PSI
Public Safety Institute

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# Take A Closer Look

# An Interagency Data Dashboard

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# INTRODUCTION

To ensure trust between government entities and the community and be able to analyze data to meet both challenges and opportunities, the importance of transparent and accessible data has become a higher priority.

Current options exploring data sharing, while useful, retain key limitations. While the Freedom of Information Act (FOIA) and similar state-level public records laws are tools for government accountability, they are not always the best suited for promoting accessible and timely data sharing. In practice, this process often involves delays and inconsistencies that can frustrate the user and agency. One of the primary challenges with FOIA-based access is the reactive nature of the request. Rather than proactively making data available, researchers, concerned citizens, advocacy groups, attorneys, and other entities must request data and burden agencies that are often operating under tight deadlines and limited staff. This can create long response times and backlogs from agencies. FOIA responses may also be given in a non-consistent format, where a single FOIA request may result in a static document that is shared and does not allow for a deeper dive into the reasoning behind the data that was requested.

Jurisdictions have also started exploring the development of public-facing data dashboards – digital platforms that are designed to make key public safety data (e.g., crime trends, law enforcement activities, and justice system outcomes) readily available for not only decision-makers, but also residents and various stakeholders. Instead of requiring individuals to request information gradually, a dashboard can publish key datasets on a regular schedule with built-in tools to help with visualization and exploring the information. Also, this approach can reduce the burden on public agencies, enhance consistency and quality of data available, and help allow all members of the public to have the same access to timely and accurate information.

Recently, public facing data dashboards have been implemented across the country. For example, on a federal level, the Federal Bureau of Investigation's Crime Data Explorer is an online tool for accessing and exploring the data collected for the Uniform Crime Report. Another federal example is the U.S. Department of Transportation – Federal Highway Administration's Fatality and Injury Reporting System Tool, a web-based tool that allows users to look at motor vehicle crash data and create personalized queries for crash, vehicle, and pedestrian variables. State and regional dashboards have also been implemented such as the Metropolitan Washington Council of Governments, the Governor's Office of Crime Prevention and Policy (Maryland), and the Ann Arbor Police Department to name a few.

Locally, this has initiated public conversations regarding the potential development of a data dashboard that reflects the ongoing focus of public safety in Memphis and Shelby County. Ideally, a dashboard would bring together data from multiple law enforcement agencies and other criminal justice entities. The data included in such a dashboard could cover a wide array of metrics, such as reported crimes, arrest rates, calls for services, clearance rates, diversion program participation, jail bookings, case outcomes, and demographic information related to those impacted by the justice system. Depending on available resources and technical capacity, a dashboard may also include various analyses such as geospatial mapping, time trend analyses, and downloadable datasets to further support transparency and community engagement.

By making this information publicly available, in a user-friendly format, a dashboard not only serves as a transparency tool but also a foundation for community dialogue, academic research, and policy development. Importantly, pooling data across entities within the system (as compared to relying on individual datasets) offers the advantage of creating a more comprehensive and connected view of public safety. This allows the public and various stakeholders to see how trends in one area may influence outcomes in another, ultimately gaining a more accurate and actionable picture of the system. Accordingly, the following sections review the benefits of a public-facing dashboard, give examples of platforms already in operation, and next steps for a comprehensive platform specifically covering Memphis/Shelby County.

## BENEFITS OF A PUBLIC FACING DATA DASHBOARD

Establishing a public safety data sharing dashboard offers a wide range of benefits for both the government agencies and the communities that they serve. These are expanded in further detail below.

First, at its core, the dashboard helps establish and promote transparency by making key public safety metrics accessible by the public. Combining data from multiple agencies into a single platform, it gives residents and stakeholders the ability to have a better understanding of what crime looks like in their communities, rather than relying on media reports alone. This increased transparency can then lead to greater public trust. When residents are empowered to explore the data themselves, and not have to rely on secondary summaries, they are more likely to view efforts as accountable and responsive. This collection of data across various entities reinforces the perception that these public safety organizations are working collaboratively. A comprehensive dashboard increases efficiency, unveils bottlenecks, and sends a message of respect and shared responsibility.

Second, this dashboard also serves as a practical tool for data-informed decision-making. Leaders at all levels of government, law enforcement command staff, researchers, and various community organizations can use the information to identify trends, allocate resources, assess program effectiveness, and develop targeted strategies. For example, insights into heat map analysis, response times, or case outcomes may help guide deployment decisions, funding requests, and public policy priorities. In short, it provides statistical backing for resource and funding needs.

Finally, the dashboard supports interagency coordination. By encouraging agencies to provide data collection and having shared reporting frameworks across the agencies, the dashboard supports a more organized understanding of safety efforts, pushes for improved internal analysis, performance monitoring, and communication between agencies. This dashboard may also enhance community engagement and education. Features such as interactive visualizations, filters, maps, and trend analyses allow users to explore the data in various ways. This can support local research and civic involvement. This would also mean shared definitions and metrics that provide consistency.

## REVIEW OF CURRENT PLATFORMS NATIONALLY

Several cities and states as well as federal agencies have created dashboards that offer varying levels of detail and frequency of updates. The following examples provide some insight into the structure and scope that these platforms can take, including two state dashboards (Maryland and Washington) and one city-level dashboard (Dallas).

### *Maryland*

The Maryland Governor's Office of Crime Prevention and Policy maintains an annual dashboard that includes crime statistics at the county, municipal, and state levels. County and municipal data is provided by the Maryland Department of State Police Central Records Division through the Uniform Crime Reporting (UCR) Program. State-level data is consistent with UCR data reported to the Federal Bureau of Investigation (FBI) from all law enforcement agencies in the country. Table 1 shows some of the variables that can be found within the dashboard. The office also works with partnering law enforcement agencies to facilitate data collection in increasing transparency and accountability. Within the law enforcement focused data, various collections exist such as in custody deaths, SWAT team deployments, violence intervention and prevention, use of force settlements, and so on. There are other data

collections that involve and focus on youth justice (dashboards such as 'Juveniles Charged as Adults,' and 'Out-of-Home Placement'), corrections (dashboards such as 'Local Detention Center' which shows local detention center population statistics, and 'Opioid Use Treatment'), courts (such as 'Courts Dashboard' which shows trends in case outcomes, charges, etc., and 'Human Trafficking Dashboard'), and behavioral health (which will soon have dashboards such as 'Crisis Intervention Team' and 'National Drug Use').

**Table 1.** The Maryland Governor's Office of Crime Prevention and Policy Variables Example

| Variable Name | Variable Description | Variable Range |
|---|---|---|
| County Name | Total 23 Counties in State | N/A |
| DNA Evidence Collection – Average DNA Analysis Turnaround Time | Average DNA Analysis Turnaround Time (Days) by Every Two Years Starting in 2011 | 99.5 - 161.2 Days |
| 1-Year, 3-Year, and 5-Year Change | Changes in Crime Rate 1-Year, 3-Years, and 5-Years Back | -17.4% - 39.5% 1-Year Change |
| In Custody Deaths – Deaths by Agency | The Number of Deaths Per Law Enforcement Agency Within Maryland Since 2019 | 1 – 55 Deaths |
| Traffic Stop Outcomes by Race/Ethnicity | The Percentage of Outcomes (Arrest, Citations, Safety Equipment Repair Order, Warning) by Race/Ethnicity | 4.6% - 77.2% |
| Training, Recruitment, and Accountability – Training – Reported Hours by Topic | The Reported Hours by Topic within Training Academies | 2.75 - 91.63 Average Hours |

### *Washington*

The Metropolitan Washington Council of Governments (MWCOG) has developed a dashboard that examines offenses against persons and property, including homicide, robbery, rape, aggravated assault, motor vehicle theft, burglary, and larceny. Table 2 shows some of the various data points that are included within the MWCOG dashboard. The dashboard currently includes participation from the MWCOG's 24 member jurisdictions, with plans to invite additional agencies. The dashboard features real-time crime data provided through local and state law enforcement, government agency records management systems, and local police crime dashboards. Data is submitted at different intervals and updated at varying frequencies.

**Table 2.** The Metropolitan Washington Council of Governments Variable Examples

| Variable Name | Variable Description | Variable Range |
|---|---|---|
| County or City Name | Total 8 Counties and 16 Cities in Geographical Area | N/A |
| Filter by Population Size | Looking at Crime Rates for "Major Jurisdictions (500K+)," "Large Jurisdictions (200K-500K)," "Medium Jurisdictions (50K-200K)," and "Small Jurisdictions (<50K)" | N/A |
| Up-to-Date Crimes YTD & Percent Change | Updated Daily refreshing at 2PM and displays using a 7-day lag. | N/A |
| Total Offenses per Month | Total Offense per Month for a Year (Both by Jurisdiction and Per 1,000 Residents) | 7,822 – 14,519 Offenses |
| Total Crimes Against Property & Persons | Total Crimes Against Property & Persons Since June 2024 (By Region, Jurisdiction, Per 1,000 Residents) | 377 – 710 Total Crimes Against Persons in Region per Month |

### *Dallas*

The City of Dallas, through its Office of Data Analytics and Business Intelligence and in collaboration with the Dallas Police Department, has launched a dashboard that provides detailed data related to crime and response times. Table 3 offers some of the dashboard markers that are included. The dashboard consists of four pages: the crime overview page, the victim demographics page, the crime by day/time page, and the response times page. Each page includes a map, various metrics, and interactive filters. Data in this dashboard begins January 1, 2020, and is updated daily. The crime overview page includes data for all crimes in the dashboard as well as violent crimes, family violence crimes, and hate crimes. The same office also has various dashboards that include topics such as domestic violence, Dallas Fire-Rescue, and Public Safety Community Engagement.

**Table 3.** The City of Dallas Office of Data Analytics and Business Intelligence Variable Examples

| Variable Name | Variable Description | Variable Range |
|---|---|---|
| Includes Running Total for Family Violence Crimes and Hate Crimes | Total Family Violence Crimes for Year and by Month | 952 – 1,264 Family Violence Crimes in a Month |
| Ability for User to Generate Heat Map | Allows the User to Generate a Heat Map of Offenses for Various Geographic Areas | N/A |
| Includes Count, Count Change, and % Change | Gives the Current Number of a Given Crime Type in 2025 YTD, the Number of Crimes in 2024 YTD, the Number and Percent Change Year-Over-Year | 81,452 Crimes in 2025 YTD, 89,906 Crimes in 2024 YTD, -9,454 (-9.4%) Change Year-Over-Year |
| Includes Annual Data Since 2020 | Includes All Available Data from Dashboard Since 2020 | N/A |
| Crimes Against Property, Person, & Society | Gives Updated Count on Three Primary Types of Crime | 11,737 – 48,151 |
| Includes Murder Rate per 100K | Includes Murder Rate Per 100K, Number of Murders, and Calculation Metrics | 9.43 Murders Per 100K, 123 Murders, 1,304,379 Population |

The creation of a public-facing safety dashboard presents an opportunity for agencies to help build public trust and support evidence-based decision-making. While models from other jurisdictions offer valuable guidance, it is equally important to examine the data sharing efforts that are currently underway within one's community. The following sections will explore three initiatives that reflect current practices in data reporting and transparency in the Memphis/Shelby County community. These include the Memphis Police Department's Data Hub, the Shelby County Sheriff's Office Jail Report Card, and Open 311. Together, these examples provide some context into how Memphis/Shelby County agencies are currently approaching public-facing data and will help inform recommendations for a unified dashboard moving forward.

# LOCAL EXAMPLES OF CURRENT PLATFORMS

### *The Memphis Police Department's Data Hub*

The City of Memphis, in partnership with the Memphis Police Department (MPD), was identified as a Memphis entity that has provided public-facing data dashboards, offering residents direct access to detailed public safety information. Overseen by the

Office of Performance Management (OPM), these dashboards reflect a commitment to making government more productive, transparent, and accountable. Guided by the mayor's strategic plan, OPM uses data to monitor service performance, evaluate whether operations and investments are meeting strategic goals, and empower the public to assess government results.

At the center of these efforts is the Memphis Data Hub, an online portal offering performance dashboards, data inventories, and mapping tools for public use. Figure 1 provides a screenshot of what data looks like through this portal. The Data Hub allows residents to explore city data, track service delivery, and engage with information in an interactive format. Within the Data Hub, the 'Public Safety' section features an interactive map that displays incident data by neighborhoods and other areas of interest. Users can search by address, filter by date range or incident type, view detailed incident information, and set alerts for new incidents. Additional mapping options allow users to adjust boundaries, create various style maps, and download selected datasets.

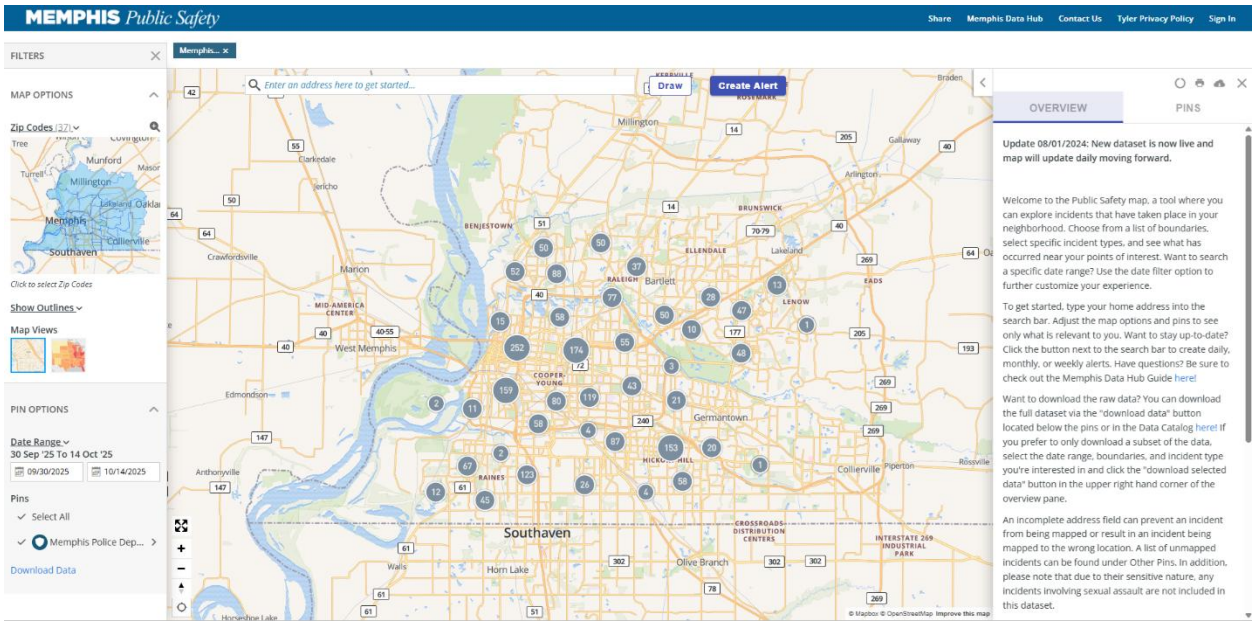



**Figure 1.** Memphis Data Hub – Public Safety Dashboard.

Another prominent tool in this section is the Safer Community Dashboard, developed jointly by the City of Memphis and the MPD. Figure 2 shows how this dashboard provides daily updated detailed information on crimes, arrests, and traffic accidents spanning since 2023. Using interactive "slicers," users can filter data by year, crime category, Part One/Two designation, precinct, ward, or multiple criteria all at once. Organized according to the National Incident-Based Reporting System (NIBRS) definitions, it covers all Group A crime types and includes six pages of pre-created analyzed data (crime overview, crime summary, arrests, crash map, weekly crime

trend, and CVII program map). Together, the Memphis Data Hub and the Safer Communities Dashboard serve as powerful tools for public engagement and informed decision-making.

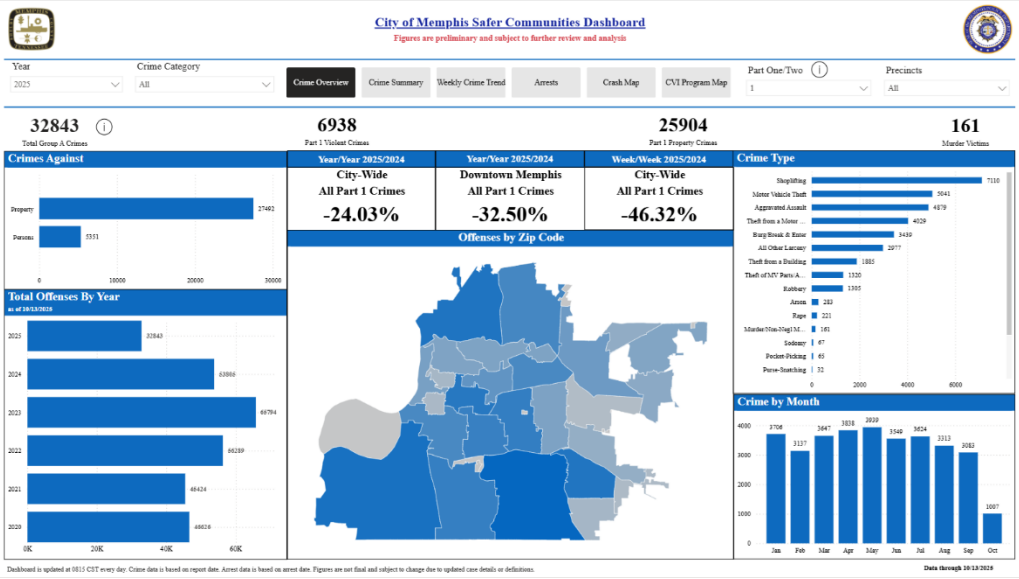



**Figure 2.** Memphis Data Hub – Safer Community Dashboard.

Since 2023, the City of Memphis Public Safety Data Transparency Ordinance requires that the MPD collect, maintain, and publicly report detailed data on traffic stops, arrests, use of force, and complaints. The ordinance's purpose is to promote effective and equitable policing by ensuring that both law enforcement and the public have access to consistent information. Under the ordinance, the MPD must document each incident with specifics such as date, time, location, reason for the stop or arrest, any use of force, demographic details of the individuals involved, and related operational information. This data is then compiled into an online, exportable format that is updated monthly and made available to the public. In addition, the MPD must produce semi-annual reports for the Mayor and City Council to summarize enforcement activity and include demographic breakdowns of stops, arrests, use of force, and complaint statistics.

The MPD supports the City's goal of providing accessible, transparent data to the public. While the MPD publishes its own data, it does so with careful consideration to avoid divulging sensitive information, such as victim identities. This approach balances transparency needs with the need to protect both privacy and the integrity of investigations.

Data published through the City's platforms, including the Safer Communities Dashboard, is updated daily in the early morning. The MPD acknowledges that crime statistics are already visible at the state level, reinforcing the logic of making them

readily available to the public as well. Over the past two years as the dashboard has continued to be updated and having features added, the public has been able to address its concerns through the Public Information Office or the Chief Communications Officer.

### *The Shelby County Sheriff's Office Jail Report Card*

The Shelby County Sheriff's Office Jail Report Card provides a detailed, month-to-month and year-to-date view of operations within the Jail Division. See an example in Figure 3 attached hereto. It examines the various trends from the Downtown Jail, Jail East, and Youth Justice & Education Center. Offering insight into inmate population trends, safety measures, healthcare delivery, staffing, programming, and administrative oversight. Table 4 shows some of the various topics included in the report. It tracks jail population statistics, including the average daily population by facility, gender, and youth status, along with booking and release counts, recidivism trends, prior incarceration history, average length of stay, misdemeanor citation activity, and booking process times by facility. Security and safety operations are documented through counts of shakedowns (scheduled, unscheduled, and repeat), serious violent incidents, use-of-force cases, and contraband recoveries by type, shift, and location.

**Table 4.** The Shelby County Sheriff's Office Jail Report Card Variable Example

| Variable Name | Variable Description | Variable Range |
|---|---|---|
| Total Jail Population | Average Daily Population by Facility by This Month to Last Month, Same Month Last Year, and Year to Date | 2,597 – 3,065 Year to Date |
| Jail Security Operations | Same Breakdown as Above, Includes Topics Such as 30-Day Entire Area Shakedowns, Use of Force, Fire Drills, Medical Drills, etc. | 1,130 – 1,947 Year to Date 30-Day Entire Area Shakedowns |
| Jail Contraband Report | Same Breakdown as Above, Includes Topics Such as Contraband Type, Contraband by Shift, and Contraband by Floor | 335 – 357 Year to Date Contraband Found |
| Jail Offenses | Same Breakdown as Above, Includes Topics Such as Total Offenses, Assaultive, Non-Assaultive, Suicidal Behavior, and Deaths | 2,287 – 3,152 Year to Date Total Offenses |
| Jail Medical Report | Same Breakdown as Above, Includes Topics Such as | 3,410 – 2,637 Year to Date Health Assessments |

| | | |
|---|---|---|
| | Health Assessments, On-Site Emergency Responses, Sick – Calls, Off-Site Visits, etc. | |
| Crisis Intervention Team Reports | Same Breakdown as Above, Includes Topics Such as Callouts and Referrals | 33 – 24 Year to Date Callouts |

The report also details inmate misconduct and offenses, looking at both assaultive and non-assaultive behavior, incidents involving staff or other inmates, deaths in custody, and data related to Prison Rape Elimination Act (PERA) allegations. Health and medical services data include health assessment completion rates, volumes of sick calls (nurse, dental, and mental health), provider visits, off-site visits and emergency transports, preventive screenings such as purified protein derivative, COVID tests and vaccinations, Narcan administrations, and communicable disease tracking. Administrative and staffing metrics are reported through employee leave usage, overtime hours, staff corrective actions, and grievance counts with resolution timelines.

Rehabilitation and programming data highlight inmate participation in educational courses, counseling sessions, skills training, recreation, worship, and GED preparation, as well as use of the electronic law library. The activities of specialized units, including the Detention Response Team, Gang Intelligence Unit, K-9 Unit, and Crisis Intervention Team, are also included. Facility and environmental conditions are monitored through maintenance work orders, kitchen inspections, and floor inspection results. Suicide prevention and mental health safety are addressed through tracking suicide watch events, watch locations, durations, and the number of threats, gestures, precautions, and attempts each month.

One of the benefits of the Jail Report Card is the way it enables leadership to easily and quickly recognize important trends within the jail system. By providing a consolidated view of core measures, the report gives management an immediate snapshot of the jail population. Figure 3 (provided at the end of the report) provides a snapshot image of the Jail Report Card in action. This visibility helps staff monitor operational demands, such as housing capacity, but also assesses whether groups are growing or changing over time. In this way, the Jail Report Card serves more than just a record of activity; it is also a decision-making tool that helps guide a proactive response to the evolving needs of those housed in the jail system.

For the Jail Report Card, each unit within the Jail Division is responsible for pulling figures from its own internal systems and submitting them to the report manager, who oversees data entry for the report. Those submissions are then consolidated into a master Excel file and moved into PowerPoint to create the foundation for the

monthly report. Unit managers are reminded frequently to provide their data to ensure that each manager submits his or her data on time. This report then allows the jail command staff to be able to easily review various aspects of those that are currently being held.

*Memphis 311*

The Memphis 311 system serves as the City of Memphis' primary non-emergency service and information line. This system allows residents to easily report issues, request city services, and obtain information about various departments within the city. As a part of plans to enhance responsiveness in the city, Memphis 311 functions as a hub that connects residents directly to various city divisions without requiring them to navigate the issues of trying to locate which department best fits their needs. Through the system, citizens can report concerns such as potholes, missed trash collection, illegal dumping, damaged street signs, bulk trash, overgrown lots, and more. Figure 4 provides a snapshot image of the Memphis 311 system in action.

When a service request is made, the system generates a unique tracking number that allows residents to track the progress of their submission, each report is routed to the relevant division (such as Public Works, Solid Waste, Code Enforcement, etc.) for action and follow-up. The Memphis 311 system also functions as a data collection tool, allowing city leaders to identify service trends and evaluate response performance. Over time, this data-driven approach should enable the city to better track recurring issues and allocate maintenance resources more efficiently.

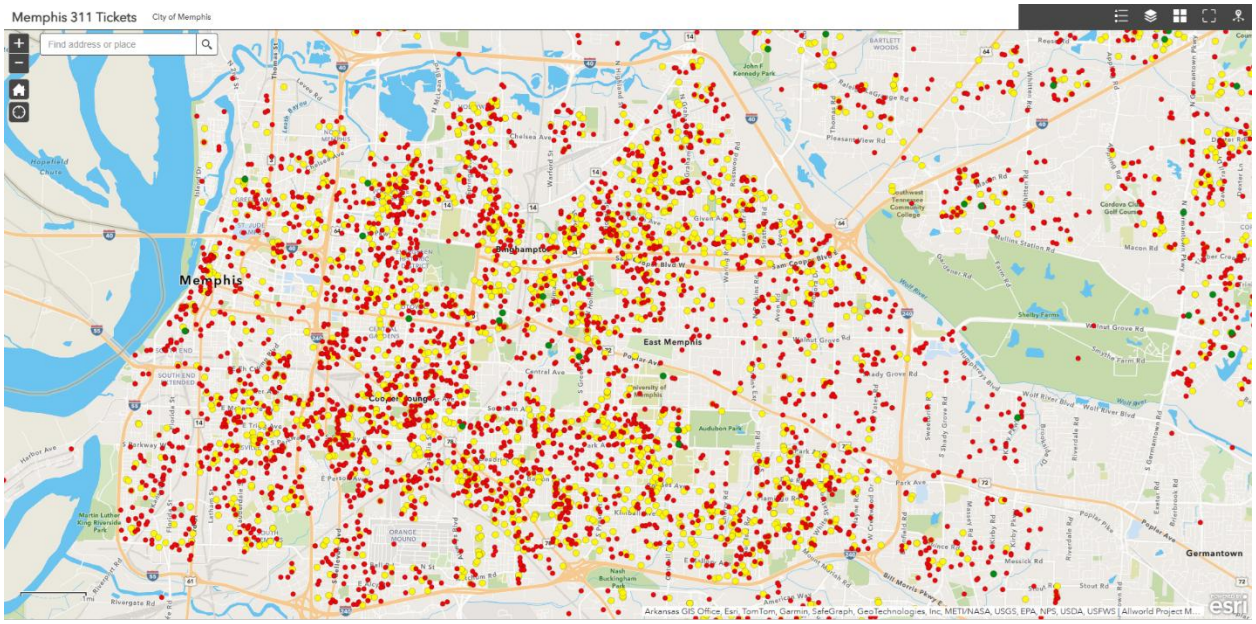



**Figure 4.** Memphis 311 Ticket Tracker

Recently there has been a push to revamp and modernize the 311 system, in hopes of making it more efficient. This overhaul includes the introduction of a bilingual online chatbot to assist users in both English and Spanish, upgrading the online dashboard that allows for easier submission and tracking, and goals to help improve the internal workflows to help reduce response times. The goal is to streamline communication between the residents to the appropriate city division and be able to have higher levels of accountability with city divisions.

*Barriers and Limitations from Existing Local Platforms*

Each of the existing Memphis/Shelby County platforms has a number of important limitations to the data it provides. Despite its commitment to openness, the MPD has had a few challenges in data sharing. One challenge that was noted comes from executive decisions where conflict may be created over what information should be made public and how clearly it is being presented when trying to balance transparency with operational security and privacy laws. Determining the appropriate level of detail for public release can be a point of internal debate, needing careful consideration to ensure that data is both meaningful to the public, and responsible from a law enforcement standpoint. A task force would likely need to be developed that includes the MPD and other stakeholders to determine what data can be viewed by the public (or securely) by other agencies.

Another issue is with some technical hurdles, particularly when pulling data from legacy systems that were not originally designed for modern reporting needs. These older systems often store information in formats that require manual processing or custom queries to extract, slowing down the flow of data to the dashboards. However, one of the key benefits of refining these systems is that, once a reliable query has been established, much of the data extraction and reporting process can be automated. This reduces the need for manual processing, minimizes the risk of human error, and ensures that the public dashboard updates are consistent with timely information.

On the Shelby County side, one of the main challenges is working with legacy systems. Many of these systems were not designed to automatically generate reports, and others do not communicate with one another. This requires staff to manually collect and enter these numbers. While this process did allow the report to move forward, it also introduced potential limitations, particularly the possibility of human error in reporting. Because the numbers are entered manually, discrepancies can arise from small mistakes; mis-keyed entries, inconsistent categorizations, and miscounted cases. Even minor errors can be compounded when figures are aggregated, which can make it difficult to ensure full accuracy and consistency

across the report. Staff acknowledged that the accuracy of the numbers reported in the Jail Report Card may occasionally vary due to these manual inputs.

Another challenge noted by staff is the ongoing addition and removal of specific metrics. While some of these changes are driven by shifting operational priorities, they are also shaped by evolving awareness of what data might be useful to collect on a long-term basis. At times, new categories are introduced when leadership recognizes emerging trends or gaps in the existing report, while other categories may be dropped when they no longer serve an immediate purpose. This means that newly added metrics may not be tracked in earlier versions of the report and cannot be directly compared year-to-year, and sudden removals may complicate the ability to establish long-term trends.

The Memphis 311 system, while designed to streamline the non-emergency requests, also faces several operational and technological challenges that impact its overall efficiency. One of the most significant challenges stems from residents' expectations regarding response times. Once an issue is reported, many citizens seem to believe that it will be handled immediately. However, the resolution timeline varies widely depending on the nature of the complaint. For example, matters involving code violations or nuisance abatement may require legal intervention through the court system. Another example is that once referred out, additional city divisions may have policies that allow a property owner in additional time to resolve the issue. Additionally, the division's response to addressing the issue may often face its own personnel and equipment shortages.

Another challenge lies in the technological limitations of the software that is used to support the 311 system. As of 2025, the platform rely on ArcGIS, which, while effective for mapping and spatial visualization, has a very limited capacity for complex work order management. This can occasionally lead to various issues such as internal errors, data mismatches, and how the requests and reports are tracked and routed. Compounding this issue is the difficulty of integrating data across multiple city departments. Not all city divisions use compatible systems, meaning that 311 data sometimes must be manually downloaded, entered a sperate internal database, and then later re-uploaded into the 311 platform. This manual process increases the risk of data errors and creates inefficiencies that may slow down the overall workflow.

Tracking interdepartmental referrals presents an additional operational gap. Once a service request is referred to another division, the 311 system currently lacks a mechanism to monitor its progress or provide updates to residents. This results in a lack of transparency and up-to-date information on whether the issues are being actively addressed. Additionally, these challenges are intensified by staffing constraints within 311. The division operates with a team of roughly seven employees

who collectively handle between 1,300 and 1,800 calls per day. This high call volume relative to staff capacity makes it difficult to provide a speedy response to those residents who call to file complaints.

These limitations, as a whole, indicate that the availability of dashboards is an important first step, but the coverage and scope of data may need to be refined, as well as its method of delivery. The final section of this paper provides specific recommendations for modifications and reforms moving forward.

## RECOMMENDATIONS AND NEXT STEPS

Establishing a public-facing data dashboard requires not only a technical solution but also a coordinated effort in consistency and shared accountability. Noting how many different entities may be involved with the creation of such a dashboard, it is crucial to formalize and prioritize next steps that will be needed to build a sustainable platform. At the center of this project there should be a commitment to proactive data collection and sharing, as opposed to the more reactive, request-driven access models. Additionally, consistent metrics and definitions must be developed across agencies to ensure that there is accuracy in the numbers and clarity for public users.

The following recommendations outline core priorities to guide the development of a public-facing dashboard:

1. Establish a multi-agency group to lead the planning and data integration.
2. Prioritize consistent data collection across all participating agencies – with formal definitions and documented methodologies.
3. Aim to implement an automatic data-sharing process that minimizes manual data pulls and allows for scheduled updates to the dashboard.
4. Ensure accessibility by designing an interface that is user and mobile-friendly, and equipped with filters (such as population size, offense type, etc.).
5. Create data governance that includes data ownership, update frequency, and an agreed upon accountability protocol in the event that agencies do not maintain their data agreement.
6. Secure long-term funding and staffing to support not only dashboard maintenance, but for future enhancements to make the dashboard more accessible.

# CONCLUSION

Across the various systems examined, several recurring complications and challenges have been identified. Each system reflects an ongoing commitment to transparency and accountability, but each also faces various barriers that limit their efficiency and reliability. The Memphis Data Hub and its associated Safer Community Dashboard initiative and the Sheriff's Office Jail Report Card have similar challenges in their data management structures. The Memphis Data Hub has struggled with the technical and organizational issues of merging multiple data sources into a single platform. The Sheriff's Office Jail Report Card faces similar challenges in that it heavily relies on manual data entry form multiple units, which can lead to inconsistencies in how metrics are reported or defined. The Memphis 311 system has challenges that include the high volume of daily calls managed by a small staff, software limitations, and difficulties coordinating across divisions once referrals are sent out. Because each division often tracks progress through its own internal system, updates must be made manually and then transferred back into 311.

While these tools hold significant promises for transparency and engagement, the development of these has been slowed by the need for standardization between agencies, limited staff capacity to maintain and update various datasets, and the challenges of aligning different software systems. The lack of full integration and automation hinders the ability to generate consistent, up-to-date information for city leaders to make long-term decisions. However, Memphis possesses a strong foundation of data systems and with the appropriate changes could integrate a fully focused public safety data dashboard.

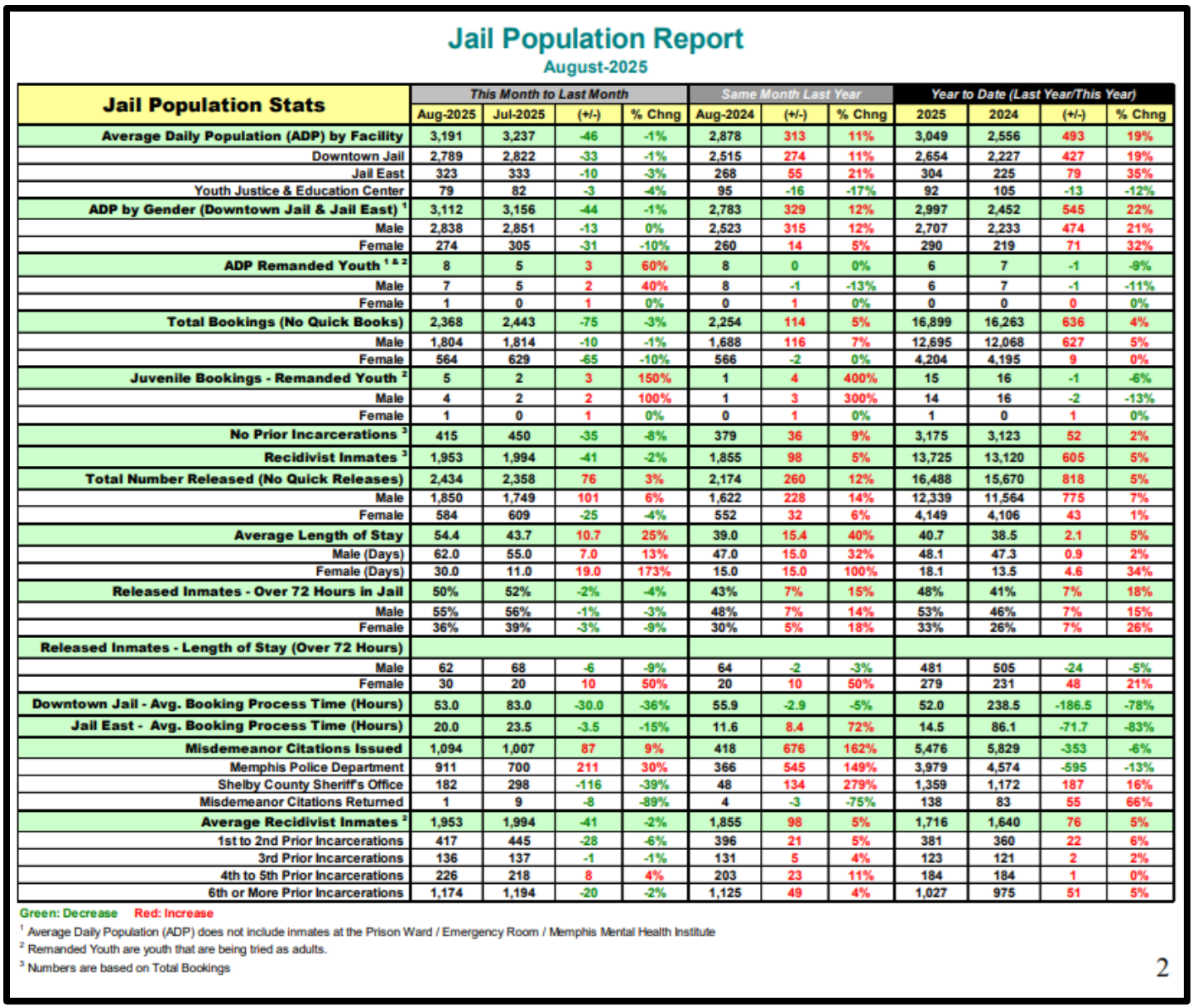
Despite the challenges faced by the various programs mentioned above, data sharing in a public-facing sense is still one of the most valuable tools for local governments to employ to help build trust and promote accountability. When agencies make their data available to the public, they are communicating a willingness to be transparent both about their progress and their challenges. This also encourages residents to engage with the criminal justice system in a way that helps fight against limited or outdated information. Public access to data empowers communities to take a more proactive approach in the promotion of safety in their communities, moving residents from a recipient of information into a more informed partner in local problem-solving.

Beyond building public trust, open data initiatives such as a full-fledged public safety dashboard greatly enhance internal coordination and decision-making among agencies. When agencies are capable of sharing information in real time, they are better able to identify overlapping responsibilities, recognize trends, and develop

multi-agency strategies. A shared data infrastructure also creates opportunities for various partnerships rather it be with other government agencies, research organizations, or community organizations to help allow multiple perspectives into evidence-based solutions. For example, trends in 311 service requests could be cross-analyzed with crime and neighborhood indicators from the Memphis Public Safety Dashboard to better understand how quality-of-live issues relate to public safety outcomes. This form of visibility promotes a higher level of collaboration as compared to siloed action.

For such a dashboard to be most effective, it will require each participating agency to continue strengthening its data-sharing capacity. This includes improving system interoperability, adopting some form of standardized definitions for commonly used metrics, and exploring avenues to increase automation and reduce manual reporting errors. By gradually aligning the various systems a community can transition from a series of disconnected data efforts into a network that supports collaboration, accountability, and evidence-based decision-making.

**Figure 3.** Jail Population Report within the August 2025 Jail Report Card



## Jail Population Report

August-2025

| Jail Population Stats | This Month to Last Month | | | | Same Month Last Year | | | Year to Date (Last Year/This Year) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Aug-2025 | Jul-2025 | (+/-) | % Chng | Aug-2024 | (+/-) | % Chng | 2025 | 2024 | (+/-) | % Chng |
| **Average Daily Population (ADP) by Facility** | 3,191 | 3,237 | -46 | -1% | 2,878 | 313 | 11% | 3,049 | 2,556 | 493 | 19% |
| Downtown Jail | 2,789 | 2,822 | -33 | -1% | 2,515 | 274 | 11% | 2,654 | 2,227 | 427 | 19% |
| Jail East | 323 | 333 | -10 | -3% | 268 | 55 | 21% | 304 | 225 | 79 | 35% |
| Youth Justice & Education Center | 79 | 82 | -3 | -4% | 95 | -16 | -17% | 92 | 105 | -13 | -12% |
| **ADP by Gender (Downtown Jail & Jail East) [1]** | 3,112 | 3,156 | -44 | -1% | 2,783 | 329 | 12% | 2,997 | 2,452 | 545 | 22% |
| Male | 2,838 | 2,851 | -13 | 0% | 2,523 | 315 | 12% | 2,707 | 2,233 | 474 | 21% |
| Female | 274 | 305 | -31 | -10% | 260 | 14 | 5% | 290 | 219 | 71 | 32% |
| **ADP Remanded Youth [1 & 2]** | 8 | 5 | 3 | 60% | 8 | 0 | 0% | 6 | 7 | -1 | -9% |
| Male | 7 | 5 | 2 | 40% | 8 | -1 | -13% | 6 | 7 | -1 | -11% |
| Female | 1 | 0 | 1 | 0% | 0 | 1 | 0% | 0 | 0 | 0 | 0% |
| **Total Bookings (No Quick Books)** | 2,368 | 2,443 | -75 | -3% | 2,254 | 114 | 5% | 16,899 | 16,263 | 636 | 4% |
| Male | 1,804 | 1,814 | -10 | -1% | 1,688 | 116 | 7% | 12,695 | 12,068 | 627 | 5% |
| Female | 564 | 629 | -65 | -10% | 566 | -2 | 0% | 4,204 | 4,195 | 9 | 0% |
| **Juvenile Bookings - Remanded Youth [2]** | 5 | 2 | 3 | 150% | 1 | 4 | 400% | 15 | 16 | -1 | -6% |
| Male | 4 | 2 | 2 | 100% | 1 | 3 | 300% | 14 | 16 | -2 | -13% |
| Female | 1 | 0 | 1 | 0% | 0 | 1 | 0% | 1 | 0 | 1 | 0% |
| **No Prior Incarcerations [3]** | 415 | 450 | -35 | -8% | 379 | 36 | 9% | 3,175 | 3,123 | 52 | 2% |
| **Recidivist Inmates [3]** | 1,953 | 1,994 | -41 | -2% | 1,855 | 98 | 5% | 13,725 | 13,120 | 605 | 5% |
| **Total Number Released (No Quick Releases)** | 2,434 | 2,358 | 76 | 3% | 2,174 | 260 | 12% | 16,488 | 15,670 | 818 | 5% |
| Male | 1,850 | 1,749 | 101 | 6% | 1,622 | 228 | 14% | 12,339 | 11,564 | 775 | 7% |
| Female | 584 | 609 | -25 | -4% | 552 | 32 | 6% | 4,149 | 4,106 | 43 | 1% |
| **Average Length of Stay** | 54.4 | 43.7 | 10.7 | 25% | 39.0 | 15.4 | 40% | 40.7 | 38.5 | 2.1 | 5% |
| Male (Days) | 62.0 | 55.0 | 7.0 | 13% | 47.0 | 15.0 | 32% | 48.1 | 47.3 | 0.9 | 2% |
| Female (Days) | 30.0 | 11.0 | 19.0 | 173% | 15.0 | 15.0 | 100% | 18.1 | 13.5 | 4.6 | 34% |
| **Released Inmates - Over 72 Hours in Jail** | 50% | 52% | -2% | -4% | 43% | 7% | 15% | 48% | 41% | 7% | 18% |
| Male | 55% | 56% | -1% | -3% | 48% | 7% | 14% | 53% | 46% | 7% | 15% |
| Female | 36% | 39% | -3% | -9% | 30% | 5% | 18% | 33% | 26% | 7% | 26% |
| **Released Inmates - Length of Stay (Over 72 Hours)** | | | | | | | | | | | |
| Male | 62 | 68 | -6 | -9% | 64 | -2 | -3% | 481 | 505 | -24 | -5% |
| Female | 30 | 20 | 10 | 50% | 20 | 10 | 50% | 279 | 231 | 48 | 21% |
| **Downtown Jail - Avg. Booking Process Time (Hours)** | 53.0 | 83.0 | -30.0 | -36% | 55.9 | -2.9 | -5% | 52.0 | 238.5 | -186.5 | -78% |
| **Jail East - Avg. Booking Process Time (Hours)** | 20.0 | 23.5 | -3.5 | -15% | 11.6 | 8.4 | 72% | 14.5 | 86.1 | -71.7 | -83% |
| **Misdemeanor Citations Issued** | 1,094 | 1,007 | 87 | 9% | 418 | 676 | 162% | 5,476 | 5,829 | -353 | -6% |
| Memphis Police Department | 911 | 700 | 211 | 30% | 366 | 545 | 149% | 3,979 | 4,574 | -595 | -13% |
| Shelby County Sheriff's Office | 182 | 298 | -116 | -39% | 48 | 134 | 279% | 1,359 | 1,172 | 187 | 16% |
| Misdemeanor Citations Returned | 1 | 9 | -8 | -89% | 4 | -3 | -75% | 138 | 83 | 55 | 66% |
| **Average Recidivist Inmates [2]** | 1,953 | 1,994 | -41 | -2% | 1,855 | 98 | 5% | 1,716 | 1,640 | 76 | 5% |
| 1st to 2nd Prior Incarcerations | 417 | 445 | -28 | -6% | 396 | 21 | 5% | 381 | 360 | 22 | 6% |
| 3rd Prior Incarcerations | 136 | 137 | -1 | -1% | 131 | 5 | 4% | 123 | 121 | 2 | 2% |
| 4th to 5th Prior Incarcerations | 226 | 218 | 8 | 4% | 203 | 23 | 11% | 184 | 184 | 1 | 0% |
| 6th or More Prior Incarcerations | 1,174 | 1,194 | -20 | -2% | 1,125 | 49 | 4% | 1,027 | 975 | 51 | 5% |

Green: Decrease Red: Increase

[1] Average Daily Population (ADP) does not include inmates at the Prison Ward / Emergency Room / Memphis Mental Health Institute

[2] Remanded Youth are youth that are being tried as adults.

[3] Numbers are based on Total Bookings

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## REFERENCES?????

The University of MEMPHIS tm

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## PSI

The Public Safety Institute (PSI) at the University of Memphis is an interdisciplinary part of the university community committed to identifying and advancing best practices in the field of public safety.