



SBStat

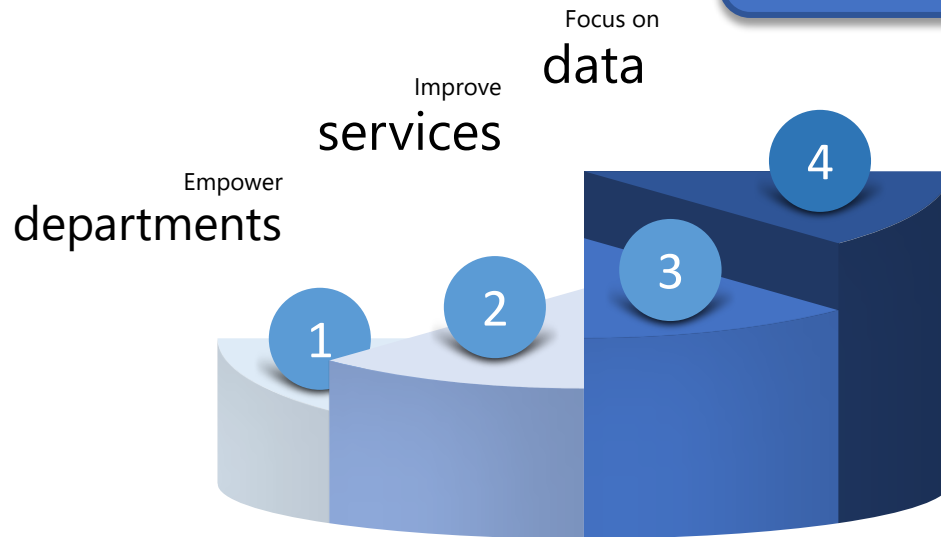
Police

Q1 April 28, 2020

Why we're here

Citywide Performance Management

These are the SB Stat Program Goals in 2020. These goals serve as a roadmap for departments and guidance from the Mayor on priority areas of focus in 2020



Guidance for a Remote SB Stat Meeting

1. Say hello!
2. When you're not speaking, please mute your microphone
3. To ask a question, let the moderator know you have a question in the chat. This can be as simple as typing:
 - "Hi I have a question"
 - "I'd like to follow up on this"
4. The moderator will let the conversation breathe during discussion, but will step in if needed

Today's Agenda

I. New Strategic Objectives

II. Project Updates

III. Recruitment

IV. Data Study

V. Potential Projects

VI. Celebrating our Values

New Strategic Objectives

1 **Trust**
From the community & collectively

2 **Crime Prevention**

3 **Accountability**
With discipline and results

4 **Recruitment**
In quantity, quality
& diversity

A New Tool: Zencity

- Overview
- Walk-through
- Use Cases

What is Zencity?

What

A web-based software that gathers publicly available online social media data and assigns a sentiment (**positive**, neutral, or **negative**).

This is an internal tool available to city staff only.

How

Uses AI to assign sentiment based on key-words and phrases in comments and posts of city-designated pages and web sources (i.e. Facebook, Twitter, local media sources).

Zencity Use Cases

Why

Feedback and commentary from those we might not otherwise hear from in a quantitative format. 2020 is a pilot year with the product.

Use Cases

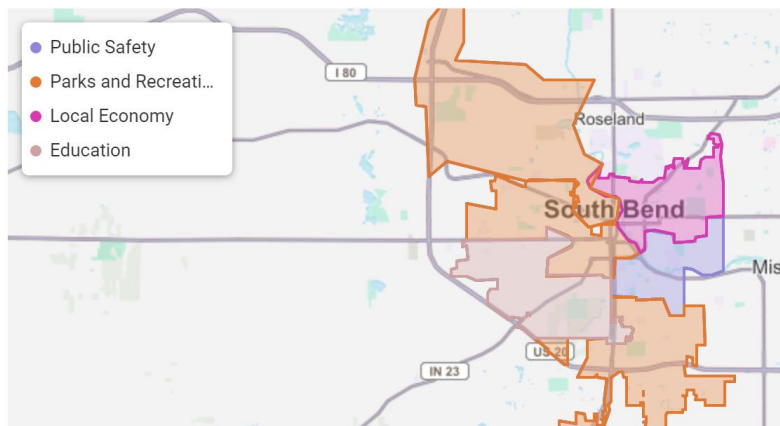
- "Temperature check"
- Respond to misinformation
- Public reception and impact of events or initiatives
- Identify gaps between internal and resident perceptions

In what ways should we not use Zencity?

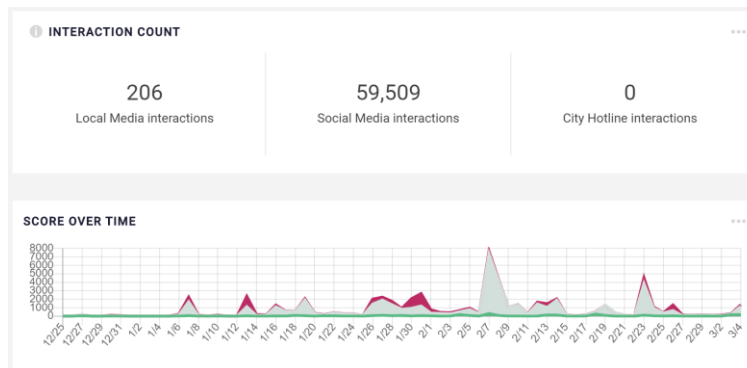
- As a performance management tool

Zencity Walk-through

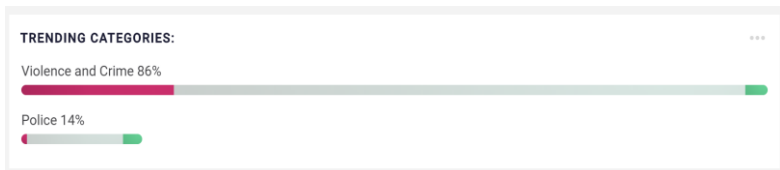
Topics by geographic location



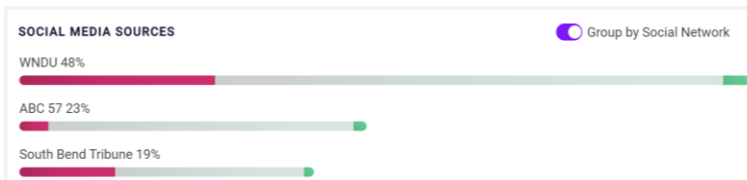
Sentiment overtime



Drilldown by category



See impact by media source













Project Updates

- Portfolio Summary
- SB UX - Transparency Hub Session
- GVI Gap Analysis

Police Stat Portfolio Summary

Status of SBStat projects and initiatives in the queue for 2020

Project	Brief Description	Status
Group Violence Intervention Analysis	Comprehensive analysis of the progression of the GVI program and its reporting	
Recruitment		
Open House with Training	An open house where applicants can come to meet Training and practice for the physical exam	
Job Fair Materials Refresh	All new designs for and reignited attendance to local job fairs	
Media Initiatives	Create Facebook and radio ads for sustainable advertising	
Home Grown Program	Rescoping of youth engagement and preparatory program	
Data Studies		
Compensation Benchmarking	A comparative analysis of SBPD's compensation package to other agencies	
Staffing Analysis	A demand over supply analysis of SBPD workload over personnel	
Disciplinary Action Historic Report	A historic look at disciplinary action at SBPD	
Policy Reviews – ILEA, Beards, Shorts & Tattoos	Review and revision of various policies	
SBPD Youth Academy	A youth targeted curriculum of SBPD's Citizen Academy	

Legend



Project on Schedule



Project delayed



Project cancelled



Project under consideration

1. SB UX – Transparency Hub

- Session
- Feedback

SB UX – Transparency Hub Session

What

UX is a common abbreviation for User Experience which is the experience that a person using a website, product, or application. We want our users to have a smooth, positive experience when they interact with the City of South Bend's technology and we believe the best way to do this is by testing and getting feedback on applications before they launch and throughout their lifecycle.

Turnout

- 9 people provided feedback
 - Including a few Board of Public Safety members
- Several signed up to be part of the ongoing feedback cohort

SB UX Feedback

Feedback

- Hard to navigate
- Disjointed organization
- Long and text heavy
- Expectations of contents mostly accurate
- Participants enjoy the dashboards
- Participants were excited that the portal exists and is always being improved on!

Dataset Wishlist

- Cannabis specific statistics
- Benchmarking stats with other cities
- Nuisance properties
- Compensation
- Policy change timeline and training inventory

2. GVI Analysis

- Historic Trends
- Key takeaways

Group Violence Intervention

Definition

- Derived from the National Network for Safe Communities – David Kennedy
 - Operation Ceasefire – Boston, 1990's
- Evidence based **violence reduction** when a **partnership** of community members, law enforcement, and social service providers **directly engages** with the **small and active** number of people involved in street groups

Call-in

Central method of communication; face-to-face meeting between group members and the strategy's partners. Clearly communicates the message of *"We will help you if you let us; We will stop you if you make us"*.

Custom Notification

Definition

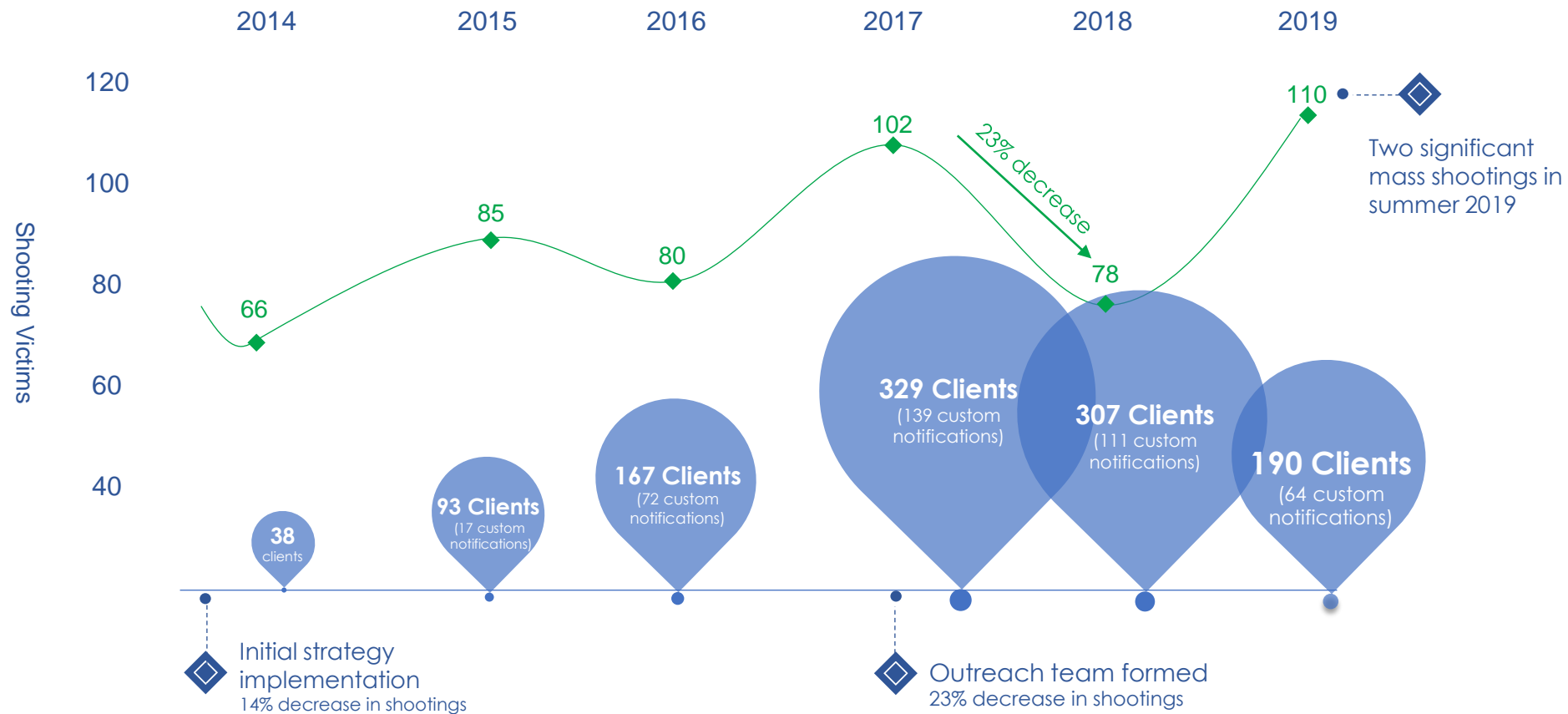
Custom Notifications are home or street visits from a small group of partnership representatives that communicate the GVI message to specific people.

Details

- CN's are flexible visits; can be deployed quickly to help interrupt cycles of violence, address retaliation and active disputes, calm hot spots, and address "impact players" – including those not on supervision and harder to reach
- Traditionally planned and tracked by Project Manager
- CN's are linked to partnership's knowledge of the street dynamic
- CN's are used to connect info coming from problem analysis, shooting reviews, and other law enforcement exercise to generate intelligence about the highest risk people

GVI Strategy Timeline (2013 – Present)

A timeline mapping actions taken by the city and bottom-line results



GVI Analysis Key Takeaways

1. Program visibility is critical

- Annual shootings tended to decrease when the strategy reached out to the community and touched more people
 - 23% decline in shootings in 2018
 - Huge decline in shootings between June 2019 and July 2019 is credited to the collaborative efforts between SBPD and Goodwill's S.A.V.E. Team (26 shootings to 8 shootings)

GVI Analysis Key Takeaways

Continued

2. Custom notifications are effective

- Results improved when the strategy relied more heavily on custom notifications

3. Community voices are essential

- Progress tended to stagnate when it relied primarily on the efforts of SBPD
- Must focus on Empowerment and Root Causes of Violence

Using data to drive performance

Diving deep into a few key initiatives being undertaken to improve city performance

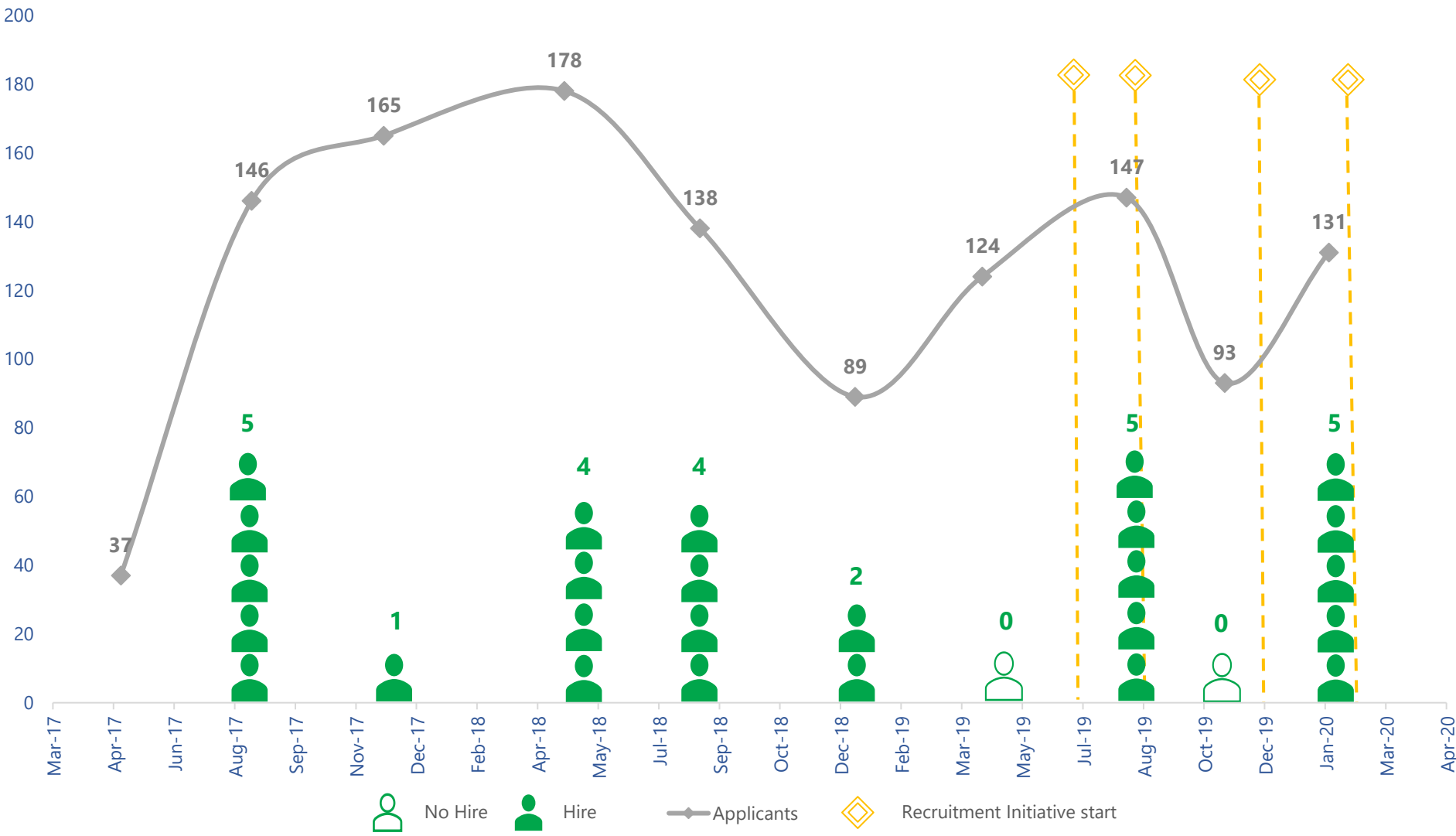
1. Recruitment
2. Data Studies

1. Recruitment

- Hiring Update
- Process Improvement
- Open House with Training
- Facebook + Radio Ads

Hiring Update

2017 to Present



Hiring Process Improvement

ILEA Physical Standards:

- Started using new standards last quarter

Pre-academy officers:

- Immediately start getting paid
- Log hours on the job
- Learn best practices and administrative tasks
- Earlier exposure to areas of interest

Metrics of Success:

- Reduced downtime by **2 months** or more
- Expected higher performers in the **long-term**
 - More concentration on training
 - Lower rates of disciplinary action
- Reduce turnover in the **long-term**

Open House with Training

Changes made in January:

1. Greeter at door to welcome and orient attendees
2. Snacks and beverages
3. Stations for each task
4. Media attendance – unintentional

Open House with Training

Results

Steady increase in attendance and variable improvement in passing physical:

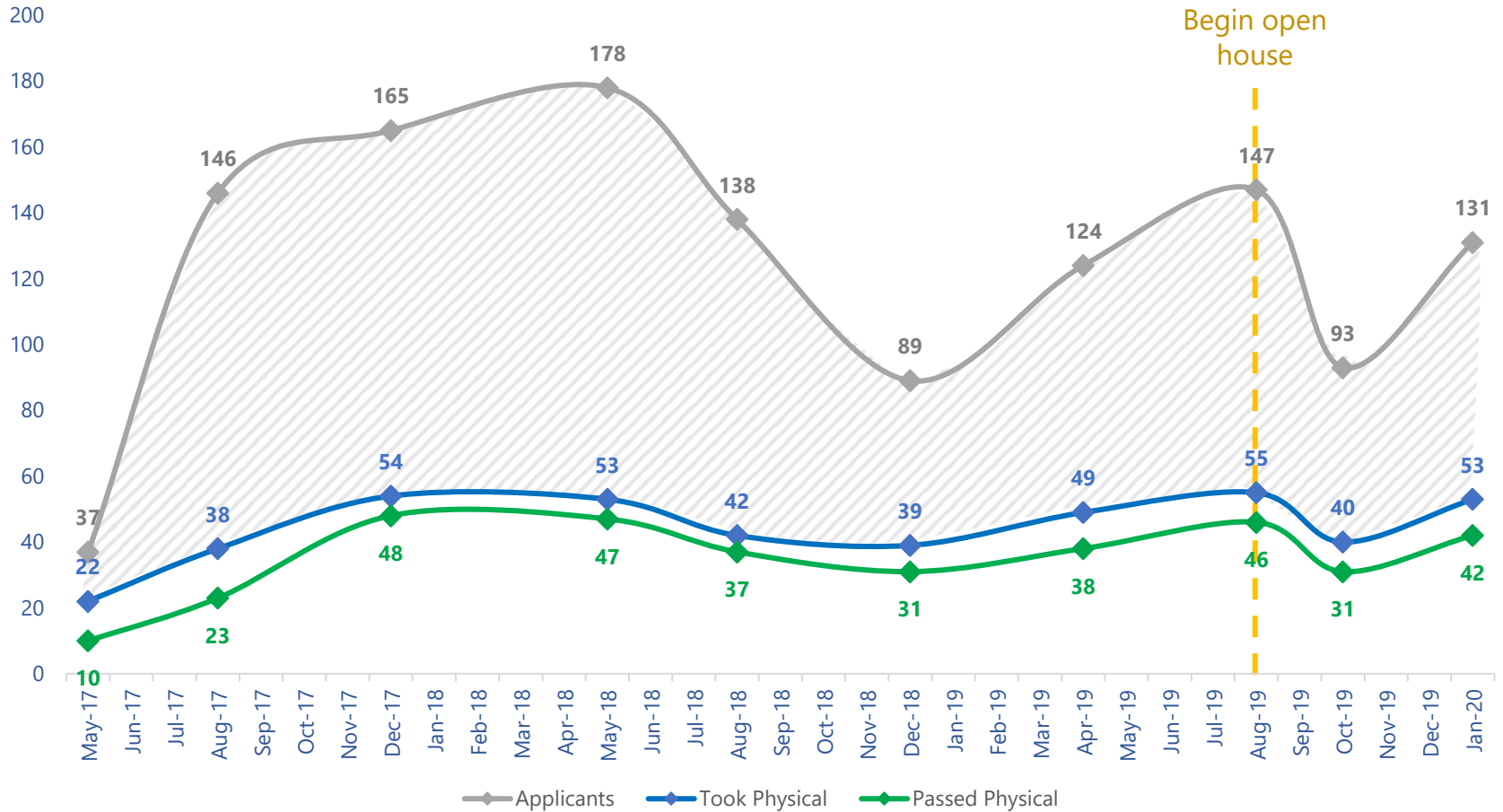
Open House	Attendees	Attendee Percent Change	Passed Physical	Percent Passed	Percent Change
Aug 2019	20	-	8	40%	-
Oct 2019	24	+20%	13	54%	+14%

Open House	Attendees	Attendee Percent Change	Passed Physical	Percent Passed	Percent Change
Oct 2019	24	-	13	54%	-
Jan 2020	29	+21%	13	44%	-10%

Open House with Training

Monitoring success

Overall Impact on Physical Test



Recruitment

Outreach Initiatives Update

COVID-19 disruptions:

- Hiring freeze
- Social Distancing

Radio ad:

- 1 applicant has referenced the radio ad as a reference
- Increased volume of interest through in the form of direct calls mentioning the radio ad

Outreach Initiatives Update

Continued

Job fair & marketing materials:

- Sgt Thomas attended in February as keynote speaker with refreshed materials
- Most common inquiries:
 - Additional money for relocation
 - Additional money for education (having a degree)
 - Wanted to know time limit on the hiring process
 - Internships & Ride-Along Program
 - Salary & Benefits

Outreach Initiatives Update

Defiance College Visit



Outreach Initiatives Update

Welcome



Welcome
Christine as
PIO!

2. Data Studies

- Compensation Benchmarking
- Disciplinary Action Historic Report

Compensation Benchmarking

Purpose

An analysis of SBPD's monetary offerings versus other agencies in the state to determine whether or not pay is a significant factor in recruitment and retention.

Methodology

- Easily comparable incentives
- Cities of similar size or population
- Part 1 restricted to Indiana, Part 2 is restricted to the Midwest
- Averaged out through a 10 and 20 year time horizon

Compensation Benchmarking

Limitations

Indiana

- 77 Fund list is based off of pension and not necessarily what the officers are making
- All measures are relative, not objective
- This analysis would change greatly if including other states

Midwest

- Each state has different pension systems
- All measures are relative, not objective
- This analysis would change greatly with a larger sample size

Compensation Benchmarking

Indiana 77 Fund Ranking

Rank	Sub Unit Name	2019 Pension	Metro Area
1	Porter-Police	\$ 82,215.00	NW
2	Crown Point-Police Dept	\$ 79,000.00	NW
3	Carmel-Police Dept	\$ 78,758.00	Indy
4	Lake Station-Police Dept	\$ 77,482.18	NW
5	Hobart-Police Dept	\$ 76,811.00	NW
6	Indianapolis-Police Dept	\$ 76,101.00	Indy
7	Lowell-Police Dept	\$ 75,732.00	NW
8	Highland-Police Dept	\$ 74,725.58	NW
9	Griffith-Police Dept	\$ 74,675.48	NW
10	Portage-Police Dept	\$ 74,263.00	NW
11	St. John-Police Dept	\$ 73,797.36	NW
12	Munster-Police Dept	\$ 73,697.20	NW
13	Chesterton-Police Dept	\$ 72,500.00	NW
14	Dyer-Police Dept	\$ 72,033.72	NW
15	Merrillville-Police Dept	\$ 71,500.00	NW
16	Fishers-Police Department	\$ 70,263.51	Indy
17	Cedar Lake-Police Dept	\$ 70,093.14	NW
18	Schererville-Police Dept	\$ 69,295.48	NW
19	Noblesville-Police Dept	\$ 69,251.20	Indy
20	Westfield Police Department	\$ 68,580.00	Indy
21	Beech Grove-Police Dept	\$ 68,163.62	Indy
22	Speedway-Police Dept	\$ 68,115.38	Indy
23	Valparaiso-Police Dept	\$ 68,111.00	
24	Lawrenceburg-Police Dept	\$ 67,704.00	Cincinnati
25	Lawrence-Police Dept	\$ 66,762.90	Indy
26	Crawfordsville-Police Dept	\$ 66,175.78	
27	New Albany-Police Dept	\$ 65,807.14	Louisville
28	Lafayette-Police Dept	\$ 65,462.60	
29	Hammond-Police Dept	\$ 65,112.00	NW
30	Michigan City-Police Dept	\$ 64,800.00	NW
31	Elkhart-Police Dept	\$ 64,421.22	
32	Franklin-Police Dept	\$ 64,304.40	Near Indy
33	Brownsburg-Police Dept	\$ 63,912.47	Indy
34	Evansville-Police Department	\$ 63,805.20	
35	Greenwood-Police Dept	\$ 63,775.46	Indy
36	Jeffersonville-Police Dept	\$ 63,667.12	Louisville
37	Seymour-Police Dept	\$ 62,451.60	
38	City Of South Bend-Police Dept	\$ 62,408.00	

Compensation Benchmarking

Rank Comparisons - Indiana

Adj. 77 Fund Ranking

77 Fund Rank	Agency	77 Fund L	Officers per 1000	Crime/Officer ratio
1	Carmel	\$78,758.00	1.21	904.87
2	Fishers	\$70,263.00	1.19	919.72
3	Noblesville	\$69,251.00	1.46	750.37
4	Valparaiso	\$68,111.00	1.72	635.89
5	Lafayette	\$65,462.00	1.97	555.73
6	Hammond	\$65,112.00	2.77	394.67
7	Michigan City	\$64,800.00	2.28	479.25
8	Elkhart	\$64,421.00	2.25	485.27
9	Franklin	\$64,304.00	1.39	788.80
10	Evansville	\$63,805.00	2.42	451.01
11	Greenwood	\$63,775.00	1.02	1071.20
12	South Bend	\$62,408.00	2.24	488.51
13	Fort Wayne	\$60,474.00	1.72	636.19
14	Mishawaka	\$58,079.00	2.16	505.54
15	Bloomington	\$54,916.00	1.21	902.18
16	Kokomo	\$54,545.00	1.38	790.98
17	Anderson	\$52,770.00	1.34	813.26
18	Gary	\$51,004.00	2.32	470.39
19	Muncie	\$49,437.00	1.58	693.84

Adj. 10 Year Ranking

Adj. 10-year Rank	Agency	10-year officer	Officers per 1000	Crime/Officer ratio
1	Carmel	\$81,651.00	1.21	904.87
2	Fishers	\$71,151.00	1.19	919.72
3	Lafayette	\$68,009.00	1.97	555.73
4	Elkhart	\$67,831.00	2.25	485.27
5	Hammond	\$66,928.00	2.77	394.67
6	South Bend	\$66,241.00	2.24	488.51
7	Noblesville	\$65,171.00	1.46	750.37
8	Evansville	\$64,797.66	2.42	451.01
9	Greenwood	\$64,721.00	1.02	1071.20
10	Mishawaka	\$63,870.00	2.16	505.54
11	Fort Wayne	\$63,422.00	1.72	636.19
12	Valparaiso	\$59,436.00	1.72	635.89
13	Bloomington	\$58,962.00	1.21	902.18
14	Franklin	\$56,726.00	1.39	788.80
15	Kokomo	\$56,545.00	1.38	790.98
16	Anderson	\$54,437.66	1.34	813.26
17	Muncie	\$53,584.00	1.58	693.84
18	Michigan City	\$53,462.19	2.28	479.25
19	Gary	\$49,804.00	2.32	470.39

Adj. 20 Year Ranking

Adj. 20-year Rank	Agency	20-year officer	Officers per 1000	Crime/Officer ratio
1	Carmel	\$84,451.00	1.21	904.87
2	Fishers	\$73,151.00	1.19	919.72
3	Elkhart	\$71,731.00	2.25	485.27
4	Evansville	\$69,579.66	2.42	451.01
5	Lafayette	\$69,509.00	1.97	555.73
6	Hammond	\$68,380.00	2.77	394.67
7	South Bend	\$67,491.00	2.24	488.51
8	Fort Wayne	\$65,922.00	1.72	636.19
9	Noblesville	\$65,171.00	1.46	750.37
10	Greenwood	\$64,721.00	1.02	1071.20
11	Mishawaka	\$63,870.00	2.16	505.54
12	Valparaiso	\$60,636.00	1.72	635.89
13	Bloomington	\$60,337.00	1.21	902.18
14	Michigan City	\$58,605.19	2.28	479.25
15	Kokomo	\$58,045.00	1.38	790.98
16	Franklin	\$56,726.00	1.39	788.80
17	Anderson	\$56,437.66	1.34	813.26
18	Muncie	\$54,384.00	1.58	693.84
19	Gary	\$51,504.00	2.32	470.39

Compensation Benchmarking

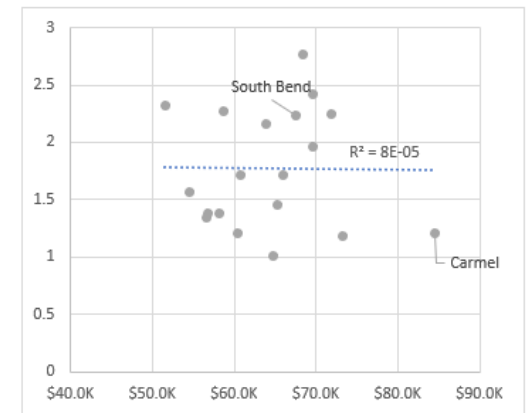
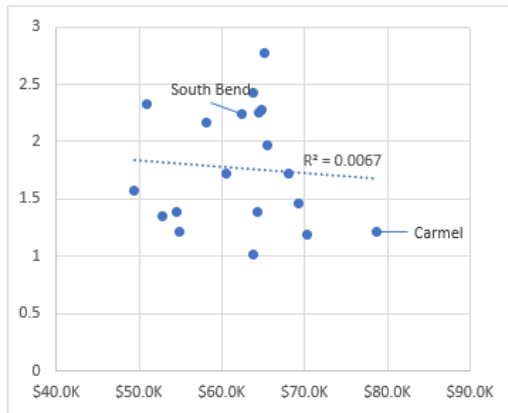
Analysis

77 Fund Ranking

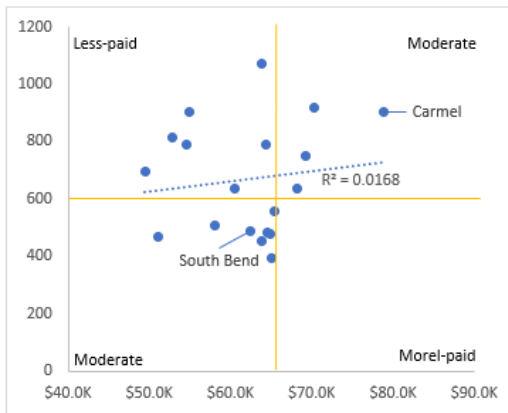
Adj. 10 Year Ranking

Adj. 20 Year Ranking

Pay to Staff Level



Pay to Workload



Recruitment + Accountability

Compensation Benchmarking

Rank Comparisons - Midwest

10 Year Ranking

Municipality	Total Pay for 10 year officer - Afternoon Incentive	Officer Per 1000 residents
Peoria	\$96,534.89	2.179
Springfield	\$79,922.35	1.189
Ann Arbor	\$78,160.00	1.115
Grand Rapids	\$77,144.00	1.486
Champaign	\$75,308.00	2.771
Parma	\$74,560.00	1.164
Lansing	\$73,873.74	2.216
Dayton	\$72,482.04	2.489
Akron	\$69,728.00	2.515
South Bend	\$66,241.00	2.163
Toledo	\$66,132.00	2.246

20 Year Ranking

Municipality	Total Pay for 20 year officer - Includes Afternoon Incentive	Officer Per 1000 residents
Peoria	\$100,960.50	2.18
Springfield	\$83,637.60	1.19
Ann Arbor	\$82,650.00	1.12
Grand Rapids	\$77,144.00	1.49
Champaign	\$75,308.00	2.77
Parma	\$75,360.00	1.16
Lansing	\$76,579.62	2.22
Dayton	\$73,185.08	2.49
Akron	\$70,396.65	2.52
South Bend	\$67,491.00	2.16
Toledo	\$68,640.00	2.25

Recruitment + Accountability

Compensation Benchmarking

Insights

1

77 Fund List is not an accurate representation of ranking

It leaves out important incentive considerations

2

Using cities out of state for comparison is better

Indiana does not have enough cities of comparable size and circumstance

4

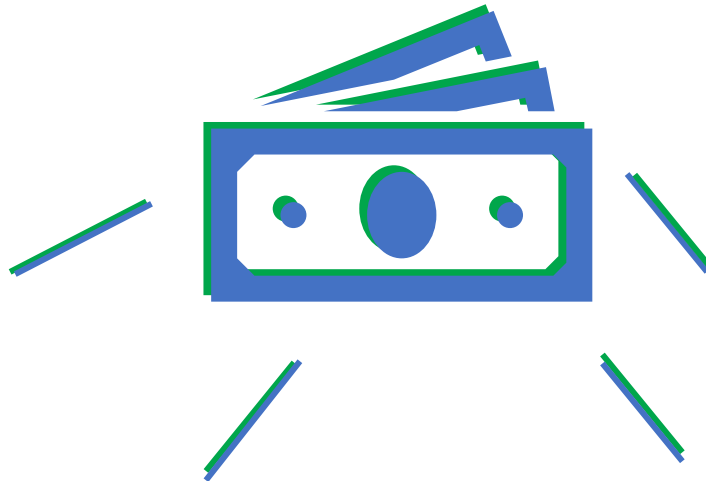
South Bend is not in the top quartile of compensation

Out of comparable cities

3

Pay may increase recruitment in the short-term

But, there is more at play for sustainable recruitment



Disciplinary Action Historic Report

Purpose

To examine disciplinary practices in the last 10 years to monitor trends and compare against the proposed Disciplinary Matrix for the department.

Methodology

- Time horizon of 10 years (2010 – 2019)
- Extracted from IAPro
- Categorized by assumption of lowest common denominator
 - Example – “Reporting” without additional detail is always a “B”
- Allegation and discipline category determined by highest category listed

Disciplinary Action Historic Report

Limitations



Before 2016, data entry practices were not consistent



A few incidents had disciplinary action that is not comparable to the matrix (unique discipline)



Demotions are not accounted for in the matrix and were treated as minimum Category C



Counts between comparisons are not the same due to several incidents grouping into a shared discipline

Disciplinary Action Historic Report

Matrix Variance Analysis

Disciplinary violation breakdown

Count	Violation		
Allegation Category	1st	2nd	3rd
A	61	9	1
B	121	12	1
C	54	2	1
D	16	2	1
E	25	4	
F	9	2	2



Count	Violation		
Discipline Category	1st	2nd	3rd
A	115	8	1
B	76	8	1
C	32	4	1
D	10	1	
E	11	2	1
F	5		1
None	13	2	
Not comparable	6		
Resigned	9	4	
Retired	1		



Average Variance	Violation		
Category	1st	2nd	3rd
A	-2.42	-1.13	0
B	-0.58	-0.25	0
C	-0.16	-0.50	0
D	1.60	8.00	
E	2.64	1.50	3.00
F	4.60		0
None	-7.38	-7.00	

Positive = higher severity discipline
 Negative = lower severity discipline
 Normal = equal discipline

Disciplinary Action Historic Report

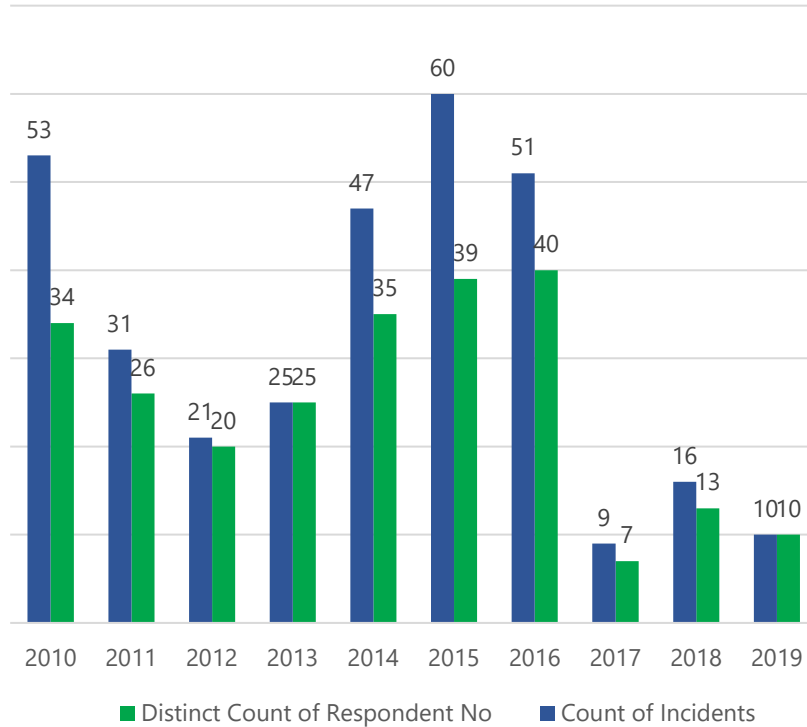
Matrix Insights

1. On average, the Police Department disciplines **less** for low to mid severity and **more** for mid to severe allegations, compared to the matrix
2. There is a **disparity** in **definitions** of severity for various allegation categories between the matrix and historic practices
 - Examples: excessive force & vehicle accidents
3. A **three-strike system** is not applicable for several violations, dependent on the **nature and severity**

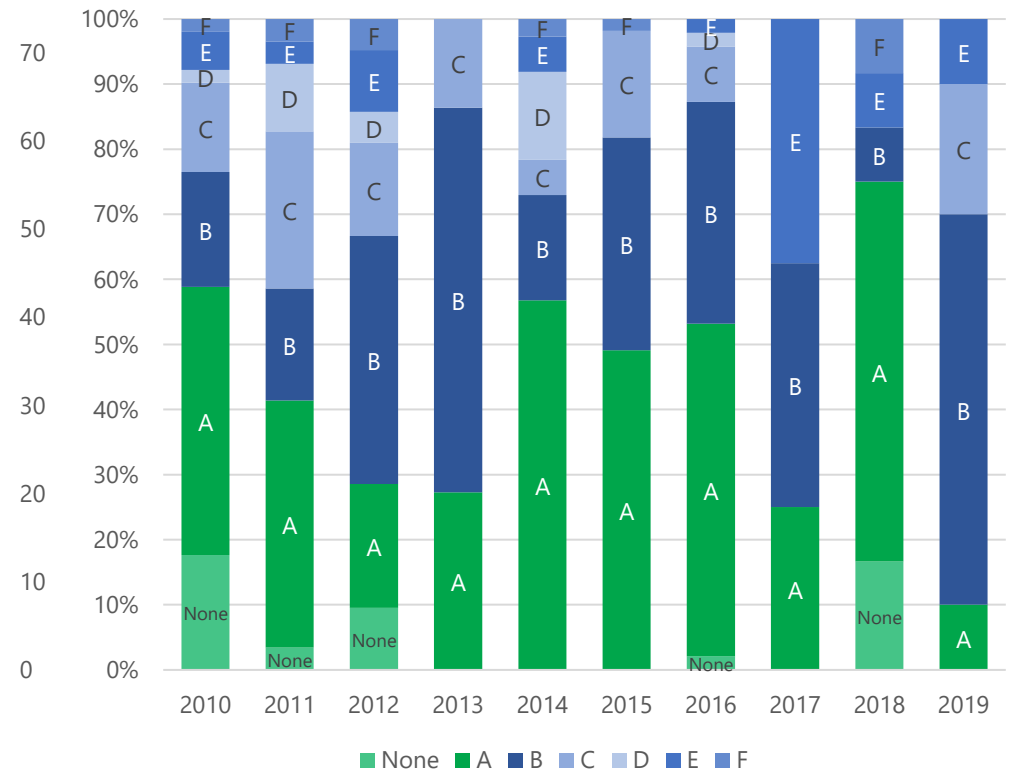
Disciplinary Action Historic Report

Trends

Number of Staff Disciplined and Incidents by Year

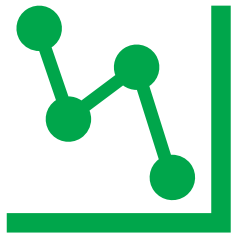


Proportion of Discipline Severity by Year



Disciplinary Action Historic Report

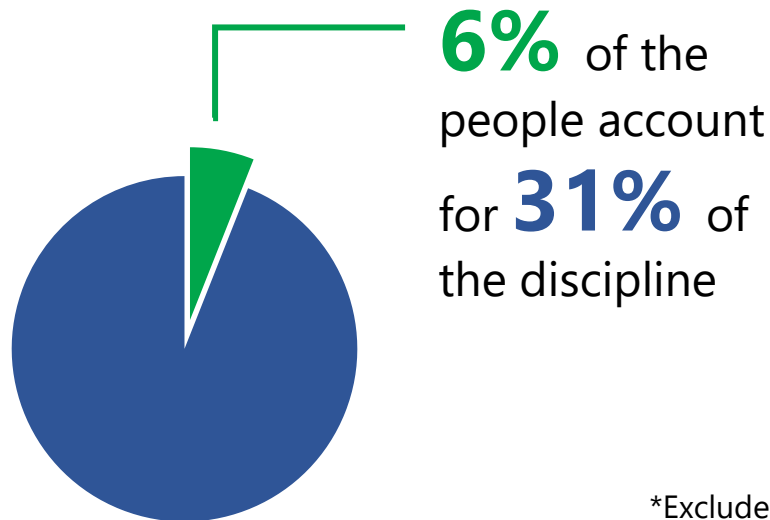
Trend Insights



After 2015, the number of discipline incidents has trended **downward** with **polarity** in discipline severity

1 in 4

Officers never appear in the data again*



*Excludes 1st time violations that resulted in termination, resignation, or retirement

Taking action

Offering policy alternatives, data-based frameworks, and decision points that take action in improving the lives of South Bend residents

- Transparency Hub Proposal
- GVI Analysis Next Steps
- Data Studies

1. Transparency Hub Changes

- Proposal
- Reasoning
- Preview
- Crime Dashboard

Transparency Proposal:

Move the Transparency Hub to the City's main website



I'M LOOKING FOR... 311 CITY SERVICES PAGES VIEWED 

You are here: [Home](#) / Transparency & Performance

TRANSPARENCY & PERFORMANCE

The City of South Bend is committed to delivering excellent services to our residents, including transparency of data and internal performance management information. On this page you will find dashboards of City data, presentations from the City's performance management program, and updates on the City's work in transparency. There is also access to the City's Open Data Portal, Police Open Data Portal, and Document Repository.



[Document Repository](#)
([Public Records](#)) 



[Open Data Portal](#) 



[Police Transparency](#) 



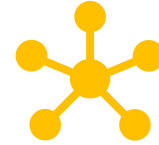
[Budget Documentation](#) 

Trust + Accountability

Transparency Proposal Reasoning



Finer control +
customization



Unified location



Sustainable placement



Cleaner organization



Mobile friendly

Transparency Proposal Preview

PRIVATE: POLICE TRANSPARENCY HUB

PAGE NAVIGATION

[Data Categories](#)

[Police Initiatives](#)

[Public Documents](#)

[Police Policies](#)

[Board of Public Safety](#)

Welcome to the newly updated South Bend Police Transparency Hub! This was a result of an initiative to make improvements based on resident feedback on how to make the user experience better!

Use this space to access and analyze raw data as well as to explore interactive visuals that provide context and help you interpret information about your Police Department and our community.

Notice: The Hub dashboards have recently gone through some changes! For more information, go to our [Guided Tour](#).

POLICE DATA CATEGORIES

Below are the Police data pages containing dashboards, maps, and links to relevant data.



[Recruitment Data](#)

Recruitment stages, dashboard, demographics



[Crime Data](#)

Crime dashboard, definitions, and maps



[Interactions Data](#)

Complaints, use of force, and investigations

POLICE INITIATIVES

Relationship-Based Policing

+


Department Organizational Restructure

+

PUBLIC DOCUMENTS

SBPD publishes its monthly case reports as the [Public Information Bulletin](#) .

Many members of the South Bend community followed local media coverage in 2016 of litigation involving the City of South Bend. Because of our commitment to transparency and accountability, the Mayor's Office has asked the City's Legal Team to provide court documents and a guide that makes the documents easier to understand.

- Here you can find the [Litigation Guide](#) .



Navigation to page sections



Dashboards, maps & datasets

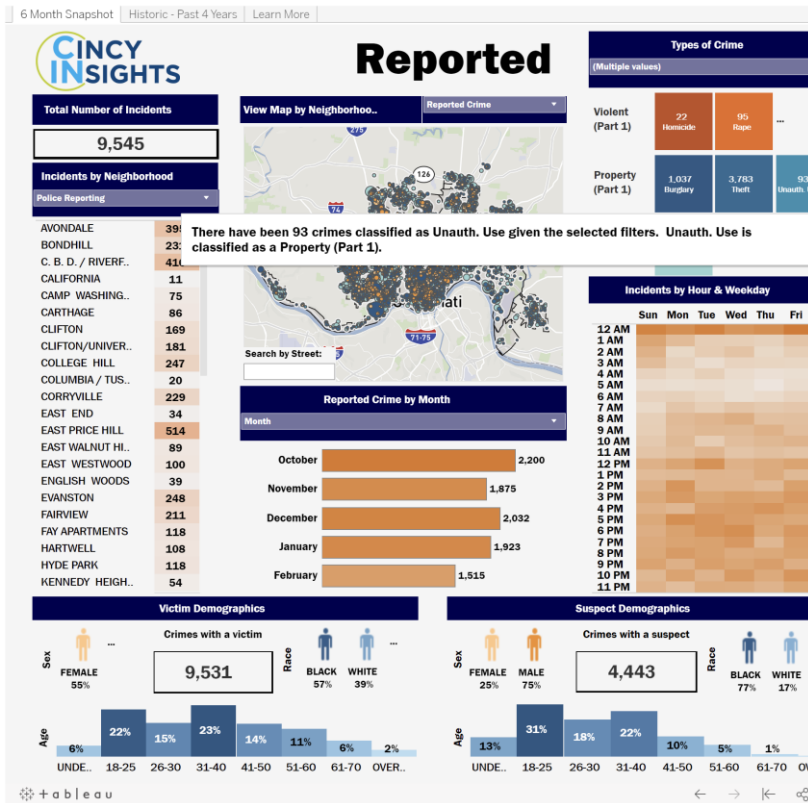


The same information presented in a simpler way

Trust + Accountability

Transparency Proposal: A new Crime Dashboard

Cincinnati



New York



Trust + Accountability

2. GVI Analysis Next Steps

- Immediate Action Items
- Program Management Notifications

Next Steps to Consider

Immediate Action Items

Increase visibility

- Integrate an anti-violence element to the door hangers currently being used by shot-spotter/shooting response – in alignment with campaigning efforts city-wide
- Utilize the transparency hub for a source of information about GVI for the community to see regularly
- Ensure that the voice of the Mayor of South Bend is not just seen, but heard and felt as a part of institutionalizing GVI – leadership emphasis; “trickle-down” effect

Internal Suggestions

- Integrate Chief Crittendon into GVI Call-Ins as a speaker
- Consider Dana Hamilton in L.E.S.S. meetings for ballistic exam expertise

Next Steps to Consider

Program Management Notifications

Improve Custom Notifications

- Defining and Refining Custom Notifications
- Ensuring that Door Hangers are being left in areas where shootings have occurred. Ensure that these Door hangers reflect the image of GVI and ANTI-GUN VIOLENCE
- Ensure that all Door Hangers have all necessary information on them
- Program Manager must track custom notifications

3. Data Studies

- Compensation Benchmarking
- Disciplinary Action Historic Report
- Staffing Analysis

Next Steps

Compensation Benchmarking

- Analysis of cities out-of-state in the Midwest
- Comparable pensions

Disciplinary Action Historic Report

- Reconvene with the Board of Public Safety to align the discipline matrix
- Data quality and management initiative to improve future usability of data

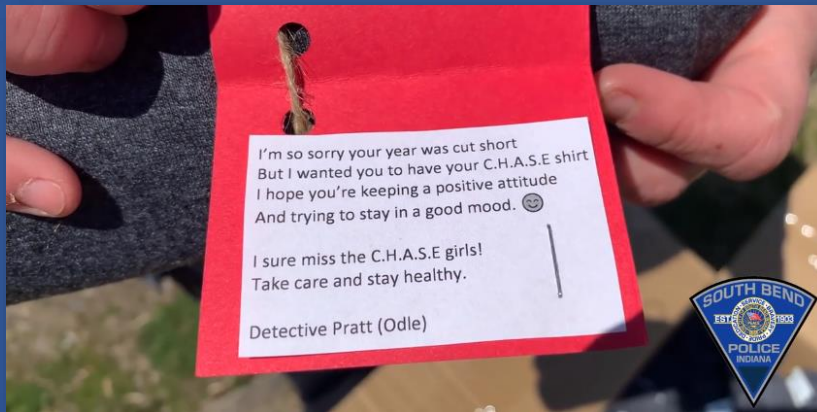
Staffing Analysis

- Review of analysis
- To be discussed in Q2 Police Stat
- Research future benchmarking options

Celebrating our values

This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed

CHASE Shirt Delivery



Missing Girl Found!

"To be off duty, you would think maybe he wouldn't even be thinking about work at that point and he was still thinking of her and we totally appreciate it," Amy Webb





SBStat

Police

Q1 April 28, 2020