data is starting to trickle in. The delay between collection and delivery have been a little frustrating, but we've used that time to build partnerships with other organizations (PSU, Metro) to develop methodologies for data processing and analysis. When the data arrives, we should be able to jump in and start creating derivative products quickly.



CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Utility Coordination Scoping Project		
Lead Bureau:	Transportation		
Key Partners & Collaborators:	Environmental Services, Water and Technology Services		
Contact Person(s):	Bill Hoffman		
Contact Person Phone:	3-7219	Fiscal Year Awarded:	FY 2013-14

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$250,000
<i>Expenditures-to-date:</i>	\$85,143

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

Phase One of a 4-Phase project to improve coordination opportunities in the transportation right-of-way (ROW) for the City of Portland has been completed. This first phase was comprised of two elements.

1. An inventory and analysis of existing systems, and
2. A benchmarking of other cities' best practices

The inventory of existing systems and processes identified three areas where Portland Bureau of Transportation (PBOT) and its partners could most effectively realize cost savings and improved coordination:

1. Strategically leveraging the paving program
2. Optimizing time and location-based coordination
3. Implementing intelligent information systems.

Subsequent phases of this project, due to be completed September 2015, include an Alternatives Assessment; an Evaluation and Selection of Preferred Alternative, and culminate with Recommendations and Scope-of-Work for the Preferred Alternative.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

In a quantitative comparison of five peer cities and their ROW management practices, Portland consistently scored lower in all eight functional categories that comprise it. Conducting a “gap analysis” that looks at the maturity of the process, PBOT scored best in its Engineering and Communications, but significantly lagged against best practices in its Business Processes and supporting Information Technology. The business practices in use are not mature, transparent, or repeatable, and the deficiencies prevent good planning. Effectively, PBOT is executing its work through the efforts of committed professionals who develop ad hoc processes in order to meet PBOT’s commitments.

The next phase is to evaluate options that would best address those gaps that are most hindering PBOT, and to advance the process maturity closer to best practices.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

In the next steps of the Utility Coordination and Scoping Project, the Project team will develop three alternatives for PBOT and its partners. Alternatives will cover policy modifications, organizational structures required for coordination, technology strategies, identifying cost saving opportunities, and providing recommendations for the implementation of each option. The Project team will carry alternatives into the evaluation and recommendation phases of this Project to develop a solution that is achievable, realistic, and customized to PBOT and its partners’ unique needs.

We anticipate that we will carryover approximately \$150,000 to FY 15/16.

Comments:

Include any additional comments you would like to share about the project.





CITY OF PORTLAND INNOVATION PROJECT PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	Water Works – water quality mapping widget		
Lead Bureau:	Portland Water Bureau		
Key Partners & Collaborators:	BTS, BES		
Contact Person(s):	Scott Bradway		
Contact Person Phone:	3-1951	Fiscal Year Awarded:	FY 2014-15

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$17,000
<i>Expenditures-to-date:</i>	TBD*

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

Through the end of the accounting period BTS developed a prototype map tool and an initial planning meeting was held with Portland Water Bureau staff and staff from BTS, BES and PBOT.

Water and BES are moving forward with development of the project. PBOT is not ready to utilize this tool, but are interested in future use.

1

Water will roll out the tool first with a goal of going live by July 1. BES will roll out sometime in FY15/16.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

Still too early in the process, but at this time one lesson learned is how difficult it can be to find the right people in other bureaus who may be interested in utilizing this tool.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

Several other development meetings have occurred since 2/28/15. The main structure of the tool is in place at this point. Further work will be done on the user interface and how other bureaus can be incorporated in the future.

April 7 – User interface design meeting.

April 21 – Further tool development and interface design implementation meeting.

Mid May – Bureau testing of tool.

Mid – Late June – Go live.

July – December – Recruit and incorporate other bureaus.

Comments:

Include any additional comments you would like to share about the project.

*An internal order for BTS to charge their time was not established until the Spring BuMP. As a result the amount spent to date is not yet determined.



CITY OF PORTLAND INNOVATION PROJECT

PROJECT STATUS REPORT

Reporting Period: Project Start through 2/28/2015

Innovation Project Title:	XML Data Sharing Pilot Program		
Lead Bureau:	Portland Housing Bureau		
Key Partners & Collaborators:	Impact Northwest, Cascade Property Management, Affinity Property Management, Income Property Management		
Contact Person(s):	Leslie Goodlow, Antoinette Pietka		
Contact Person Phone:	503-823-4160	Fiscal Year Awarded:	FY 2013-14

Project Finances:

Include budget allocated from Innovation Fund and the amount spent to date.

<i>Allocated:</i>	\$48,000
<i>Expenditures-to-date:</i>	\$41,000

Project Summary:

Include the latest project news, updates to timelines, milestones reached, results achieved so far, and post-implementation requirements (BMP submission language may be copied into this section). If project is complete, please note this as well.

The goal of this project was to develop and pilot an XML data sharing program that permitted Bureau partners to export data from their own internal information management systems and upload data into PHB databases. The intent of the project was to greatly reduce the data entry burden of PHB partnering agencies while improving the quality and amount of data received by PHB, and ultimately providing better program performance information to guide decision-making.

The project focused on two groups of PHB partners. Property management companies that manage PHB regulated housing are required to regularly report extensive income and demographic information on the residents of affordable housing. Before the implementation of the XML data sharing pilot program, these agencies were reporting information to PHB in one source format (a Microsoft Excel spreadsheet) as well as hand-entering tenant data into a PHB web-based database. The pilot program created an XML tool to map the Excel spreadsheet data into a prescribed XML schema. PHB and agency users are now able to automatically upload the mapped data into PHB's web-based database using the vendor's XML upload tool. This phase of the pilot project is complete and has eliminated hundreds of hours of duplicate data entry by the many property management companies that currently report to PHB.

Non-profit organizations that provide homeless services were the second group of partnering agencies targeted by the XML data sharing pilot program. This phase of the data pilot project is currently underway and is on track to complete by the end of this fiscal year. PHB has partnered with Impact Northwest, a non-profit organization providing housing and homeless services in Multnomah County. PHB has worked with a programmer to map Impact Northwest's source data to a prescribed XML schema and is currently testing uploading data at agreed upon intervals using the vendor XML upload tool. It is expected that this tool will eliminate the need for long hours of staff training as well as relieve the data entry burden currently placed on Impact Northwest. This phase of the XML data sharing project is also scalable and the process developed with Impact Northwest can be used to deploy XML data sharing with other PHB non-profit partners.

Successes & Lessons Learned:

Share your successes and lessons learned so far on the project, and successes and lessons learned about innovation in the City organization.

In large part, this innovation project has been successful because we started small — one data source at a time — and developed processes and tools that we could quickly scale up and use with multiple agencies. Starting small allowed us to learn from our mistakes early on, and gave us time to learn and adjust the project to achieve our goals.

While XML is a great boon to public and private agencies needing to share data across software environments, we have learned that it is not without its challenges. We have found that someone — PHB staff, or other standard-setter — must reconcile the differences between data sources and the destination web-based databases in order for data to be shared. Data reconciliation needs to overcome possible technical challenges as well as differences in semantics. In the two pilot groups we discovered many opportunities for agencies to use different formats and terms to describe the same attributes. Staff have worked as integrators to determine if it is possible to use a particular attribute for a particular purpose.

These challenges, while serious, have not been great enough to outweigh the benefits of implementing XML data sharing. We have been astounded at the efficiencies gained through the XML upload tool. Hundreds of hours of duplicate data entry have been eliminated. For the bureau, an unexpected benefit of the pilot program is that more efficient data collection tools free up staff time and capacity for data analysis and reporting.

Next Steps:

Describe key next steps and milestones for the remainder of the current fiscal year, 2014-15 and if you have requested any budget carryover to FY 2015-16.

The next steps for the remainder of the fiscal year are to complete the data testing process with Impact Northwest, formalize their data upload process, and evaluate the data sharing pilot project's overall performance and potential for scalability. The project has some unspent funds that we would like to use to calibrate and fine-tune the XML tool used by the property management companies. We anticipate spending all funds for this project by the end of the fiscal year. After completion of this final phase of the project the bureau will evaluate the pilot project against its original proposed outcome of improving data quality and completeness by a minimum of 25% for each participating agency.

Comments:

Include any additional comments you would like to share about the project.

The bureau has greatly appreciated the opportunity to participate in the Mayor's Innovation Fund. The "XML Data Sharing Pilot" has been successful and has permitted partners to easily upload data into PHB systems while eliminating hours of cumbersome data entry. The bureau has received funding for a second innovation project that is intended to build on the successes of this project. The project, "Data Sharing with Faith-Based Nonprofits to End Homelessness", couples the specialized care and commitment provided by faith-based organizations serving the homeless with City services and housing resources.