

Prior Year Performance Report

Fiscal Year 2018-19



City
Budget
Office

Improving Community Safety

Introduction

The City seeks to provide safety and emergency response to all members of the Portland community through City-managed services in Portland Fire and Rescue (PF&R), Portland Police Bureau (PPB), Bureau of Emergency Communications (BOEC) 911 dispatch, Portland Bureau of Emergency Management (PBEM), and through collaboration with local partners. Provision of emergency response service is affected by numerous variables, but annual metrics for total call and incident volume, response times, reported crime rates, and perception of safety provide a high-level look at the City's safety and emergency response services.

A scan of Portland's public safety bureaus reveals several shared themes. The first is that Police, Fire, and BOEC are using innovation to address continued expansion in demand for emergency services within existing resources. Call workload has increased consistently over the last five years. However, efforts described below, including the embedded Police sergeant pilot and changes to call answering and response protocols at BOEC and the Fire Bureau, enabled public safety bureaus to manage this growth in FY 2018-19.

While some amount of incident expansion is to be expected for a city with increasing population, there is evidence that the demand for emergency response is changing in nature, reflective of social issues in our community—a second shared challenge for public safety bureaus. These changes are corroborated by the low perception of safety in the Central City from the 2019 Portland Insights Survey. This shift in incident type presents a potentially greater challenge to the City's public safety functions as the City struggles to adapt its existing services to address these issues.

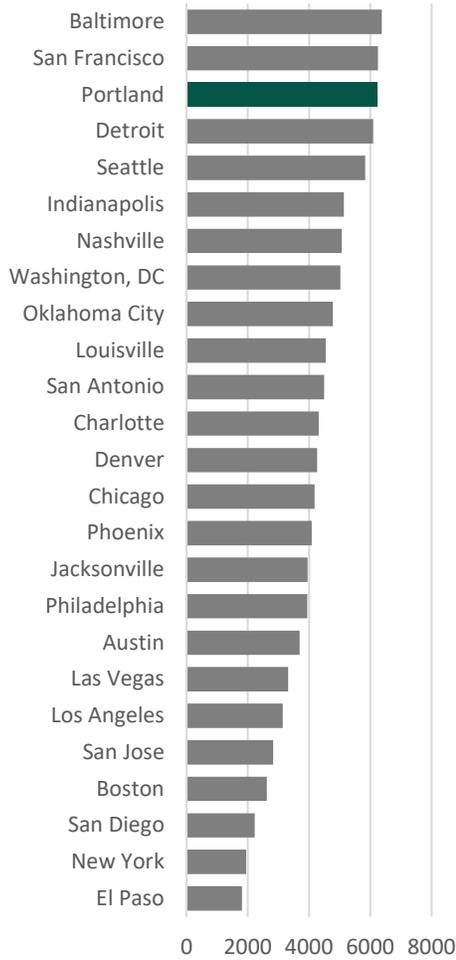
Crime Rates

At the national level, reported crime rates have declined substantially since the early 1990s. Local trends in Portland largely mirrored national trends over this same time period; data from a report by the Brennan Center¹ shows that the overall crime rates in Portland today are low compared to the past three decades. However, Portland is one of few cities to show an uptick in reported crimes in recent years. More recent data from the Brennan Center compares Portland to other cities on reported crime rates.² Portland's total reported crime rate is relatively high compared to other cities included in the publication, but among those same comparator cities Portland's violent crime rate is low.

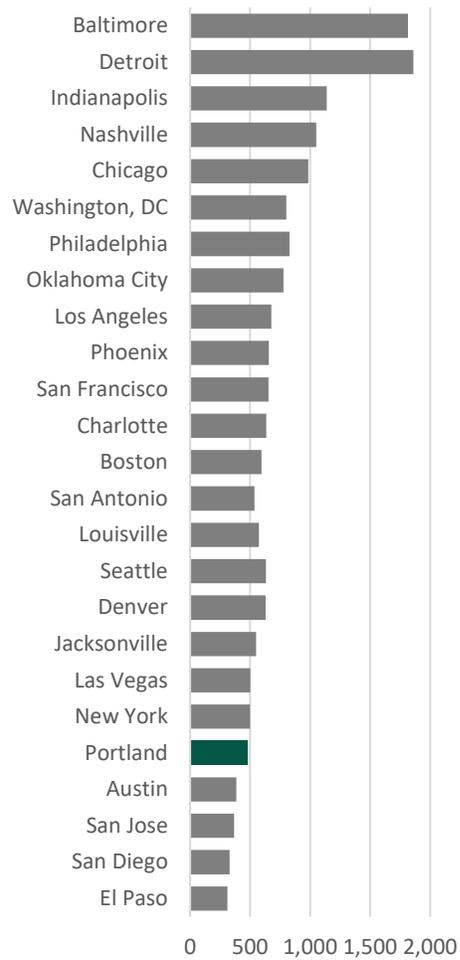
¹ The Brennan Center report (and updated report) can be found here: <https://www.brennancenter.org/our-work/research-reports/crime-2017-final-analysis>

² See more recent data here: <https://www.brennancenter.org/our-work/research-reports/crime-2018-final-analysis>

2018 Reported Crime Rate (per 100,000)



2018 Violent Crime Rate (per 100,000)

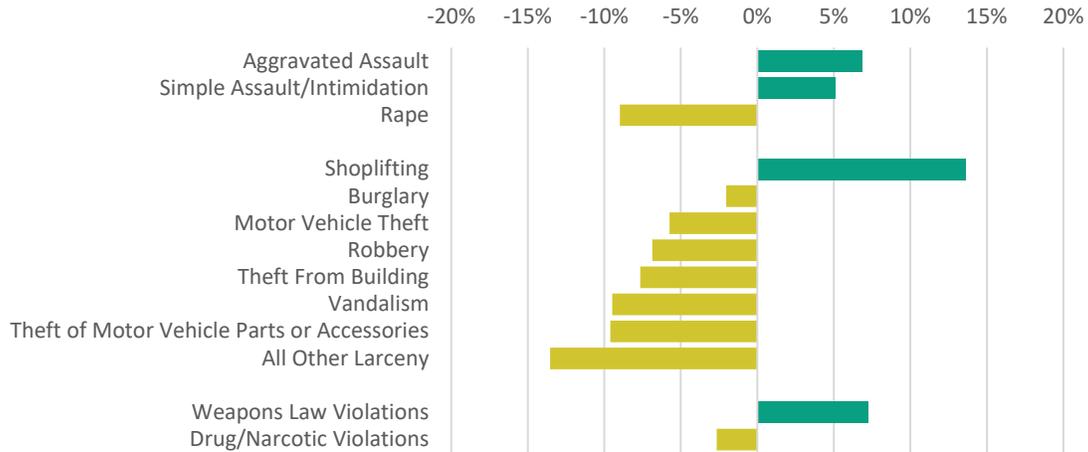


Source: Brennan Center Crime in 2018 report

Property crimes comprise most reported crimes in Portland. The reported property crime rate³ dropped by almost six percentage points in FY 2018-19, reversing a multi-year trend. It is difficult to attribute the reduction directly to any one factor, but focused missions in Police precincts may have contributed to the reduction, especially those aimed at reducing and preventing crimes like motor vehicle theft and burglary. Narcotic violations have declined in recent years, while weapons law violations have increased, rising by about 9% over the prior year for 626 total weapons law violations reported in FY 2018-19. The person crime rate, of which over 90% are assault offenses, has increased over the past few years as well. The chart below shows changes over the prior year for common offense types.

³ This property crime statistic from PPB is based on NIBRS Group A crimes, while Brennan Center data is based on Part 1 property crimes. NIBRS data includes more offense types than the Brennan Center data.

FY 2018-19 Reported Crime Rate: Percentage Change over Prior Year for Selected Offenses



Gun Violence Reduction Team

In addition to focused missions intended to reduce property crimes such as motor vehicle theft and robbery, the Portland Police Bureau has shifted substantial resources to address weapons law violations through the Gun Violence Reduction Team (GVRT). Specifically, the Police Bureau transitioned from a Gang Enforcement Team (GET) model under which a specialized team investigated gang-related shootings to one where all gun crimes in the city that generate a police report are thoroughly investigated.

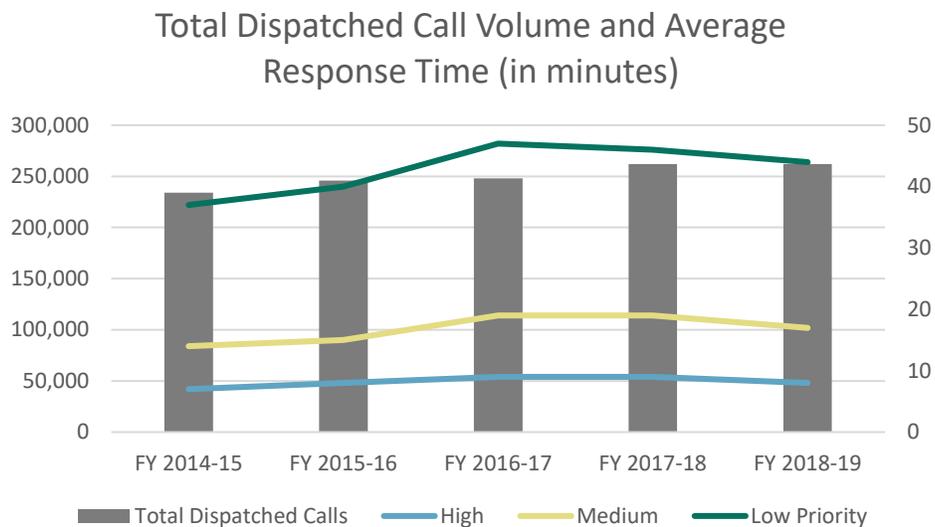
Beginning in October 2018, the bureau shifted the six officers and one sergeant originally assigned to GET to the GVRT and added seven detectives and seven officers to this unit (in some cases offset by reduced patrol staffing levels and detective resources in the bureau’s Sex Crimes Unit⁴). Under this model, the GVRT tracks all confirmed shooting incidents and investigates all shootings except those assigned to Robbery or Domestic Violence units. All shell casings and recovered firearms are now analyzed and cross-referenced in a national database. In this way, GVRT tracks and investigates every shooting incident in the city and is able to provide more comprehensive data for biweekly shooting reviews where case information is shared with partner jurisdictions. For the part of the prior fiscal year during which this enhanced unit was active, 29% of GVRT cases were cleared through arrest. In the year that this enhanced gun violence investigation model has been in place, the cost for gun violence-related overtime increased by over 50%—or \$220,000—due to the expanded staffing and increased call-out response for incidents. This is an additional indicator of the substantial additional sworn staff time and costs associated with a 100% investigation model dedicated to addressing gun violence issues.

⁴ At least two of these detectives were reassigned from the Police Bureau’s Sex Crimes Unit. Council originally approved these positions in the FY 2016-17 Budget to ensure compliance with [Melissa’s Law](#) (SB 1571) and other changes in response to sex crimes.

PPB Call Volume and Response Times

Addressing rising call volume has been a challenge across the emergency response system in recent years. While total police call volume is still high relative to five years ago, this trend has slowed somewhat as total dispatched call volume for the Police Bureau in FY 2018-19 was flat over the prior year. The *total number of officer-initiated dispatches*, which historically is considered a proxy for time spent on ‘proactive’ policing, increased by about 4% in FY 2018-19. The Police Bureau made improvements in response times in FY 2018-19; with the same number of total dispatched calls, the bureau reduced response times across all priority levels and reduced average response times by a few minutes for medium and low priority calls. For high priority calls, the average travel time was static at around 6.5 minutes, but the average call queue time went down by about 8% (about 10 seconds).

The majority of dispatched Police calls are in the ‘Disorder’ call group, comprised of calls related to disturbances or other problems that require a police response to assess and resolve the situation. Similarly, most of the total growth in dispatched calls in recent years falls into this call group. High priority ‘Disorder’ calls comprise approximately 40% of total calls in this group. Low and medium priority calls for welfare checks, unwanted persons, and suspicious activity have increased almost 25% from 2016 to 2018 (calendar year), generating over 10,000 additional dispatched calls for the Police Bureau. Low and medium priority ‘Disorder’ calls may present an area where demand mitigation strategies may be effective in reducing call volume to the Police Bureau.



Beginning in November 2018, the Police Bureau embedded a sergeant position at the BOEC 911 call center for twelve hours per day from Monday to Friday as part of a pilot program to determine the impacts of triaging calls at the first point of contact. This position is responsible for reviewing and triaging incoming calls for service, helping to prioritize police response, and clearing calls that do not actually require an officer to be dispatched to respond. In some cases, around 4%, these calls were diverted to another agency or service provider. In cases where no police response was necessary, the sergeant contacted the

caller to inform them of the rationale for no police response. The most common type of calls to be cleared by the sergeant were suspicious vehicles or circumstances, “cold” welfare checks, unwanted persons, information broadcast calls, and area checks.

Over 15,000 calls were reviewed by embedded sergeants, and almost 10,000 were cleared without requiring a patrol officer response. The Police Bureau estimates that the triage pilot saved over 6,400 hours of patrol officer time, and it seems likely that the pilot contributed to the bureau’s ability to reduce overall response times over the past year. Given the apparent success of the pilot, the bureau may want to consider moving from an overtime-funded model to one where a sergeant is embedded at BOEC 911 as part of a permanent assignment. The overtime costs for staffing a sergeant at BOEC during the year of the pilot project were approximately \$250,000. Establishing a permanent position (augmented by overtime for coverage), would be a less expensive staffing model and would give traction to these promising prioritization efforts.

Public Perceptions of Crime and Safety

The 2019 Portland Insights Survey provided updated information on residents’ perceptions of public safety, as well as disaggregated information on resident concerns and suggestions for improvement in public safety response. [Research](#) from the Pew Research Center suggests that public perceptions of crime sometimes conflict with data-driven crime rate analysis.⁵ Nevertheless, the recent survey data provides relevant information about how safe respondents feel in the city. The survey is a point-in-time assessment and will be more meaningful if it can be compared longitudinally as part of an annual community survey.

Overall, most respondents report feeling unsafe walking in the Central City at night, and 35% feel unsafe in their neighborhoods at night. Compared with respondents living in other areas of Portland, those in East Portland were more likely to report feeling less safe in both their own neighborhood and the Central City.

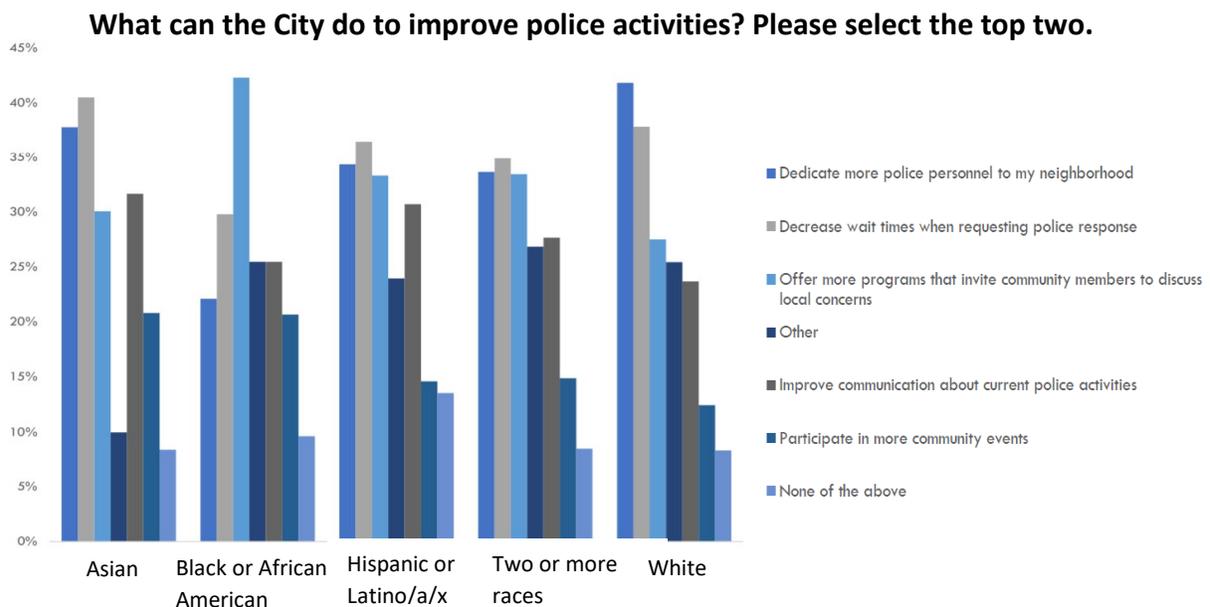


Source: 2019 Portland Insights Survey

⁵ See the Pew report at <https://www.pewresearch.org/fact-tank/2016/11/16/voters-perceptions-of-crime-continue-to-conflict-with-reality/>

Community responses were mixed with regard to the ability of the police to protect Portlanders from crime. While reported crime data shows the property crime rate declining over the past year, just over 60% of respondents were dissatisfied with the Police Bureau’s ability to address property crime issues. Only 39% of citywide respondents are satisfied with police protection from violent crime; while the city’s rate of reported violent crime is relatively low compared to other cities, it has increased in recent years, which may contribute to the survey results. Black and Hispanic respondents are less satisfied than other racial groups with the police’s ability to protect them from violent crime.

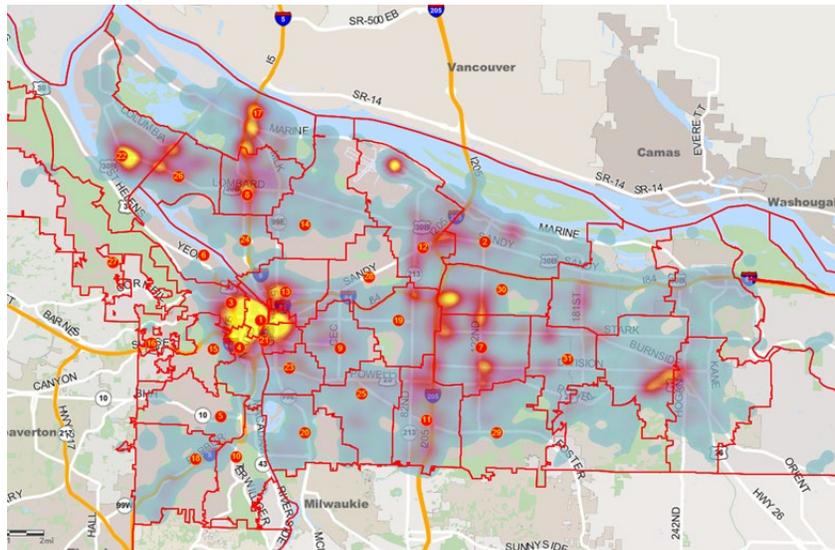
The community survey asked the public how the Police Bureau could improve police services. Across all respondents, decreasing wait times for police response was the first or second priority for improving police services. As noted above, the Police Bureau made measurable progress in decreasing average wait times across all call types last year. The survey responses from Black respondents indicated that offering programs that invite community members to discuss local concerns with police was the highest priority. White respondents chose increased police personnel in their neighborhoods as the highest priority. As the Police Bureau 1) advances conversations with the Portland Committee on Community-Engaged Policing (PCCEP) and 2) moves forward with the implementation of its strategic plan, these demographic differences may be helpful data points to explore.



Source: 2019 Portland Insights Survey

Of the responses in the ‘Other’ category in the chart above, over 200 of the responses discussed issues related to homelessness and mental health. Police dispatch data does not lend itself well to analysis of homeless-related calls, as there is no specific call marker indicating a caller or subject is experiencing homelessness. BOEC 911 has analyzed call data for key words to try to identify homeless-related calls for police, fire, and medical services. The BOEC analysis should not be considered definitive, as it relies on key words rather than

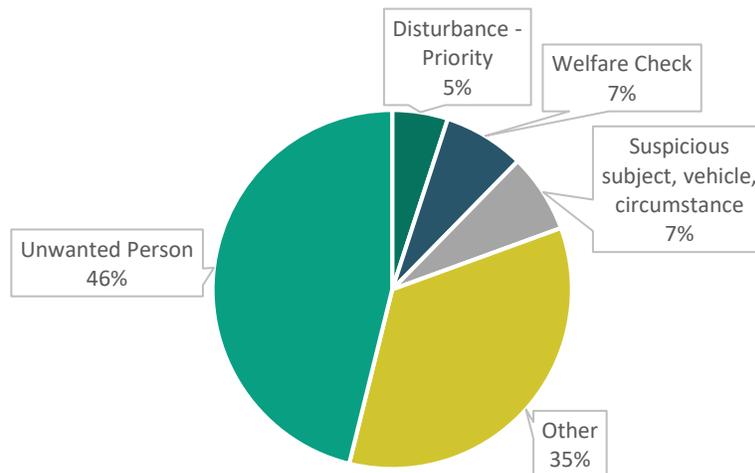
coded call data, but does provide a window into some high-level trends and spatial concentration, as shown in the map below.



Source: Bureau of Emergency Communications

The 911 calls with a nexus to homelessness have been increasing over the last several years, and the majority of calls to 911 that have a nexus to homelessness generate a Police Bureau response. The BOEC word query provides a rough estimate of the most common calls for service that are related to homelessness, by call category:

BOEC-Estimated Calls for Service Related to Homelessness for Police, by Call Category



It is not clear from the existing information exactly how much officer time is spent responding to calls related to homelessness, though it is not insubstantial; nor is it simple to discern which calls do not actually require a police response. As noted in the [Independent Police Review](#), more work can be done to collect accurate and actionable data on the Police Bureau's interaction with the homeless community, as well as define the roles and

responsibilities of responding officers. PPB will always have a role to play where the response is due to reported criminal behavior or a crime in progress, but other response strategies can be explored and deployed where that is not the case. As the City wrestles with how to address the complexities of the homelessness crisis, it will be critical to define PPB’s role in calls for service that have a nexus with homelessness. The evaluation of the nascent Portland Street Response pilot will provide a more nuanced window into calls for service where a different response strategy could be effective.

Additional survey data can be found [here](#).⁶ These findings are based on resident perceptions of policing at a point in time, and underscore differences in those perceptions based on geographic location and demographic information. This data should be considered a starting point for more focused research and conversation with the Portland community.

BOEC Call Volume Trends and Performance Analysis

Demand for public safety resources has increased considerably this decade, and data shows this trend continued in FY 2018-19. As we see in the table to the right, the Bureau of Emergency Communications answered 38,848 more calls in FY 2018-19 than in the year prior. While an increase in calls can be anticipated as the region’s population grows, the 4.5% increase in all calls is more than double the growth rate of any of the previous four years. This can likely be attributed to the fact that BOEC turned off its [cell phone call filter](#).⁷ For example, BOEC filtered out 4,741 calls in September 2018 and answered 38,587 calls. In September 2019 they answered 41,299 calls while filtering out zero, creating a 911 call volume increase of 7.0%, or 2,712 calls.

That said, the growth in call volume—be it growth related to an increasing population or from cell phone calls no longer being filtered—has not negatively impacted BOEC’s performance. *Average time to answer cell*

A 2% Decrease in Nonemergency Calls was not enough to de-ballast aggregate workload demand, as Emergency 911 calls increased by nearly 46,000 calls, resulting in a net increase of 39,000 calls for BOEC to handle in FY 2018-19

	Total	Change	
911 Emergency Calls			
FY 2015	526,243		
FY 2016	524,455	(1,788)	-0.34%
FY 2017	536,521	12,066	2.30%
FY 2018	530,564	(5,957)	-1.11%
FY 2019	576,446	45,882	8.65%
Non-emergency Calls			
FY 2015	299,007		
FY 2016	318,486	19,479	6.51%
FY 2017	314,620	(3,866)	-1.21%
FY 2018	337,655	23,035	7.32%
FY 2019	330,621	(7,034)	-2.08%
All Calls			
FY 2015	825,250		
FY 2016	842,941	17,691	2.14%
FY 2017	851,141	8,200	0.97%
FY 2018	868,219	17,078	2.01%
FY 2019	907,067	38,848	4.47%
Population*			
FY 2015	777,490	13,180	1.70%
FY 2016	790,670	14,040	2.29%
FY 2017	803,000	11,705	1.87%
FY 2018	813,300	9,640	1.51%
FY 2019	821,730	8,430	1.04%

**Data is from the Portland State University's Population Research Center and reflect certified population estimates of Multnomah County as of July 1 of the year noted.*

⁶ The survey report can be found here: <https://www.portlandoregon.gov/cbo/article/740406>

⁷ For more information, see: <https://www.portlandoregon.gov/ombudsman/article/642095>

phone calls has decreased by half, from 30 to 15 seconds, while the percentage of calls answered within 20 seconds hit 77%, which is still short of the national standard of 95% but is 11 percentage points higher than the bureau achieved two years ago. This is likely attributable to two main factors: 1) Increases in staffing levels that took place during FY 2018-19 (staffing levels have partially declined since hitting full staffing in late FY 2018-19, with the bureau currently operating with 14.0 vacancies) and 2) The fact that the 911 Cell Phone Filter added 10-15 seconds to the beginning of a call, which negatively affected performance metrics by increasing the total amount of time needed to answer the call. This can be seen by stratifying the “Average Time to Answer” metric by land-line and cell phone, as shown in the table below.

BOEC call-taking metrics have improved substantially over the two years that we have valid data for.

	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	2-year Change
Average Time to Answer				
Average time to answer emergency 9-1-1 cell phone calls (in seconds)	31.50	29.96	15.60	-50.48%
Average time to answer emergency 9-1-1 landline calls (in seconds)	10.65	11.95	10.72	0.66%
Average time to answer emergency 9-1-1 calls (in seconds)	25.0	25.0	14.0	-44.00%
National Emergency Number Association (NENA) Standard				
Percentage of emergency 9-1-1 calls answered within 20 seconds	66%	64%	77%	11 pts.
Percentage of emergency 9-1-1 calls answered within 10 seconds in the busy hour	22%	16%	49%	27 pts.

Looking ahead, the bureau may see a call volume shift as the City rolls out its 311 program, which incorporates a public education initiative that will help community members understand when to call each line. The extent to which this, and other efforts like Portland Street Response, will impact overall BOEC call volume workload is yet to be determined.

PF&R Incident Volume Trends and Performance Analysis

Demand for Portland Fire & Rescue services have increased substantially this decade. The Fire Bureau has seen a 24% increase in incidents over the last eight years, growing from 69,016 in FY 2011-12 to 85,629 in FY 2018-19, an increase of 18,417 incidents. The annualized incident growth rate of 3% is higher than the rate of change in population, which is 1.35% (or 11.56% since 2011).

Portland Fire & Rescue Incident Growth Decreased over the Prior Year, but the overall incident growth rate correlates with decreases in response time.

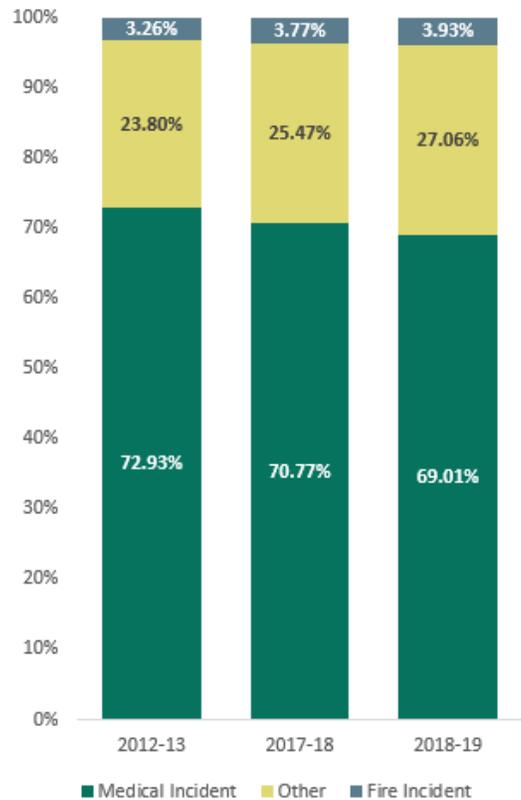
	2018-19 Value	Value Change Over Prior Year	Percentage Change Over Prior Year	8-Year Percentage Change	Annualized Rate of Change*
Workload Metrics					
Total Incidents Responded to	85,629	-1,537	-1.8%	24.1%	3.0%
Response Metrics					
Response time to high-priority incidents at 90th percentile	7:24	5 Seconds	1.13%	0.26%	2.07%
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	58.0%	-3.0%	-4.9%	-0.8%	-6.5%

*The annualized rate of change is based on the last 8 years, dating back to FY 2011-12

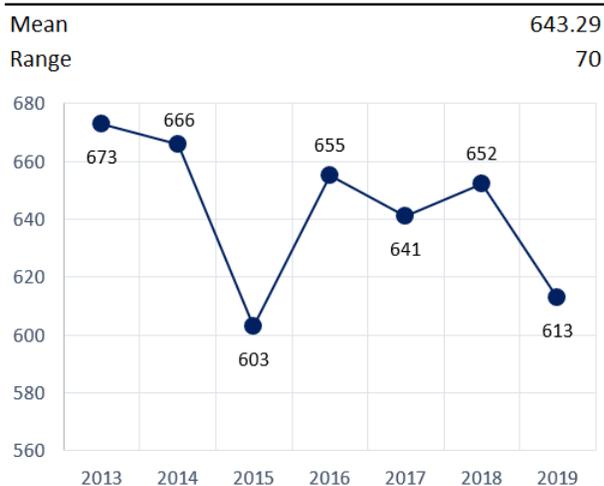
However, it should be noted that total incidents in FY 2018-19 are down 1.76% over FY 2017-18, which saw PF&R respond to 87,166 incidents. This reduction of incidents is attributable to PF&R no longer responding to low-acuity back and abdomen pain calls, which decreased the overall incident workload for the bureau by roughly 6,000 calls. Assuming a continued rate of growth in population and in all other incident types, eliminating back and abdomen calls will create only a one-time reduction in calls. Absent additional changes to response protocol, the Fire Bureau's incident workload will likely continue to compound as the region grows. CBO recommends the bureau continue to review protocols for response for the lower-acuity calls to ensure workload growth is for the calls for which PF&R is the best responding unit.

Fire incidents as a percentage of total incidents have held steady at just under 4% a year since 2012-13, while medical incidents as a proportion of total calls have decreased by nearly 4% since 2012-13. The workload has instead shifted to an increased number of "Other Incidents." Other Incidents include public service assistance, good intention calls,⁸ unauthorized burning, and false alarms and other accidental calls.

"Other" Calls (which include false alarms, good intention, "no incident found", unauthorized burning, and "police matter" type calls) represent a growing proportion of the Fire Bureau's workload.



Structure Fires from FY 2012-13 to FY 2018-19



PF&R companies responded to over 4,100 more False Call/Alarm, Good Intention, Unauthorized Burning, and Lift Assist calls in FY 2018-19 than they did in FY 2012-13. On top of that a 7,000-incident increase in calls cancelled "en route" or "at scene" and it becomes apparent that the growth in incident demand for Fire Services is not representative of organic growth in critical incidents like cardiac events and structure fires, but an outsized increase in non-emergency call types. In particular, structure fires have

⁸ Public service assistance and good intention calls capture a range of different types of calls, from requests to assist someone who has fallen to situations that callers interpreted as emergencies that turn out not to be.

consolidated within a 70-incident range over the last six years, and represent only 0.7% of all incidents responded to by PFR.

The real and opportunity costs of sending a PF&R Fire Company to non-emergency and/or cancelled calls are difficult to quantify. Wear and tear on apparatus can be measured in mileage and other maintenance data, yet impacts on staff cannot be captured as easily. High call volumes for low-acuity calls were shown to be a “major cause of stress, health concerns, compassion fatigue” and other burn-out related issues, as reported in a PF&R [Workplace Culture Assessment \(page 29\)](#).⁹

The Fire Bureau’s practice is to respond to every call dispatched by BOEC. It has made efforts to reduce workload by adding a fee for non-emergency lift assist responses to Oregon state-licensed commercial assisted living, residential care, and nursing facilities in the City, but to date that fee has not quelled demand. The data show overall response times are slowing as population and medical response incident demand grows. The growth in incident demand is not just driven by an increase in low-acuity calls like no-injury traffic accidents and lift assists, but by calls where no fire or medical issue exists at all.

The Fire Bureau has recommended policies and new technologies that would curtail the growing demand for a costly City response to low-acuity calls. Current City efforts to reduce this portion of incident demand include:

- **311 Program** (in development)
- **Integrated Priority Dispatch System** (Fire and Medical protocols to be implemented in the next 12 months)
- **Portland Street Response** (in development)
- **Nurse Triage** (in scoping)

These initiatives may have a significant impact on demand for Fire Service incident response, but are too nascent to have quantifiable, measurable outcomes. If successful, the effects of these efforts should allow for more precise and efficient outputs across the emergency response continuum.

Going forward, the discussion of the Fire Bureau’s ability to sustain frontline service levels without increased resources will have to address the false and cancelled incident portion of the workload as well as any efforts to reduce low-acuity and some medium-acuity medical incident response.

Crime Prevention Program Becomes the Community Safety Program

The Office of Community & Civic Life (Civic Life) made changes to the structure, content, and name of the Crime Prevention program in FY 2018-19. These changes began in October 2018 and culminated in August 2019 with the official implementation of a new model and

⁹ See the assessment at: <https://www.portlandoregon.gov/Fire/article/711079>

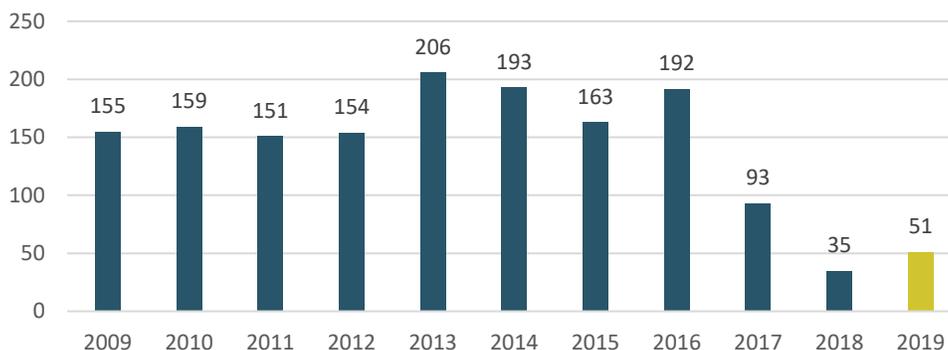
new name: Community Safety Program. Whereas the previous model was focused on crime and emphasized the need for police to respond to resolve all public safety concerns, the new model focuses on a more holistic approach to public safety in which the Community Safety Team supports neighbors to work with each other, with the City, and with community in addressing a broad range of interconnected public safety solutions, such as emergency preparedness, personal safety, community advocacy, active transportation, and more. The changes are designed to make the program less reactive and less siloed from other bureaus in addressing public safety and to help support community-led efforts.

As the program transitions its focus to community building and resiliency rather than patrolling neighborhoods, some programmatic changes have been implemented. For example, the traditional model of Neighborhood Watch is transforming to Neighbors Together, which still connects neighbors but with a new emphasis on promoting a culture of collaboration and community building. The Community Safety Team trains and supports groups who can then use the trainings to learn how to organize activities like neighborhood clean-ups, walking groups, block parties, or work on important issues such as emergency preparedness, crime prevention, or youth safety. Also, in line with this transition, the program no longer provides information and support for formalized foot patrol groups in the City. Three foot-patrol groups (Riverplace, Pearl District, and Laurelhurst) had been receiving information and support from the Community Safety Team. As of the transition, these foot patrol groups still exist and continue to operate as independent community-driven civic improvement projects.

Program Results

Civic Life has faced ongoing challenges collecting and maintaining performance data due to changing methodologies for data collection and staff turnover. Of the four performance measures for this program, only one has reliable data for FY 2018-19. This measure is *the number of Crime Prevention Through Environmental Design (CPTED) assessments completed* and relates to a piece of the program's work that has remained relatively unchanged through the recent transition. This measure has fluctuated over the years, in part due to a transition from conducting broader Site Security Assessments to more narrowly- defined CPTED assessments, which accounts for the dramatic change between 2016 and 2017 in the chart below. In FY 2018-19 the bureau completed 45% more CPTED assessments than in the prior year, just breaking its annual target of 50 assessments.

Number of Site Security Assessments (2009-2016) and Crime Prevention Through Environmental Design assessments (2017-2019)



For two other performance measures for the Community Safety program—the *number of community groups supported* and *percentage of crime prevention training participants with increased knowledge of public safety resources*—recent methodological changes to how the measure is tracked mean that FY 2018-19 numbers are either inaccurate or inconsistent with prior year data, making identification of trends impossible. Civic Life has created a new measure for the Community Safety program, “*percentage of Neighborhood Associations participating in National Night Out events,*” and will begin to track data in FY 2019-20.

Between the bureau’s shifting approach to data collection and lack of new metrics to track the success of the programmatic changes, Civic Life is currently unable to assess the success of the Crime Prevention/Community Safety program. Accurate data collection via partner organizations is a challenge, but one that other bureaus must also manage. More training on data literacy, including the important task of data collection by partner organizations, may be necessary to gain a true understanding of the impact of our community development programs across the City. Should the Portland Insights Survey continue in future years, CBO recommends reinstating perception of safety as a performance measure for the Community Safety program. With the survey’s new approach, this measure can also be disaggregated to track disparities between genders, race groups, and different geographic areas of the city over time.

Given the new program focus on bridging silos, CBO also encourages Civic Life to work collaboratively with other public safety bureaus to identify how the program aids the City in crime prevention through community safety interventions and interactions, who in the community it is trying to serve, and how to measure whether the program is working. The FY 2020-21 budget development process provides a new opportunity for this conversation, as the Mayor has directed all bureaus with public safety functions—including Police, Fire, Emergency Management, Emergency Communications, Fire and Police Disability and Retirement (FPDR), as well as the Community Safety Program and the Parks Ranger program in the Portland Parks Bureau—to develop and propose a collaborative public

safety budget. Civic Life's recent research and outreach in this area position the bureau well to participate in the City's movement toward a coordinated community safety mode. To do so, the program will need to establish performance measures to better communicate what interventions are being provided, and whether these services are helping the City respond to emerging challenges to create a safe community for Portlanders.

Next Steps for Public Safety

It is clear that the nature of demand for City emergency response services is changing, with more demand for homeless-related and disorder-type calls. Much of the recent focus for addressing the new demands of public safety has been on the potential of new programs like Portland Street Response. However, the City should also continue assessing the value of existing investments the City has made to get upstream of the demand, including the creation of Public Safety Support Specialist positions, the Behavioral Health Unit, and BOEC Sergeant Triage in the Police Bureau; the creation and expansion of Parks Rangers in the Parks Bureau; and Civic Life's Community Safety program. To ensure that resources put toward community safety are best utilized, the City should be willing to repurpose outdated approaches, coordinate programs across bureau boundaries, and ensure evaluation of new programs.