Open Data in Lane County Government

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EXECUTIVE SUMMARY

The United States government defines open data as, "publicly available data structured in a way that enables the data to be fully discoverable and usable by end users" (M-13-13). Open data has become a key area of discussion when looking to improve transparency and citizen trust in government. Openness in government has been shown to promote efficient and effective delivery of services to the public, improve citizen awareness and engagement in the policy-making process, and contribute to economic growth. Lane County seeks to discover what an open data policy would look like for their government. In researching this question, we examined the potential barriers and benefits of open data initiatives through conducting a literature review of relevant studies, reviewing existing data policies, and interviewing representatives from each department within Lane County.

Top barriers identified were: task complexity, information quality, legislation, use and participation, technical, and institutional. Top benefits identified were: political/social, economic, and operational/technical. After a thorough review of our findings as well as an analysis of interview responses from department representatives, we determined the most advantageous types of data to Lane County that they could make open to be: those which are most frequently requested, behavioral and mental health needs, affordable housing availability, transportation and road usage data, and budget information. Additionally, we recommend the county cultivate a culture of data sharing and employ an open data portal with consistent formatting of datasets.

INTRODUCTION AND BACKGROUND

Problem Description
Many researchers and people in government and civil society have written about open data's important role in improving government transparency and citizen trust. Because of pressure within government agencies themselves or by external groups (such as citizens, businesses, and community partners), governments at every level have begun to increase the amount and types of data they make available to the wider public. In order to take advantage of any possible benefits of data openness, Lane County Government has requested an examination into existing open data policies and their effects in the surrounding community.

Our team's objective is to conduct research into open data policies among comparable government agencies and their strategies to achieve openness of data. Specifically, our research examines the following information:

   I.   What are the advantages or disadvantages of having open data policies?
  II.   What types of data does Lane County currently have on hand? Which of these data would be most advantageous to make available?
 III.   Based on local and national circumstances, are there any existing barriers to accessing or making Lane County's data available? If so, what are potential solutions?
 IV.   What are the potential benefits of releasing currently held data based on nationwide best practices?

Problem Background

Open data is defined by the International Open Data Charter as, "digital data that is made available with the technical and legal characteristics necessary for it to be freely used, reused, and redistributed by anyone, anytime, anywhere" ("Principles, Open Data Charter" 2019).

In recent decades, open government has become a global topic. In 2003, the European Union established the Public Sector Information Directive (PSI Directive) to provide a common legal framework for public sector information and data ("European legislation on the re-use of public sector information | Digital Single Market," 2019). Built on a foundation of transparency and fair competition, the PSI Directive focuses on the economic aspects of the re-use of information in a European market as opposed to the access to information by citizens. ("European legislation on the re-use of public sector information | Digital Single Market," 2019). According to the PSI Directive, "Allowing public sector data to be re-used for other purposes, including commercial ones, can:

- Stimulate economic growth and spur innovation: public data has significant potential for re-use in new products and services;
- Help address societal challenges with the development of innovative solutions such as in healthcare or in transport;
- Enhance evidence-based policymaking and increase efficiency in public administrations;
- Become a critical asset for the development of new technologies, such as artificial intelligence (AI), which require the processing of vast amounts of high-quality data;
- Foster the participation of citizens in political and social life and increase the transparency of government" (Mansiel, 2013).

In 2009, President Obama's administration established the Open Government Directive (Directive), which establishes a system in the U.S. government that promotes transparency, public participation, and collaboration ("Transparency and Open Government," 2009). According to the Presidential Memoranda published on January 21, 2009, transparency in government promotes accountability and makes information available to citizens so they may better understand what their government is doing. Participatory engagement allows citizens to contribute their ideas, experiences, and expertise, which enhances the government's effectiveness to make policies that will benefit all of society. Finally, collaboration actively engages citizens with the policy-making process and encourages partnerships across all levels of the government and private sector ("Transparency and Open Government," 2009). Under the Directive, executive departments and agencies were given specific instructions and deadlines to publish government information online, improve the quality of government information, create and institutionalize a culture of open government, and create an enabling policy framework for open government ("Transparency and Open Government," 2009).

The Open Government Partnership (OGP), established in 2011, brings governments and civil society leaders from participating countries together to commit to making government more accountable, inclusive, responsible, and transparent ("About OGP | Open Government Partnership," 2019). OGP was founded by 8 governments and has grown to almost 80 participating countries and 20 subnational governments. To become a member, countries must endorse the open government declaration, deliver

an action plan that has been developed with public consultation, and commit to independent reporting ("About OGP | Open Government Partnership," 2019). OGP is overseen by a Steering Committee of elected representatives from government and civil society who guide the continuing development and direction of OGP and ensure long-term sustainability through the highest level of standards ("About OGP | Open Government Partnership," 2019). To maintain independent reporting, the Independent Reporting Mechanism (IRM) is utilized to produce annual progress reports for each participating country. While IRM is guided by the Steering Committee of OGP, it is directly overseen by an International Experts Panel (IEP) made up of experts in transparency, participation, and accountability ("About the IRM | Open Government Partnership," 2019).

Most recently, the G8 Open Data Charter (G8 ODC), set five strategic principles centered around open data initiatives for G8 members to abide by. Since establishment in 2013, these principles have been updated and the following six principles now exist:
1. Open by default;
2. Timely and comprehensive;
3. Accessible and usable;
4. Comparable and interoperable;
5. For improved governance and citizen engagement; and
6. For inclusive development and innovation

("Principles, Open Data Charter" 2019).

Each principle embodies the concepts to increase the quality, quantity, availability, and re-use of data released by governments. The G8 ODC continues to be developed and adopted by a diverse group of stakeholders. For 2019, G8 ODC has set goals to show how the adoption of the charter principles can improve open data implementation projects and produce positive impacts, as well as engage broader data communities to expand the capacity and approaches to data governance. Finally, G8 ODC has identified climate change, anti-corruption, and the gender pay gap as the three areas with the most potential impact for their 2019 focus ("History, Open Data Charter" 2019).

Client Background
Lane County Government, established in 1851, serves almost 375,000 residents of the State of Oregon (Oregon Secretary of State, n.d.; "U.S. Census Bureau QuickFacts," n.d.). Adopted in July of 2018 as part of its 2018-2021 Strategic Plan, Lane County's mission is to "responsibly manage available resources to deliver vital, community-centered services with passion, drive, and focus," (Lane County, Oregon Government, 2018). Under Strategic Priority 4, Key Strategic Initiative C is the Key Activity Area that most applies to the topic of interest: "Enhance reporting and data availability for internal and external use in the areas of health, safety, economy, and environment."

Technology Services is one of thirteen Lane County departments. The mission of Technology Services is to "leverage technology to improve lives," (Technology Services, Lane County, Oregon Government, n.d.). Technology Services adopted a departmental strategic plan in accordance with the larger Countywide Strategic Plan. Under Goal 4, Key Strategic Initiative A is the Key Activity Area which most

applies to the topic of interest: "Identify and increase the number of Open Datasets for community access and interaction."

Literature Review

Researchers have taken several approaches to examine open government data initiatives and trends. Some researchers have looked into the factors that influence governments to share their data while others assess how data are currently presented to the public.

To study the influential factors for data sharing, Welch, Feeney, and Park (2016), used a survey on the use of information technology in local governments and the level of engagement of their constituents. Questions in their survey asked why (as in, due to coercion or persuasion), with whom (such as other government agencies or community partners), and in what manner (such as social media or Intranet servers) these departments shared their data. After analyzing survey results from 500 different cities, Welch, Feeney, and Park (2016) concluded that:

- Government agencies are more likely to share data with other government agencies than with non-government organizations;
- Policies that require data sharing tend to lead to more data sharing by governments;
- Governments that perceive some benefit to sharing data are more likely to share data;
- Participation by citizens and community groups in government decision-making leads to more data sharing by governments;
- A government's capacity to manage information and communications technology is indicative of its likelihood to share data; and
- Governments that use open source software or social media tend to share data more often.

To evaluate how data are currently presented to the public, Attard, Orlandi, Scerri, and Auer (2015), assessed the lifecycle of open data and looked at the existing approaches that governments are taking to publish government data for public use. The authors' findings suggest that transparency and benefits to the economy are the main drivers for governments to adopt open data policies. A common implementation method involves collecting datasets and publishing them on an open data portal (Attard, Orlandi, Scerri, & Auer, 2015). Evans and Campos (2013) identify two types of government websites that make data available to the public: government-wide websites and individual agency websites. These portals can be operated by different entities, sometimes official governments for a region, city, or country, or sometimes citizen initiatives that represent a particular demographic (Attard, Orlandi, Scerri, & Auer, 2015).

Establishing an open government policy is just the first step. The hope is that once data are effectively collected, managed, and published, the public will fully recognize the transparency of their government. However, just making information available is not enough to achieve the goals of open data. Within the current process, there is a lack of context for why the public would want or need access to certain data. Additionally, oftentimes access to government information does not provide an explanation of complex policy issues related to the data available (Evans & Campos, 2013). While some governments are aware of this issue, they often do not address solutions. This is due largely to the evaluation process of open

government initiatives that focuses mainly on the compliance aspect of simply making data available and less on the usefulness of the actual data (Attard, Orlandi, Scerri, & Auer, 2015).

Veljkovic, Bogdanovic-Dinic, and Stoimenov (2014) note that there is no single agreed upon method to evaluate open data policies, and the number of evaluations currently in use is nearly as varied as the number of data initiatives. A suggestion for unifying an evaluation framework is to assess the properties of the data as well as the content, availability, and accessibility. Additionally, the way data is stored, obtained, and used by a department is crucial to the process of releasing open data (Conradie and Choenni, 2014). Open data are valuable to foster creativity and development. While local governments may recognize this, they are sometimes faced with underlying challenges to make their data available to the public, such as cost and technology. Before formulating open data policies, governments should examine their capacity for data storage, and determine whether data is easily accessible, stored centrally or available in digital formats (Conradie and Choenni, 2014). Big investments in data sharing do not need to be the only consideration. Some governments may benefit more from exploring data release at smaller scales with a plan in place to ramp up data release to reach a larger end goal (Conradie and Choenni, 2014). Taking this approach may help alleviate the cost barrier.

Bertot, Gorham, Jaeger, Sarin, and Choi (2014) found the top issues and challenges in open data policies to be:
- Access to and distribution of data;
- Privacy;
- Security;
- Accuracy of information; and
- The usage, storage, and preservation of data.

Some data are not currently equally accessible to certain individuals, and there are limitations in the technology that houses government data. Security measures are necessary to ensure that information is safe from tampering or manipulation in order to preserve accuracy and keep personal information confidential while also allowing for transparency and public access. Additionally, by not having an official software to be used globally to store and archive information, certain compatibility challenges arise along with the continuously evolving technology field.

To address these challenges, Bertot et. al. (2014) suggest that government agencies provide clear guidelines to the public about how and what data will be used as well as the public's rights to release information in order to make the most informed decisions about their data. There is also a need to develop data quality standards to protect against errors or false findings. Finally, data requires specialized technologies or systems to allow people to use it in a productive way. Current systems can be made more unified and clear so that all levels of users can access and use government data for their individual needs.

Adapted from work by the Sunlight Foundation, a national, nonpartisan, nonprofit that uses civic technologies, open data, policy analysis and journalism to make government and politics more accountable and transparent to all, we identified several key steps necessary to result in a successful

open data policy. These steps require data be made: 1. Available; 2. Accessible; and 3. Usable. These aspects are referenced as "steps" to represent the concept that you cannot reach the "top step" (i.e. the desired end result of a successful open data policy) before you fully completed the prior steps. The first requirement is to make any and all (to the extent that is feasible and legal) data collected for or on behalf of a government entity available to the public. Once data are made available, they must be made accessible in order for a stakeholder or community to be able to utilize the data in an effective manner. Making data accessible touches on the equitable nature of the stored data. Governments should ask themselves if gaining access to their data is easy to find and free of charge with minimal barriers in place, such as a need for registration or request for access. The final step to achieving an open data initiative relies heavily on the usability of the data. Once data are made available and accessible to the public, government needs to provide context for the public to understand why these data were initially collected and how these data can be used to inform or innovate new ideas. Furthermore, it is recommended that data be stored in a manner that can be downloadable in bulk and machine readable, so that users can most efficiently utilize the data in their own processing software.
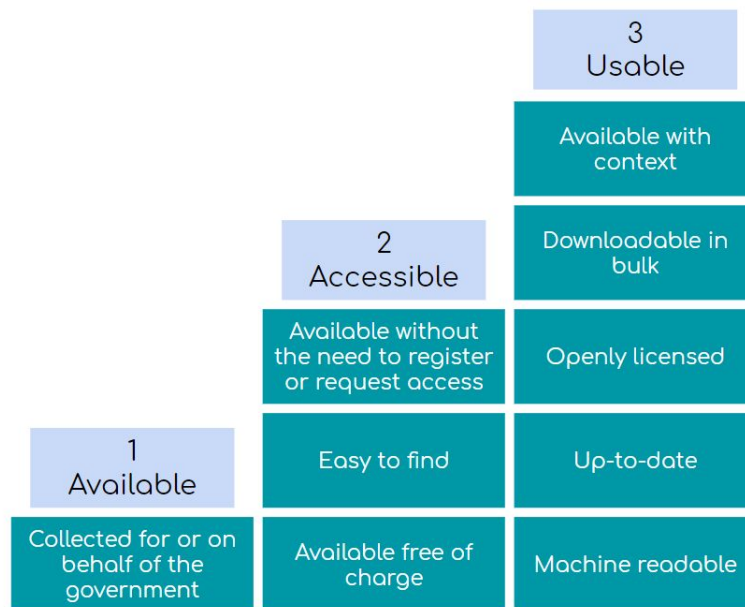
RESEARCH METHODOLOGY

Methodology
Our team sought information from the following data sources:
- A review of existing data policies in similar government agencies to gain a sense of what is useful and achievable;
- Interviews with department representatives of Lane County Government to learn which types of data are available and what strategies are being considered to make such data open.

The review of existing data policies was conducted via a systematic search of comparable government agencies' websites. Part of this systematic review involved data from the Sunshine Foundation. Government agencies were considered "comparable" to Lane County if they were of the same level of government (county), population size (about 375,000), economic level (determined either by dollar amount in assets or in revenues for Fiscal Year 2018), and/or area of the country (Pacific Northwest region). Case studies were found via a search of literature that looks into governments that have implemented open data policies and describe the specific processes and results of that implementation.

Interviews have been conducted in either individual or group meetings with representatives of Lane County Government departments, and all conversations have been recorded strictly for note-taking recollection purposes. During the interview selection process, our goal was to speak with at least one representative from each department in Lane County. From there, we requested recommendations for others in the County that might have useful insights. We have also interviewed other stakeholders on this issue, including employees of the Eugene City Government, Lane Council of Governments (LCOG), and Regional Accelerator and Innovation Network (RAIN) of Eugene. Additionally, the team has attended meetings with various Lane County Government groups, such as the Technology Services Team, the Technology Management Team, and the ITAG group to learn more about their processes and report back on our research.

Rationale for Methodology
To fully address the scope of our research problem, our team decided that conducting thorough reviews of existing data policies and interviewing pertinent representatives from local government are the most logical and useful methods because examining the history and current state of open data policies is key to understand why these policies exist, what their intended purpose is, and how they currently meet or do not meet their intended goals. From here, we were able to assess specific aspects that may be implemented to initiate and improve the open data process.

Interviewing representatives of Lane County Government provided significant qualitative information in which we evaluated the concept of open data policies in a real-time setting. By gathering a sense of the understanding and experience these representatives have with open data, we were able to create a baseline for how Lane County Government can enter into the open data process in a way that will benefit both the government and its citizens the most.

Discussion of Existing Open Data Policies
The Sunlight Foundation has compiled the open data policies of 120 governments at the city, county, and state level throughout the country. We examined these for terms which regularly appeared. Most of these terms were related to the motivations behind the open data policies (such as improving transparency or accountability, inspiring innovation, or adhering to existing public records law). Other keywords related to the implementation of open data policies (such as developing a strategic plan, instituting a steering committee, or creating an open data portal). Keywords were grouped into clusters, which can be found in Appendix A. See below for the frequencies with which these keyword clusters appeared can be seen in the graph below.
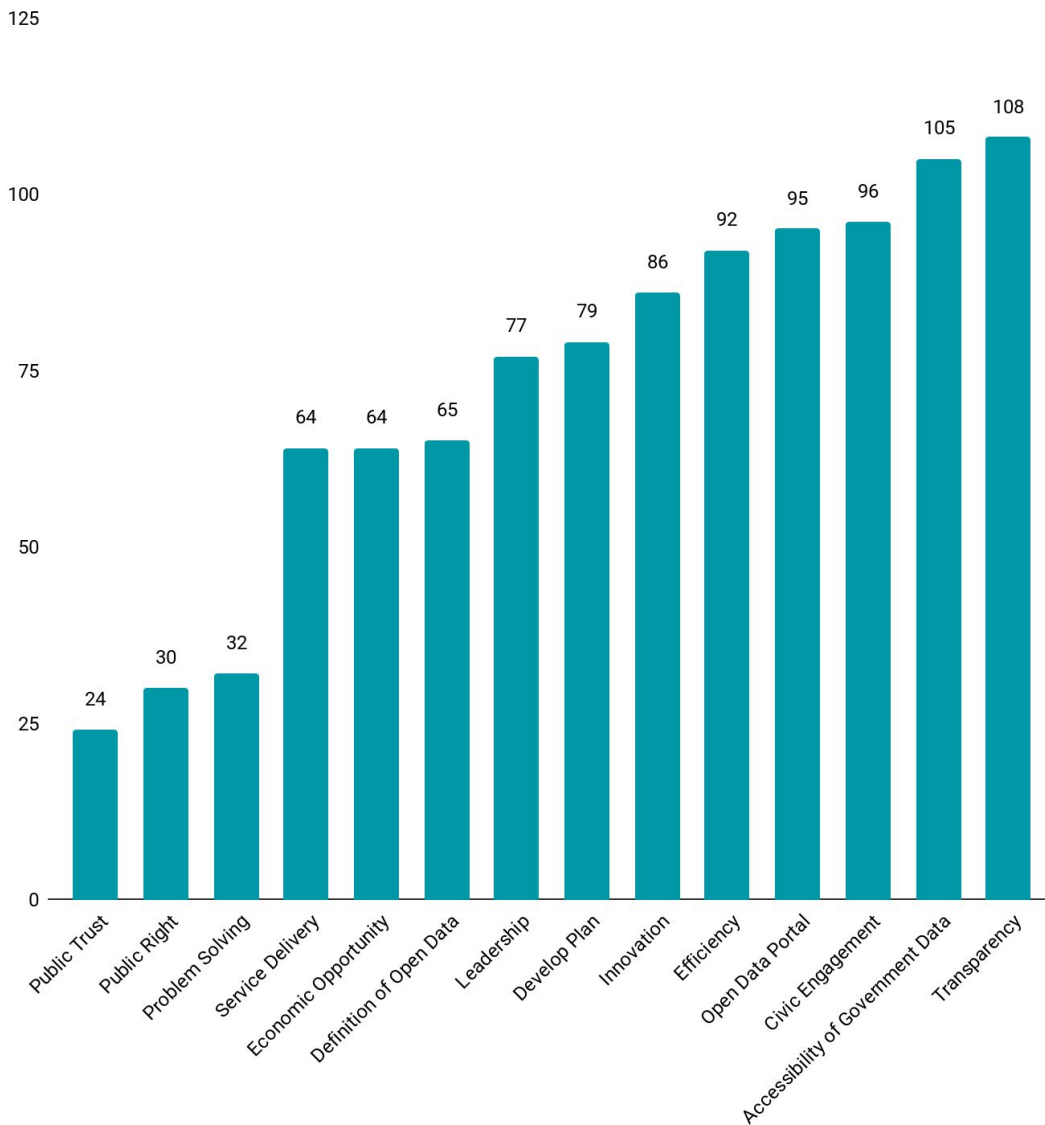
Discussion of Interview Results

We interviewed members from all 13 departments of Lane County (some more than once), as well as three external organizations (City of Eugene, Regional Accelerator & Innovation Network [RAIN] of Eugene, and Kane Council of Governments [LCOG]). The total number of respondents numbered at 18. The questions from our interview can be found in Appendix B.

We reviewed and coded responses to all interview questions. Graphical representations of the responses to interview questions can be found below. Responses to the question "What data do you collect?" can be found in Appendix C. Please note that the frequencies of responses to open-ended questions often do not add up to the number of respondents because respondents were able to provide multiple responses per question.

"Does your department collect data?"

20

16

15

10

5

2

0

0

Yes　　　　No　　　　N/A
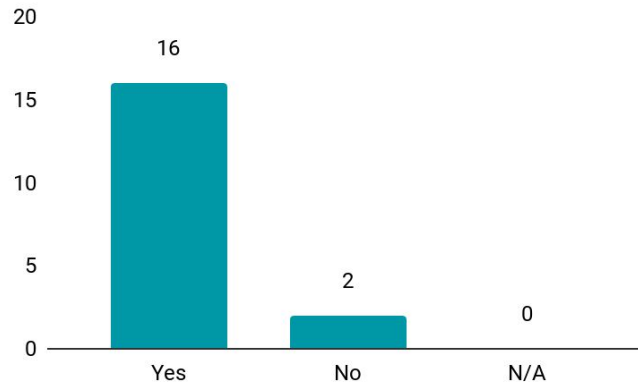
Eighty-nine percent of respondents confirmed their department collects data. When asked as a follow up the type of data they collect, a wide variety of answers were given including but not limited to data on expenditures and the budgeting process, land use and permits, roads maintenance, traffic count, recycling collection information, hazardous waste disposal, voting and ballot information, and health and human services.

"Do any third parties collect data for you?"

15

14

10

5

4

0

0

Yes　　　　No　　　　N/A
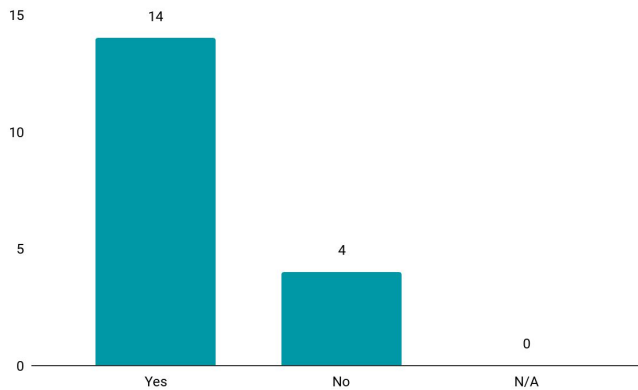
Over 75 percent of respondents noted that third parties collect data on their behalf. Common parties included other public and state agencies such as the Department of State Land Use or the City of Eugene.
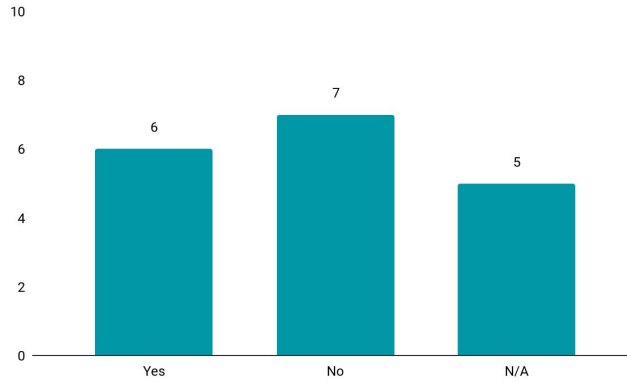

"Does your department store and catalog data?"
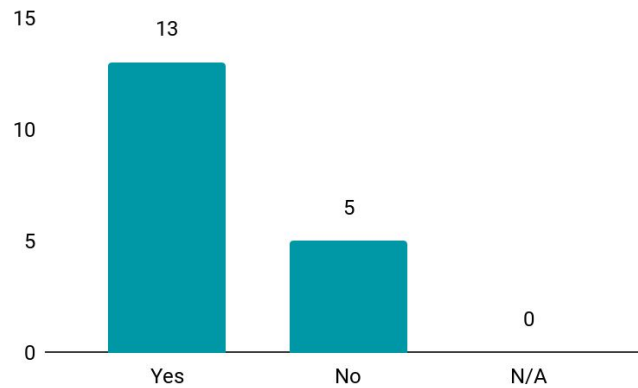
Seventy-two percent of respondents confirmed their department stores and catalogs data. Of this data, storing methods included excel spreadsheets and individual department databases that were accessible only to those within the department.


"Do any third parties store/catalog your data for you?"

When asked if any third parties store or catalog data on the department's behalf, there was a fairly even mix of responses. For those that answered yes, third parties consisted of state agencies, cloud servers, or other cities. Several respondents were unsure or did not collect data in their department.
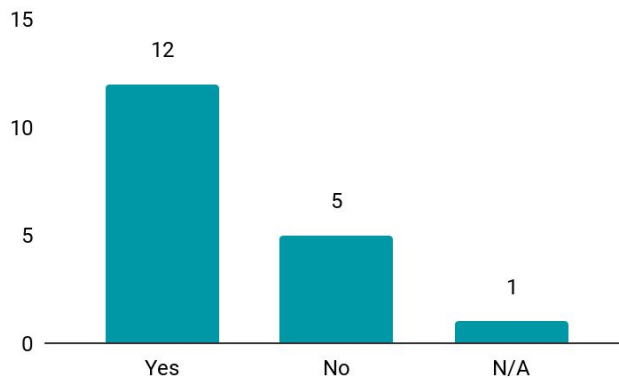

"Does your department release data that you collect or store?"
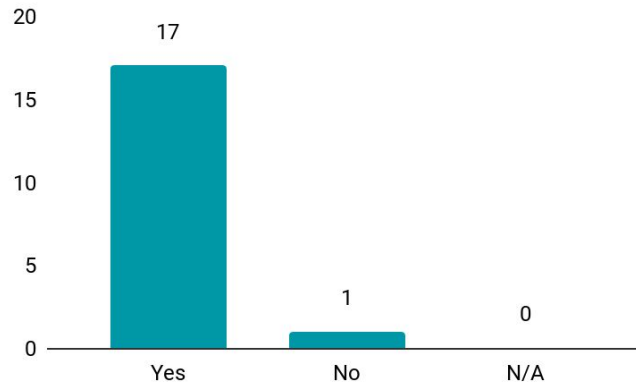
Almost all respondents indicated their departments release the data that is collected, noting that transparency and public access are important to their department.


"Do people have to pay to access data?"

Sixty-seven percent of respondents confirmed the public has to pay a fee in order to access departmental data. For those that charge a fee for data, the majority of respondents indicated the fees cover processings and labor costs for data requests that may take an hour or longer to process, or the data are not readily available and require significant time and attention from employees.


*"Is the request for access to data tracked?"*

Yes 15
No 1
N/A 2
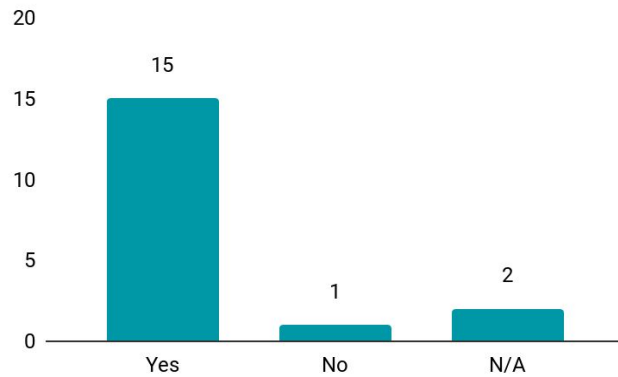
Eighty-three percent of respondents confirmed data requests are tracked, mainly through public record requests that go through County Council. While having a central hub of data requests is recommended, there is still an area for improvement within the departments to keep track of the most frequently requested datasets specific to their department to improve efficiency.

"In what form(s) are the data available?"
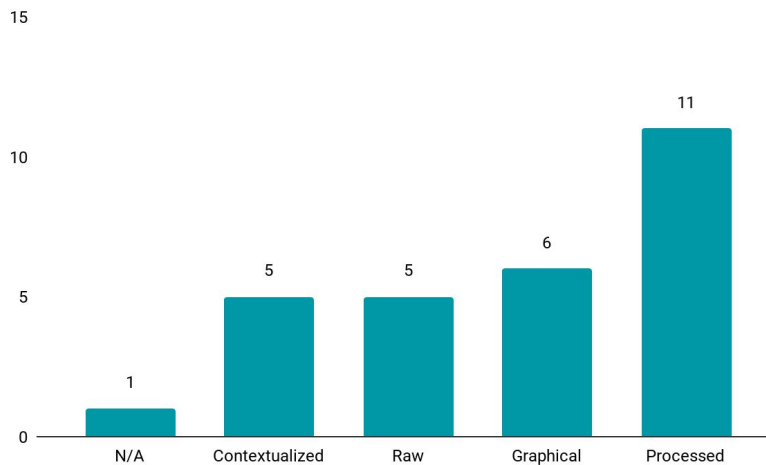
N/A 1
Contextualized 5
Raw 5
**Graphical** 6
Processed 11

"Of the datasets that are legally available to becoming open, how much of your department's data would you estimate are open (using a scale of 1 to 5, with 1 being none and 5 being all)?"
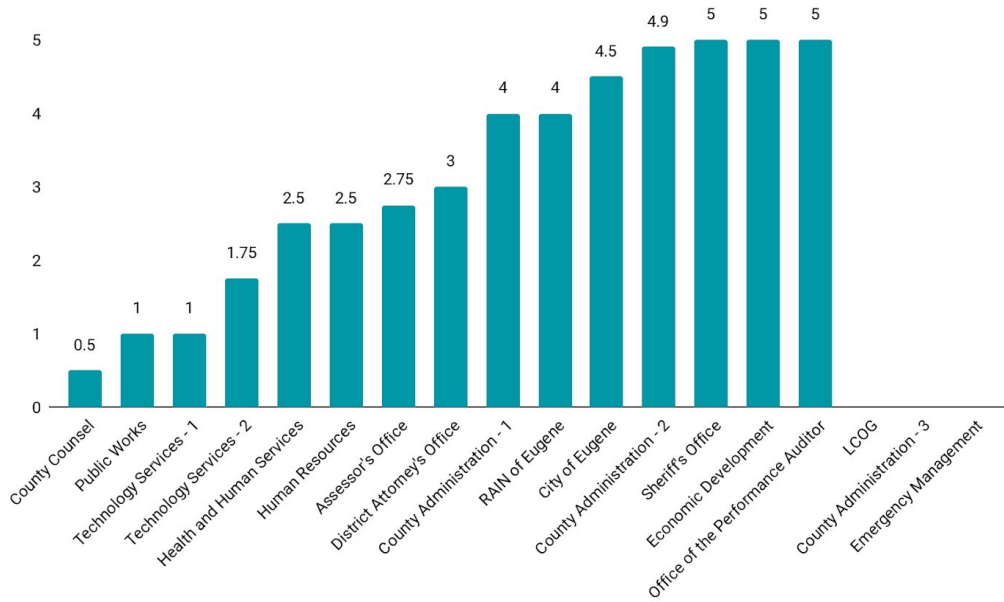
When asked this question, respondents provided a range of responses ranging from 0.5 to 5. The average resulted in 3.115. While this number reflects a fair amount of data being open, there is room for improvement in several departments with an overall goal of reaching more continuity in responses.

"What are these data used for?"
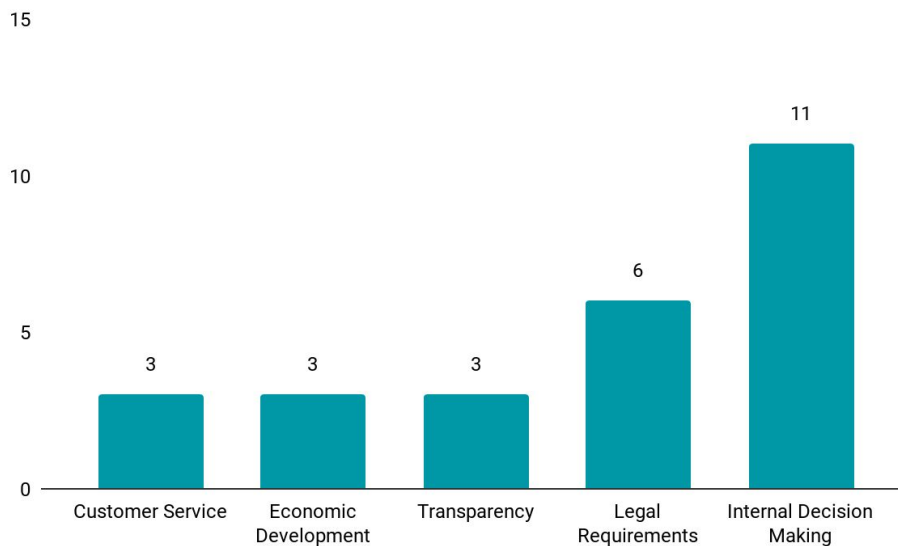
Responses to this question fell into the following categories:

- Customer service (e.g., to provide precise and timely elections information)
- Internal decision making (e.g., to formulate city policy, during the budget planning process, to create models)
- Transparency (i.e., the data is public information)
- Economic development (e.g., to assist the startup community)
- Legal requirement (e.g., to defend the County, to fulfill the Oregon State law)

"How is the open data in your department/area made secure (e.g., aggregation, separation of individual identifiers, encryption, etc.)?"
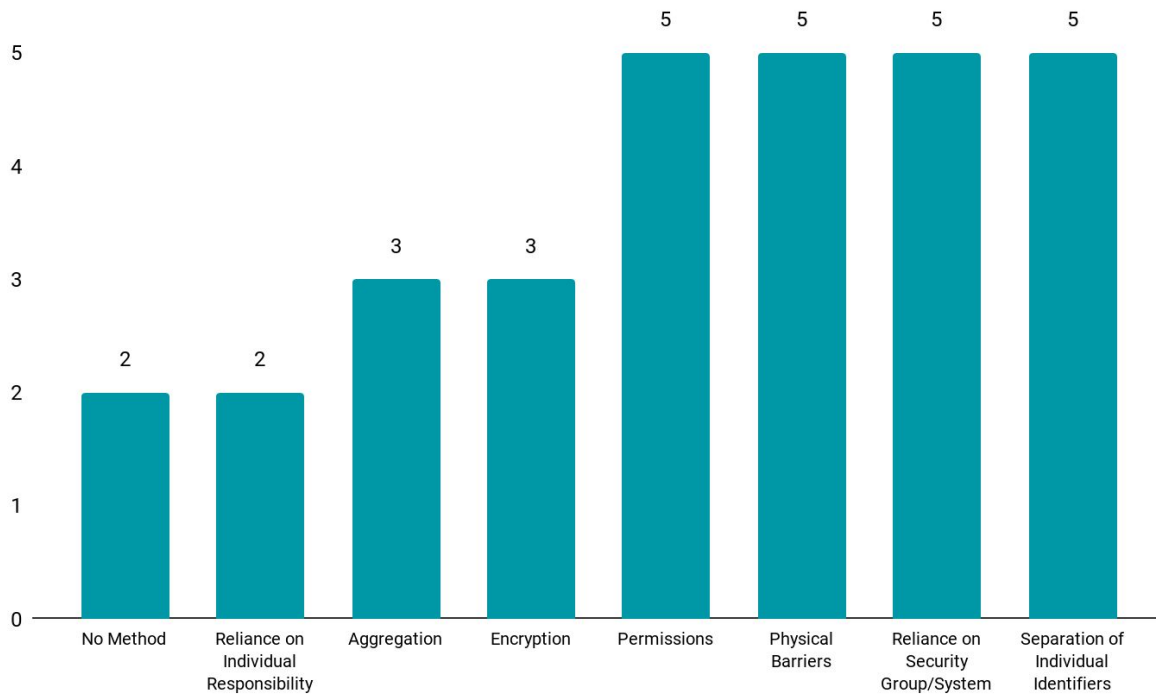

In a study conducted by Janssen, Charalabidis, & Zuiderwijk (2012), the authors reported on the barriers to, perceived benefits of, and motivations for open data policies. To analyze responses to some of our interview questions, we utilized the categories they provided and assigned each response based on the nature of the information provided. Below is a breakdown of each response according to category.

"What benefits have you experienced or hope to see in making data open, if any?"

The categories of responses include the following:
- Political and social (e.g., more transparency, more participation and self-empowerment of citizens, creation of trust in government)
- Economic (e.g., economic growth and stimulation of competitiveness, development of new products and services, creation of a new sector adding value to the economy)
- Operational and technical (e.g., optimization of administrative processes, easier access to data and discovery of data, sustainability of data (no data loss))
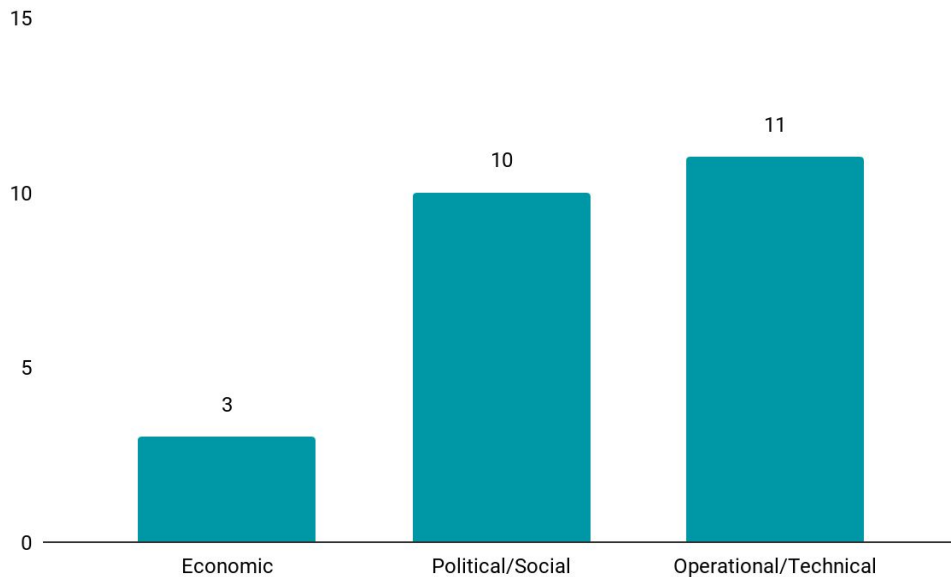

"What barriers to open data have you experienced or do you foresee if any?"

The categories of responses include the following:
- Institutional (e.g., politics, organizational culture, skepticism)
- Task complexity (e.g., difficulty accessing data, charging for access to data)
- Use and participation (e.g., separate policies for different departments instead of a larger institutional policy)
- Legislation (e.g., legal restrictions on datasets with confidential information)
- Information quality (e.g., loss of data, an overwhelming amount of data with little to no context)
- Technical (e.g., difficulty navigating the website, not having a uniform interface

Bar chart values:
- Technical: 2
- Use and Participation: 2
- Task Complexity: 4
- Information Quality: 7
- Legislation: 9
- Institutional: 13
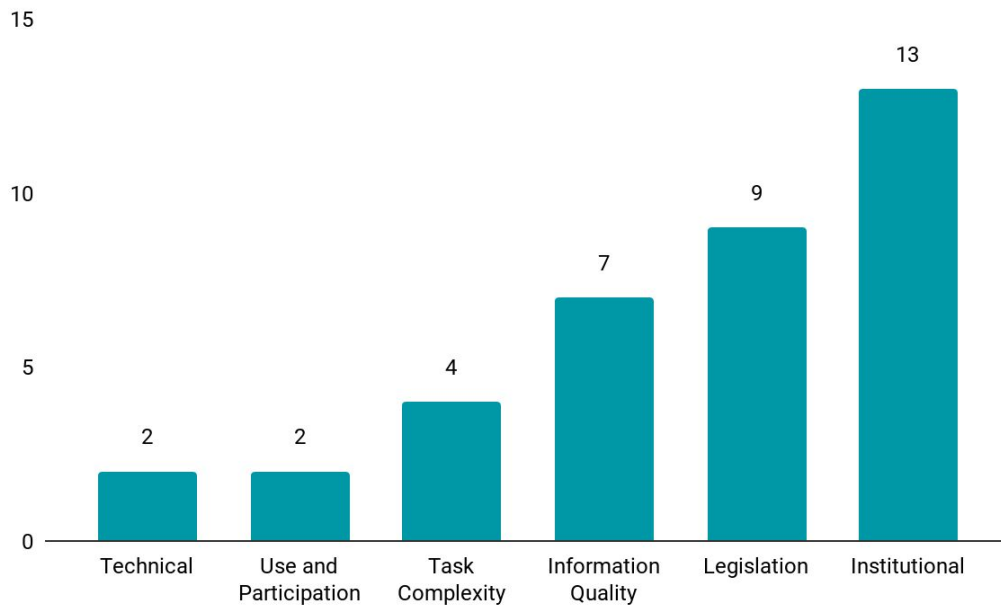
"(For those who have open data): How is the hosting of open data funded?"
"(For those who do not have open data): What funding options are available for hosting open data?"

Responses to this question fell into the following categories:
- Internal sources (ex: General Fund, Road Fund)
- External sources (ex: private, fees)
- Mix of internal and external sources
- Not applicable or not answered

Bar chart values:
- Internal Only: 8
- External Only: 1
- Mix Internal/External: 5
- N/A: 4
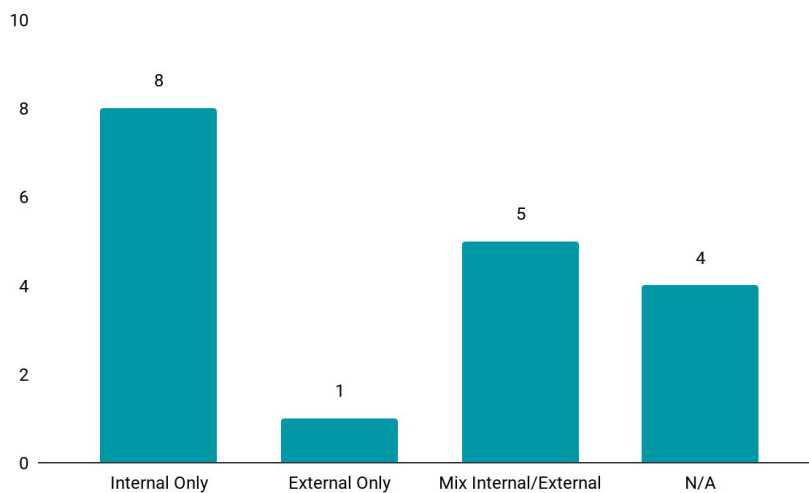
RECOMMENDATIONS

Our research and interview analysis led to the determination of three initial steps that Lane County is recommended to initiate in order to establish an open data policy:
1. Cultivate a culture of data sharing
2. Employ an open data portal with consistent formatting of datasets
3. Prioritize making the following datasets available:
    a. Those which are most frequently requested
    b. Behavioral and mental health needs and services
    c. Affordable housing availability
    d. Traffic counts and public transit usage
    e. Budget information

From numerous studies, it is clear that open data initiatives rely on an understanding of and support of data sharing in order to be successful. Building from there, the form in which datasets are housed and organized plays a crucial role. While different departments will collect a variety of data, it is recommended that Lane County provide a consistent structural framework in the form of an open data portal to collectively store all datasets in a common format. This process promotes transparency and ease during use. Finally, we saw a trend in several specific types of datasets discussed during interviews. More broadly, it would be advantageous to begin with the datasets that are most frequently requested, as this would help alleviate the time and costs associated with processing requests of duplicate data. Also, the topics of behavioral and mental health needs, affordable housing availability, transportation and road usage, and budget information were mentioned across multiple departments as being the most relevant information to Lane County at this current time to address the most pressing and popular issues in need of policy-making from the government.

APPENDIX A: OPEN DATA POLICY KEYWORD CLUSTERS

- **Public Trust**
  Included in this cluster: *Trust, Credibility, Confidence in government*

- **Public Right**
  Included in this cluster: *Public right to data, Legal requirement, Response to public, Response to feedback, In accordance with law*

- **Problem Solving**
  Included in this cluster: *Problem solving, Solution, Decision making*

- **Service Delivery**
  Included in this cluster: *Improve services, Service delivery, Services for citizens, Public services*

- **Economic Opportunity**
  Included in this cluster: *Economic opportunity, Economic development, Economic innovation, New economic sectors*

- **Definition of Open Data**
  Included in this cluster: *Definition of Open Data*

- **Leadership**
  Included in this cluster: *Committee, Board, Panel, Group, Team, Officer, Coordinator*

- **Develop Plan**
  Included in this cluster: *Plan, Annual report, Review, Program*

- **Innovation**
  Included in this cluster: *Innovate, Innovation, Innovative use of data*

- **Efficiency**
  Included in this cluster: *Efficiency, Avoid duplication, Reuse of data, Interoperability, [Intergovernmental] collaboration, [Intergovernmental] coordination*

- **Open Data Portal**
  Included in this cluster: *Portal, Website, Central webpage*

- **Civic Engagement**
  Included in this cluster: *Civic engagement, Citizen engagement, Civic participation, Citizen participation, Engage the public, Engage citizens, Engage constituents*

- **Accessibility of Government Data**
  Included in this cluster: *Accessibility, Accessible, Access, Ease of use, Easy to find*

- **Transparency**
  Included in this cluster: *Accountability, Transparency*

APPENDIX B: INTERVIEW QUESTIONS

   I. About the respondent (for confirmation and internal tracking purposes)
       A. Name
       B. Position
       C. Department
  II. Does your department collect data?
       A. If yes, what data do you collect?
       B. What are these data used for?
       C. How are the data collected?
       D. Do any third parties collect data for you?
 III. Does your department store and catalog data?
       A. If yes, what data?
       B. What methods of storing/cataloging are used?
       C. Do any third parties store/catalog your data for you?
  IV. Is your data cleaned or organized by someone? How and by whom is your data cleaned or organized?
   V. Does your department release data that you collect or manage?
       A. If no, why not?
       B. If yes, to whom are these data available?
       C. In what form(s) are data available (e.g., raw, "cleaned," with context/metadata, graphical only)?
       D. What steps must a user take to access data? (Do they have to file a public record request?)
       E. Do people have to pay to access data?
            1. If yes why?
       F. Is the request for access to data tracked?
       G. Of the datasets that are legally available to becoming open, how much of your department's data would you estimate are open (using a scale of 1 to 5, with 1 being none and 5 being all)?
       H. How is the open data in your department/area made secure? (e.g., aggregation, separation of individual identifiers, encryption, etc.)
  VI. What benefits have you experienced or hope to see in making data open, if any?
 VII. What problems do you hope to solve by making data open?
VIII. Which data would be most advantageous for your department to make available?
  IX. What barriers to open data have you experienced or do you foresee if any (e.g., cost, institutional inertia)?
   X. Which data would be the most difficult administratively or financially for your department to make available?
  XI. (For those who have open data): How is the hosting open data funded?
       (For those who do not have open data): What funding options are available for hosting open data?

APPENDIX C: RESPONSES TO INTERVIEW QUESTION 'WHAT DATA DO YOU COLLECT?'

- **Assessor's Office**: value data; sales data; manufactured structures; tax documents over time; legal, land and real property, and personal property descriptions; mapping and cartography; work with realtors; homeowner, transfer, and property improvement data
- **County Administration:** economic data; budget and financial data; board packets and information; actions by the commissioners; videos of board meetings; elections-related materials (who is eligible to vote, casting of ballots, results goes back to start of county); property transactions back to start of county; marriage licenses and dissolution of marriages; financial data (all funding that we receive, how it gets expended, etc.); parole and probation information (post-prison time felonies, but pre-sentence supervision, some non-felony elements); information on County-owned/managed buildings (blueprints management data); tracking of bills as part of the lobbying function; funding for economic development (transit room taxes, gaming industry resources, electronic games of chance, lotteries, federal dollars, etc.); archived County materials; retention and destruction of records
- **County Counsel:** data related to claims made against County (property, civil rights, motor vehicle torts); workers' compensation information
- **District Attorney's Office:** referrals from law enforcement; referral by type, cases going to trial; case dispositions; hours spent by investigators; hours spent by grant-funded lawyers
- **Emergency Management:** data for initial damage assessment; data from public agencies, private residents, and businesses; utility outages; building maps; Arc-GIS layering
- **Health & Human Services:** specific patient and aggregate population-level health information; information for people who are seeking housing services, veteran services, or low-income energy assistance
- **Human Resources**: information around hiring process, applicant pools, outreach tracking, where employees work, promotions, compensation, personal information (SSN, gender, age etc.), benefits and wellness information, employee satisfaction, surveys, strategic planning initiatives
- **Public Works:** expenditures, budget, personnel, land use, building permits, zoning, bridges, roads, traffic counts, fleet services facilities, work orders, cost of infrastructure, vehicle miles, fuels usage, use of parks, park revenues, park passes; animal services enforcement actions, waste that is disposed, recycling collected, hazardous waste, events, visitor counts
- **Sheriff's Office:** information on burglaries, deputy responses to questions
- **Technology Services:** website statistics (hits, network trafficking, routing, error logs, system logs) metadata; door access data; security logs; firewall hits; computer logins, times and access control
- **City of Eugene:** building activity, building permits, parking, land use, tax base, tax lots, property taxes, building permits, compliance, complaints, inspections, E-Build process, parking, community development, business loan programs
- **LCOG:** road maintenance, GIS layers, traffic counts
- **RAIN:** workforce info around climate of partner companies; conventional and nonconventional funding; diversity tracking

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