



SBStat | Neighborhood Stat

2022 Quarter 1 | April 19, 2022
City of South Bend





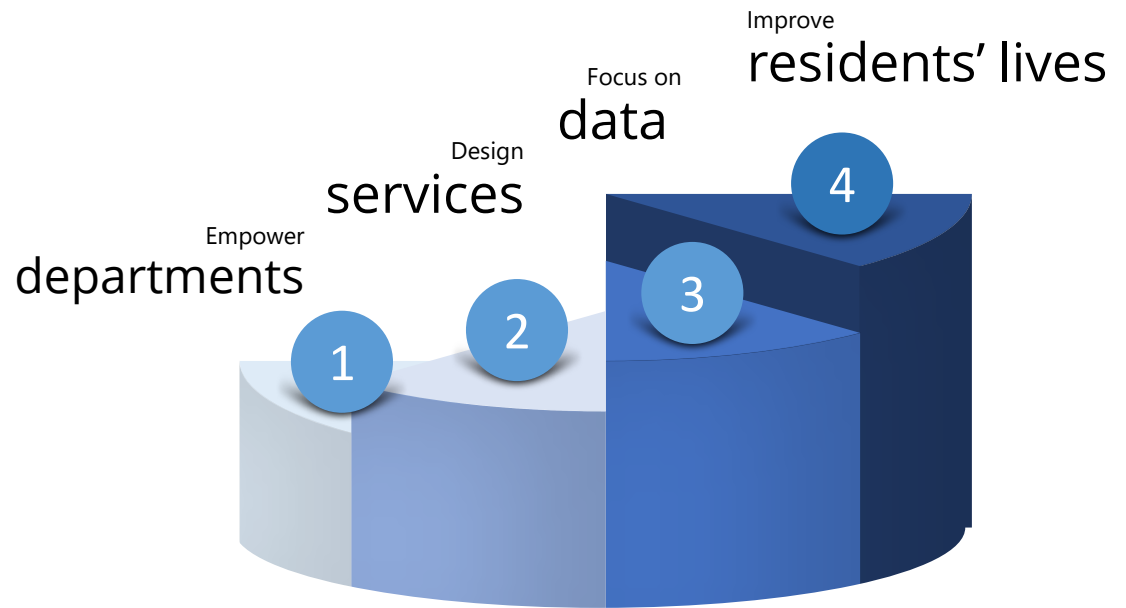
Why we're here

Citywide Performance Management

Our Goals:

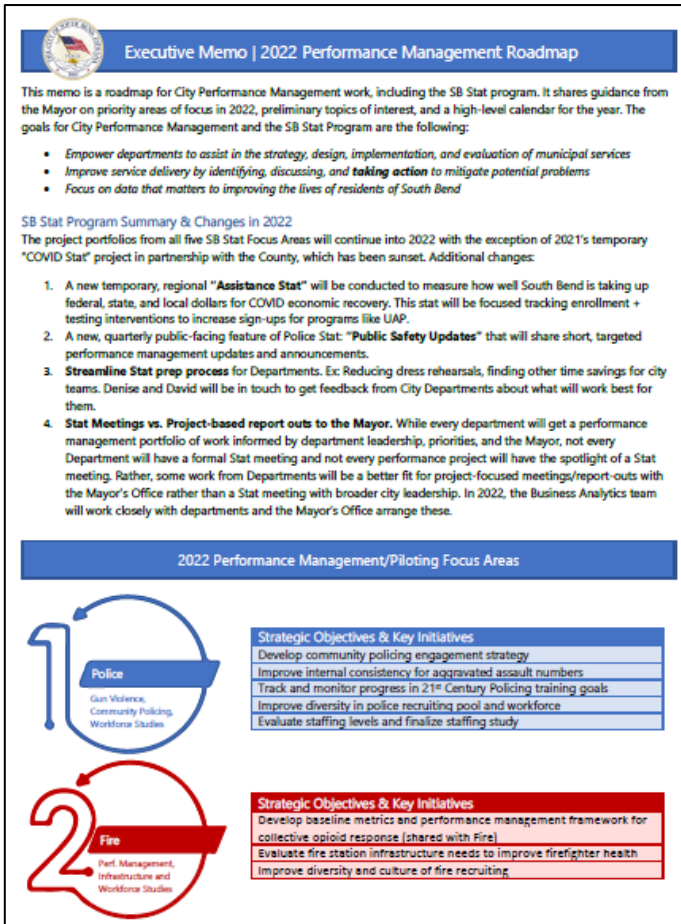
1. **Make the basics easy**
2. **Deliver good government**
3. **Invest in people and places**

Our Process:



Streamlined SB Stat

A few process changes to note for 2022



Executive Memo | 2022 Performance Management Roadmap

This memo is a roadmap for City Performance Management work, including the SB Stat program. It shares guidance from the Mayor on priority areas of focus in 2022, preliminary topics of interest, and a high-level calendar for the year. The goals for City Performance Management and the SB Stat Program are the following:

- Empower departments to assist in the strategy, design, implementation, and evaluation of municipal services
- Improve service delivery by identifying, discussing, and **taking action** to mitigate potential problems
- Focus on data that matters to improving the lives of residents of South Bend

SB Stat Program Summary & Changes in 2022
The project portfolios from all five SB Stat Focus Areas will continue into 2022 with the exception of 2021's temporary "COVID Stat" project in partnership with the County, which has been sunset. Additional changes:

- A new temporary, regional "**Assistance Stat**" will be conducted to measure how well South Bend is taking up federal, state, and local dollars for COVID economic recovery. This stat will be focused tracking enrollment + testing interventions to increase sign-ups for programs like UAP.
- A new, quarterly public-facing feature of Police Stat: "**Public Safety Updates**" that will share short, targeted performance management updates and announcements.
- Streamline Stat prep process** for Departments. Ex: Reducing dress rehearsals, finding other time savings for city teams. Denise and David will be in touch to get feedback from City Departments about what will work best for them.
- Stat Meetings vs. Project-based report outs to the Mayor.** While every department will get a performance management portfolio of work informed by department leadership, priorities, and the Mayor, not every Department will have a formal Stat meeting and not every performance project will have the spotlight of a Stat meeting. Rather, some work from Departments will be a better fit for project-focused meetings/report-outs with the Mayor's Office rather than a Stat meeting with broader city leadership. In 2022, the Business Analytics team will work closely with departments and the Mayor's Office arrange these.

2022 Performance Management/Piloting Focus Areas

Area	Strategic Objectives & Key Initiatives
1 Police Gun Violence, Community Policing, Workforce Studies	<ul style="list-style-type: none">Develop community policing engagement strategyImprove internal consistency for aggravated assault numbersTrack and monitor progress in 21st Century Policing training goalsImprove diversity in police recruiting pool and workforceEvaluate staffing levels and finalize staffing study
2 Fire Pelt Management, Infrastructure and Workforce Studies	<ul style="list-style-type: none">Develop baseline metrics and performance management framework for collective opioid response (shared with Police)Evaluate fire station infrastructure needs to improve firefighter healthImprove diversity and culture of fire recruiting

Reducing dress rehearsals, pre-Stat formal meetings

- Save time for departments

Reduce general departmental project updates

- Allow Stat to focus cross-Departmental evaluation, innovation, analysis, and problem solving conversations across City Leadership

Neighborhood Stat Portfolio Summary

Status of SBStat projects in the queue for 2022

Project	Brief Description
Develop Climate Action Plan performance management framework	Measure current, establish target activities to get to 2025 identified target numbers
Develop long term plan for electrical vehicle charging station locations	Best practice case research; Resident engagements/surveys; list of proposed locations
Improve the resident experience in Neighborhood Services processes	BI-informed outreach campaign; pre and post surveys
Maintain guidelines on City business incentives and track performance indicators	Dashboard that tracks performance indicators on private partnerships
Optimally and equitably place City lighting	Best practices re: analytical models for equity; final plan for new lighting installations
Leverage delinquency and code data to find best eviction prevention intervention window	Predictive analysis project informing a 311/EEE pilot

This SB Stat Meeting

	In the administration	In the community
EXCELLENCE	For each major area of service delivery, establish South Bend as the best in the state, and/or in the top 25% nationally, measuring and reporting progress.	Establish a path for major indicators of resident well-being to reach the status of best-in-state or top-25% nationally, including the means to measure progress.
ACCOUNTABILITY	Put residents first always, offering services at the greatest value to the taxpayer, with clear and transparent indications of how the government is using public resources.	Promote a culture of civic engagement in which we hold one another to a high standard of respect, stewardship, and support for our shared community.
INNOVATION	Deliver better services more efficiently by introducing creative approaches to government operations, questioning habit and using evidence to continually improve.	Foster a culture of innovation in South Bend's social and private sectors, seeking and developing the best ideas and practices from within and beyond our city limits.
INCLUSION	Ensure the city administration, as an employer and as a purchaser, reflects the community it serves and includes diverse voices in our decision-making and actions.	Develop a community in which everyone has an equal opportunity to thrive by expanding access and participation to all, incorporating diverse voices throughout the city.
EMPOWERMENT	Establish a work environment that enables employees to contribute richly to the administration and the community, taking pride and ownership in our work.	Support the ability of all residents to live a safe, healthy, meaningful life in South Bend, contributing as they are able and benefiting from all that our community offers.

Deep-dive analysis & discussion

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

- Optimally and equitably place City lighting

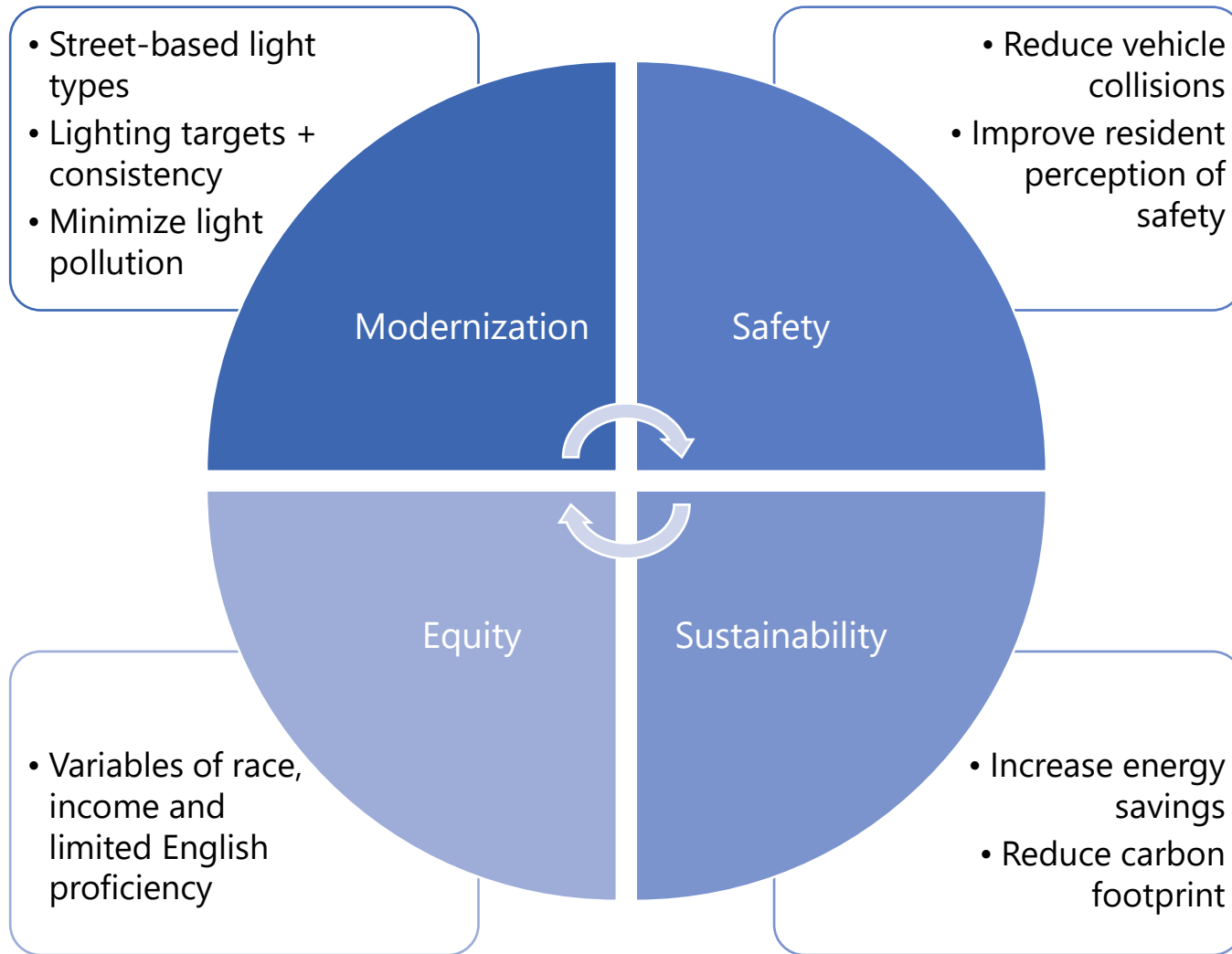


Are we optimally and equitably placing City lighting?

- Scan of the sector. *What are other governments doing?*
- Street lighting in South Bend. *What matters for the City of South Bend? What challenges and trade-offs are we facing?*
- Review potential recommendations and next steps

Strategy Framing for City Government

What does success look like?



City	Framing/ Performance Metrics	Data Collection Method(s)	Prioritization Method/Criteria	Public Comms + Engagement	Link
Evanston	Modernization, Standardization, Safety	<ul style="list-style-type: none"> Resident Survey illumination light meters 	High accident intersections	<ul style="list-style-type: none"> Published Plans Surveys 	Plan
LA	Modernization, Safety, Sustainability	<ul style="list-style-type: none"> Surveys Focus Groups 	NA	<ul style="list-style-type: none"> Outreach Campaign (data collection) LA Lights the Way 	Plan
Pittsburgh	Modernization, sustainability	<ul style="list-style-type: none"> Survey Cyclomedia 	85% area standard	<ul style="list-style-type: none"> Survey Bang the Table 	Page
Seattle	Pedestrian Walkability + Safety	Leveraged existing city data	Pedestrian High Priority Areas**	NA	Plan
Portland	Vision Zero, Standardization	NA	Equity Matrix Blocks	NA	Page

2022 City Investments in Street Lighting

A

LED Conversion Project

+ *The City is partnering with Indiana Michigan Power to convert street lights owned by I&M from sodium vapor to energy efficient LEDs*

+ *Modernization, Sustainability*

B

Light Up South Bend

+ *Knockdown replacements*

+ *Potential Additional Lighting Infrastructure*

+ *Modernization, Safety*

C

Lamppost Lighting Program

+ *Annual cost-share program for residential solar lampposts at discounted rate*

+ *Equity, Sustainability*

Available Data

Street lights inventory (AEP +
City-owned)

Lamppost Lighting Program

Resident perception of street
lighting

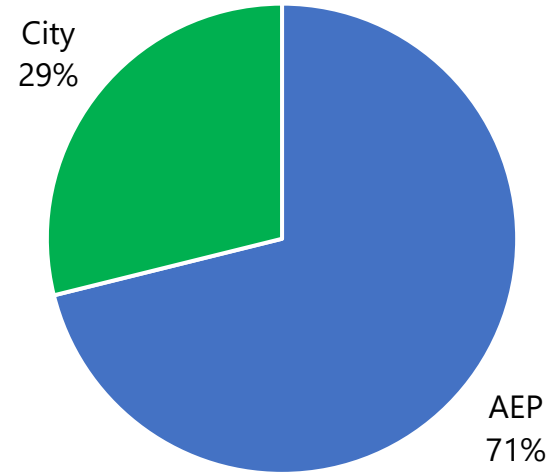
Work orders to Traffic & Lighting
Team

Service Requests to 311

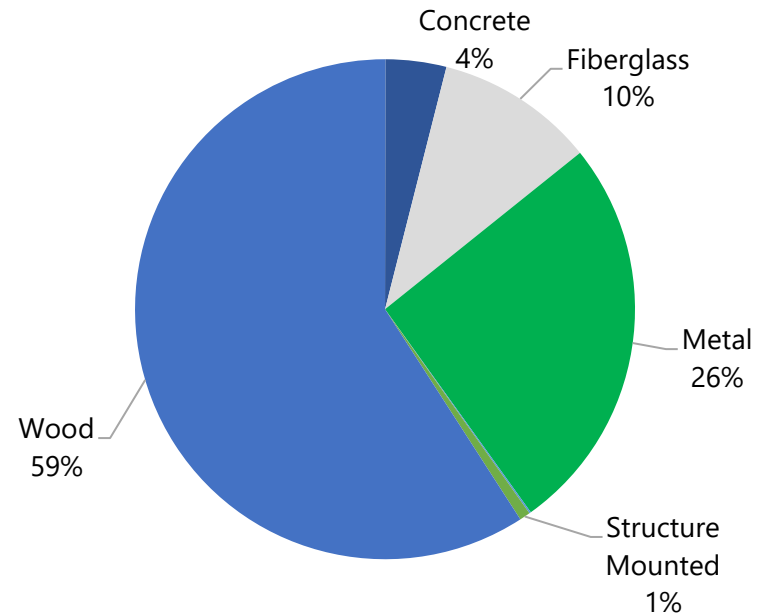
Street Lighting in South Bend

	Number of Streetlights	Average Wattage
District 1	2,534	154.2
District 2	2,695	183.6
District 3	1,940	138.3
District 4	2,353	136.6
District 5	1,453	134.3
District 6	1,471	134.6
City-wide	12,446	146.9

Streetlight Ownership



Streetlight Pole Type

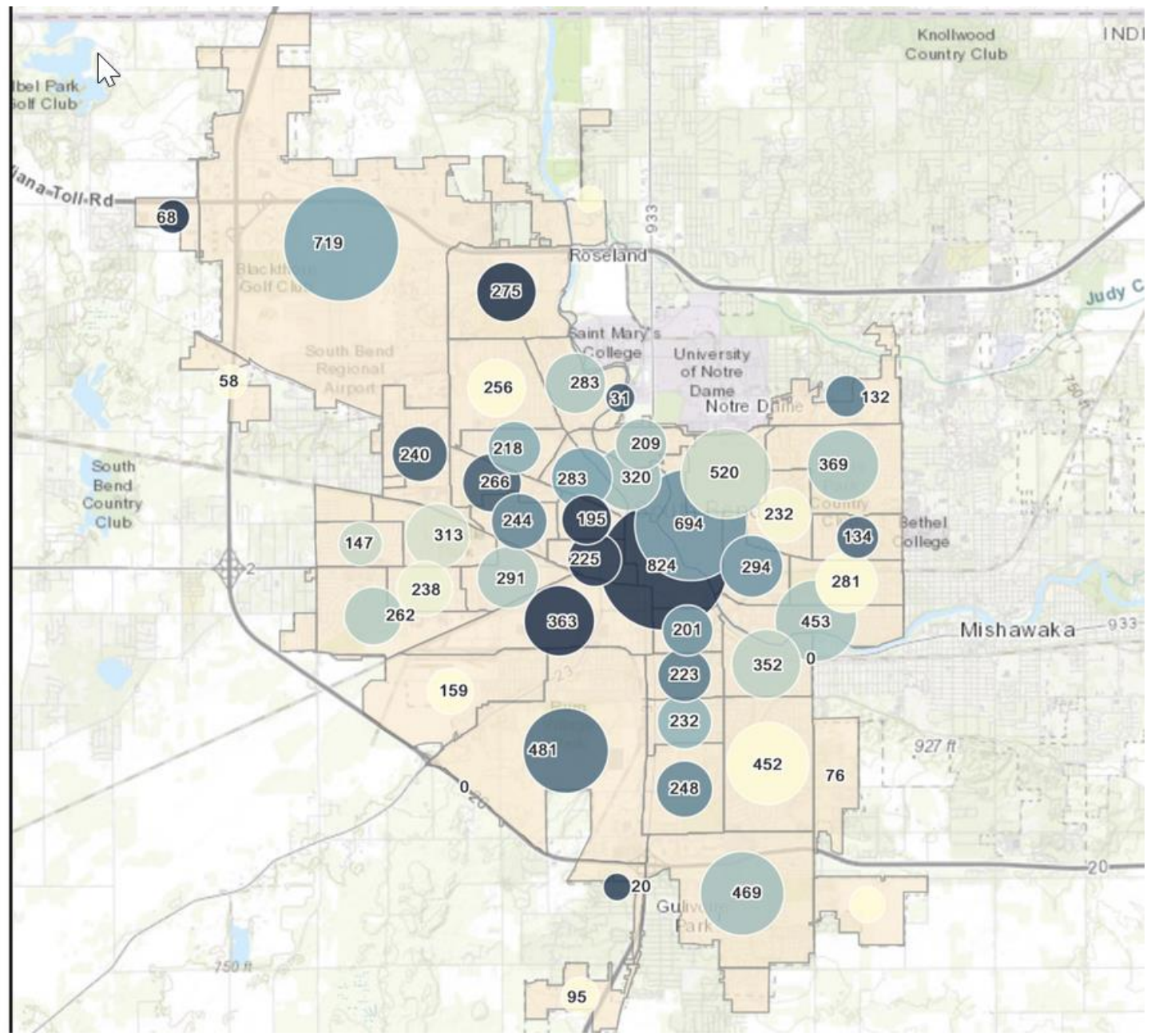
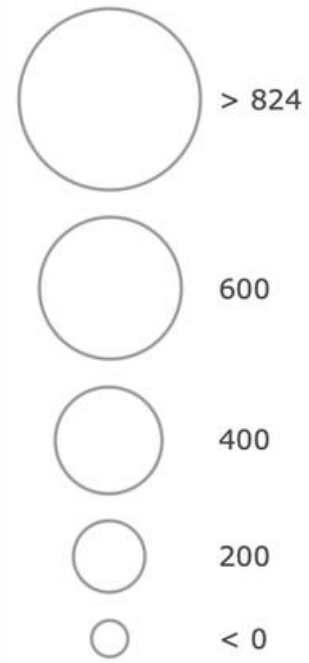


Average Wattage and Total Number of Street Lights within Tracts

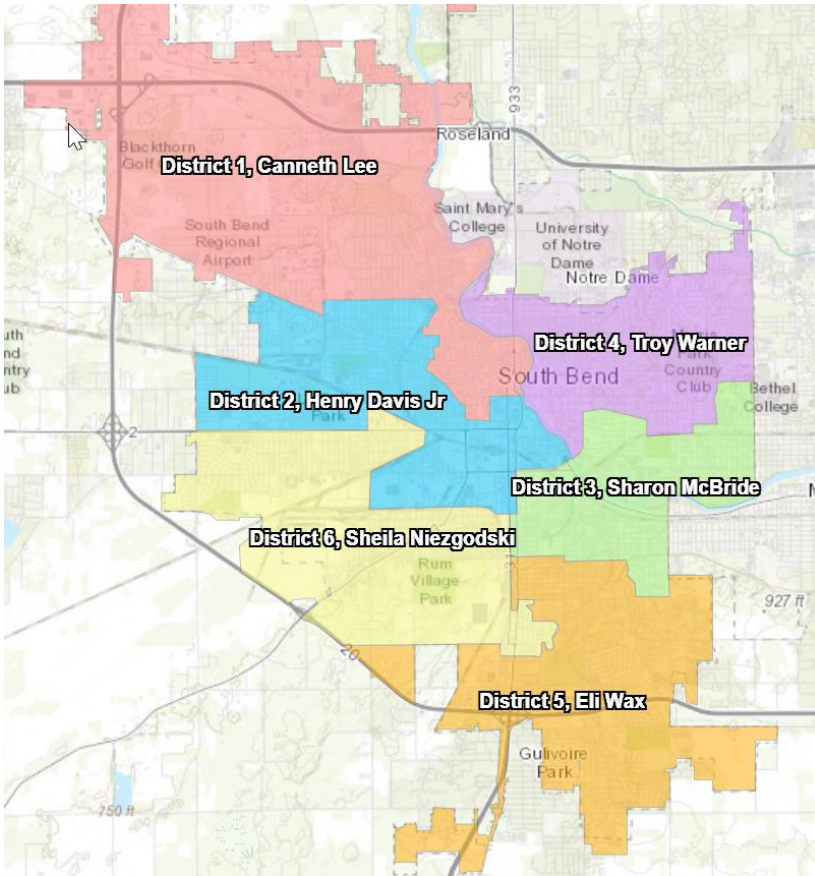
Average WATTAGE



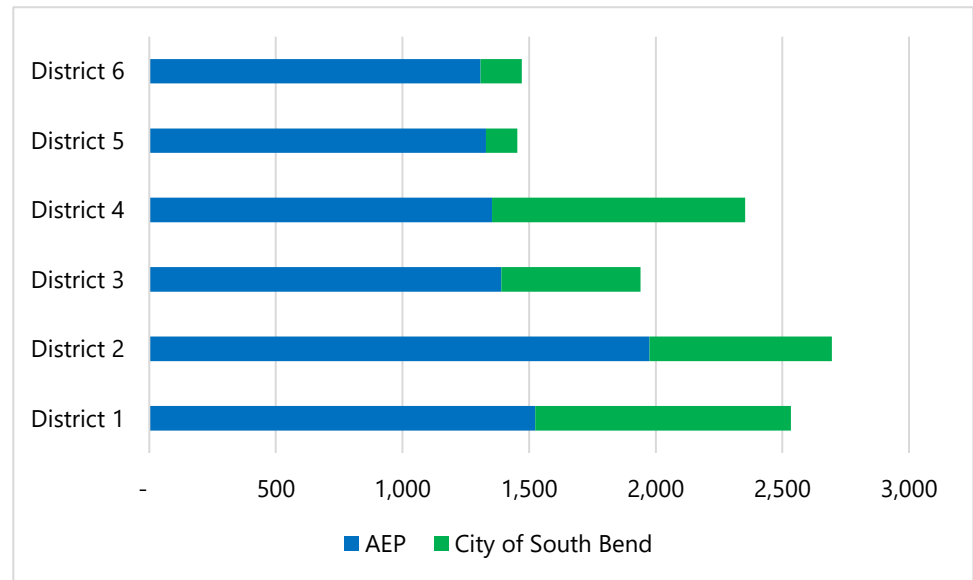
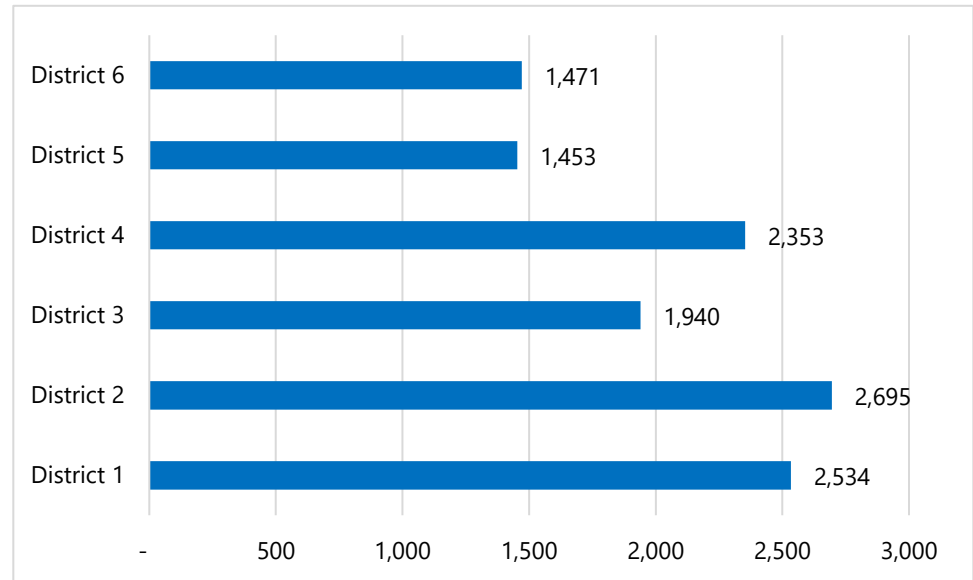
Count of Points



Street Lighting in South Bend



Street Lights by Council District





LED Conversion Project

Photo: New LED streetlights installed on February 23, 2022, in the La Salle area

Background

The City is partnering with Indiana Michigan Power to convert streetlights owned by I&M from sodium vapor to energy efficient LEDs

The wattage and brightness is being tailored to the appropriate level for each type of street.

	Number of Street Lights
District 1	1,524
District 2	1,975
District 3	1,390
District 4	1,353
District 5	1,330
District 6	1,308
Total	8,880

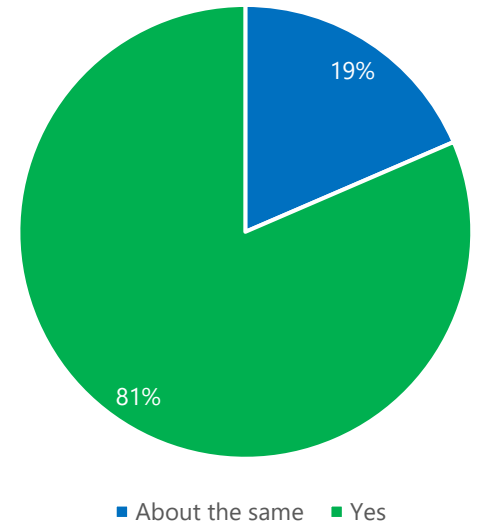
Impact evaluation from initial LED conversion test

Nearly 50 street lights have been converted from high pressure sodium to LEDs on local streets so the City can observe the changes in neighborhood lighting.

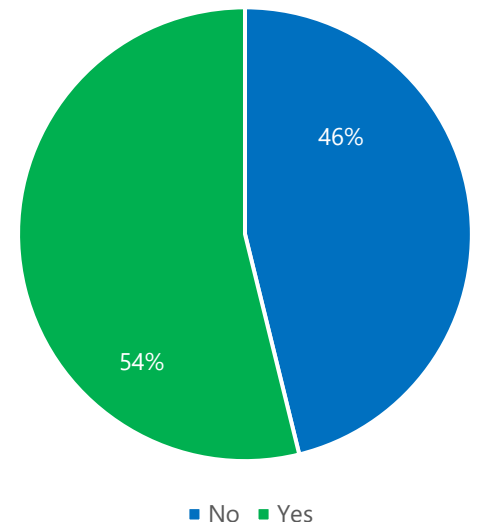
Test sites

- Lincoln Way West, from about Wilber Street to just beyond College Street,
- Wilber Street from about Vassar Avenue to Elwood Avenue,
- Along O'Brien and Johnson streets from Vassar to nearly Elwood Avenue
- along Portage Avenue from Marquette Boulevard to just beyond Hamilton Street.

Overall, did you find the LED street lights to be brighter than the over the current lighting on the street?



Does the new lighting make you feel more comfortable when walking, biking or driving through these areas?



Set the roadmap

Prospective 2022 projects

Street Light LED Conversion Dashboard

- Highlight lights in City that have been successfully converted to LED
- Track progress towards high-level sustainability goals (energy savings, carbon footprint reduction, etc.)



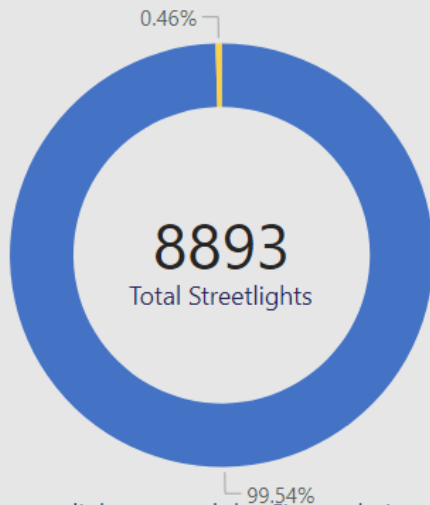
Performance Management

Tracking project progress



City of South Bend | LED Streetlight Conversion Dashboard

Tracking City progress in improving streetlighting throughout the City



In 2022, close to 9000 streetlights around the City are being converted to LED lights. This dashboard tracks overall project progress and relevant metrics to City lighting goals.

Why this matters

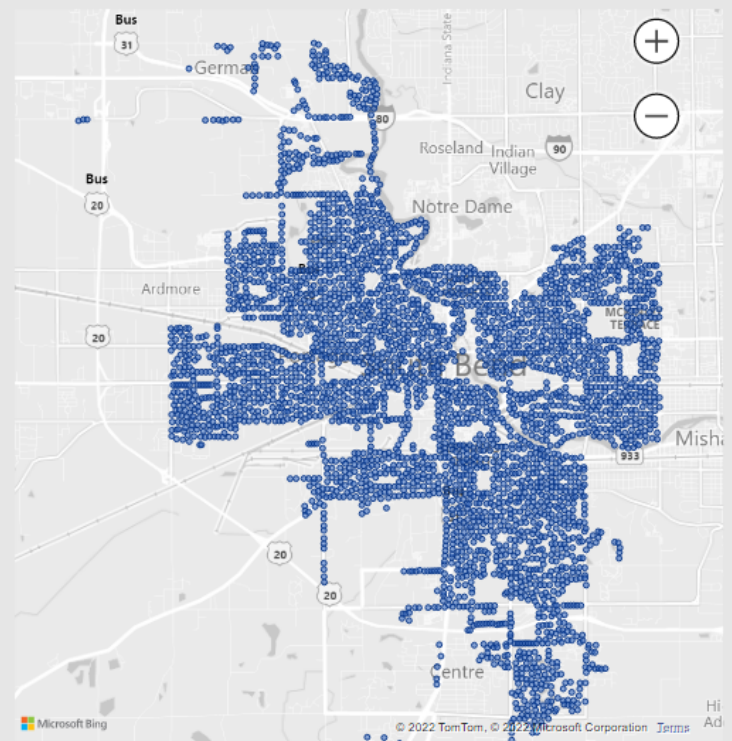


~1,328,452
kWh Saved



~211,398 \$
Total annual savings in line cost

Streetlight LED Conversion Map



2022

Light Up South Bend

Tues, April 19th - Q1 Neighborhood Stat Meeting

Finn Cavanaugh, Project Engineer



CITY OF SOUTH BEND
PUBLIC WORKS

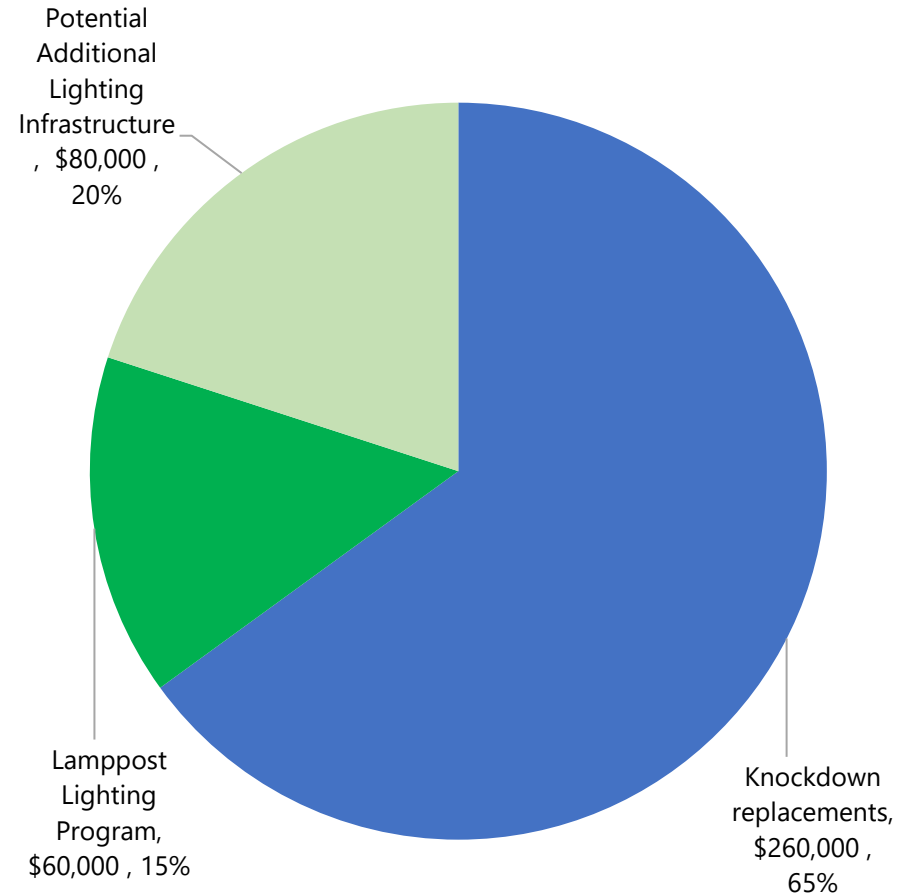
2022 Light Up South Bend Funding Summary

\$400,000 Total Budget

- \$200,000 annual budget (COIT)
- \$200,000 added for 2022 (ARP Additional Neighborhood Infrastructure)

Anticipated Expenses

- Lamppost Lighting Program (\$60k for supplies & marketing)
- Knockdown replacements (\$260k for poles, + misc)
- Potential Additional Lighting Infrastructure (\$80k)
 - Up-front installation costs for AEP decorative poles
 - Lighting and meter improvements
 - Post- LED Conversion projects as needed



Lamppost Program

Program Overview

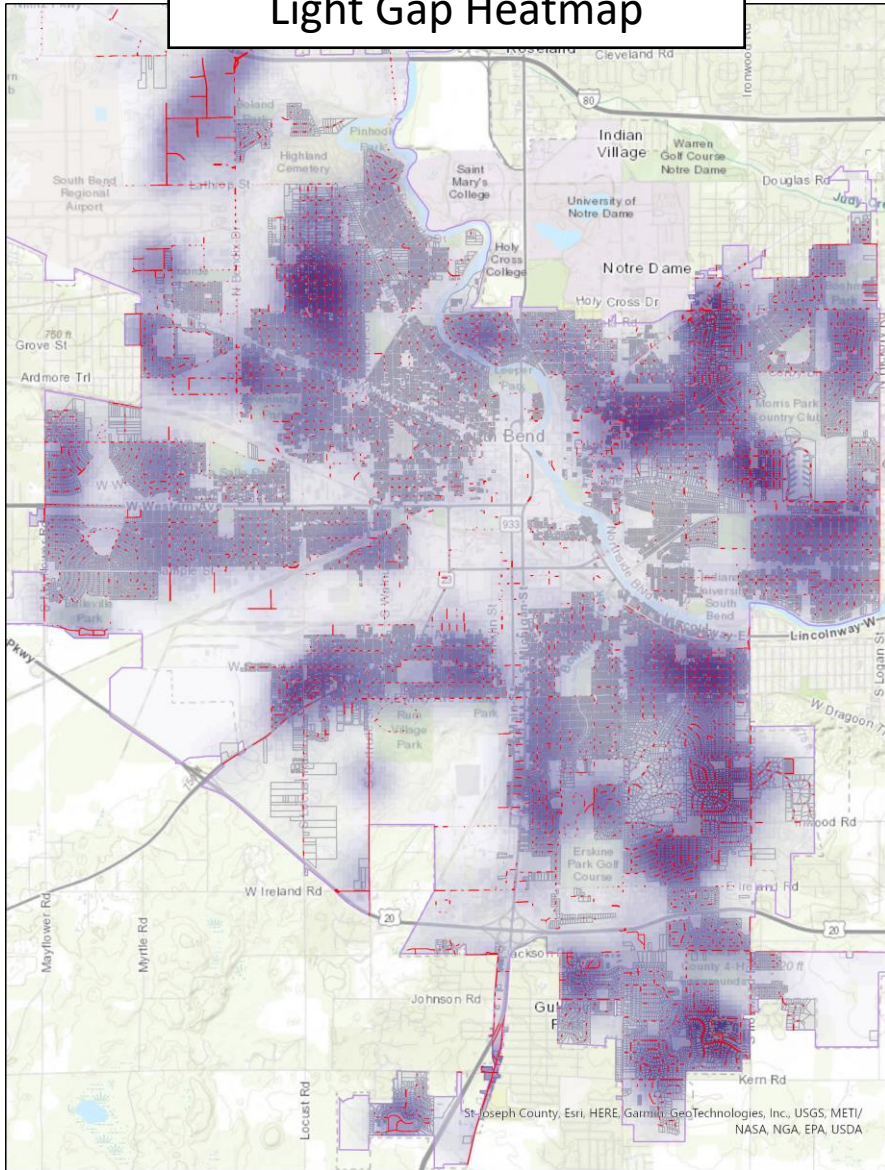
- Annual cost-share program for residential solar lampposts at discounted rate
 - 50/50 cost share for all city homeowners (\$250 out of pocket)
 - 90/10 cost share in target area (\$50 out of pocket)

Target Area Selection Process

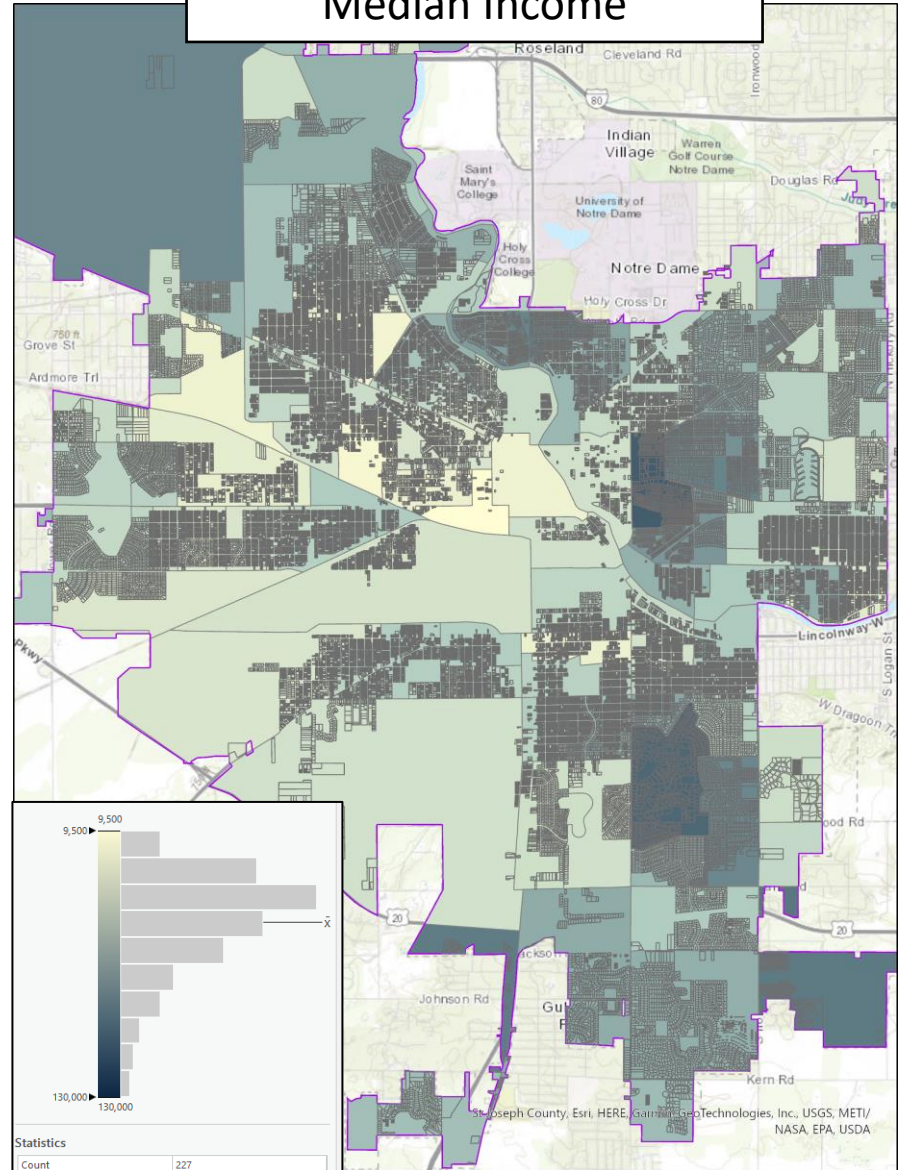
- Identify "gaps" in street lighting
 - Generate heatmap of light gaps
- Identify lower-income neighborhoods
 - Map Census Block Group by median income
- Compare to previous years' target areas
- Select proposed target areas:
 - New areas
 - More light gaps
 - Lower income



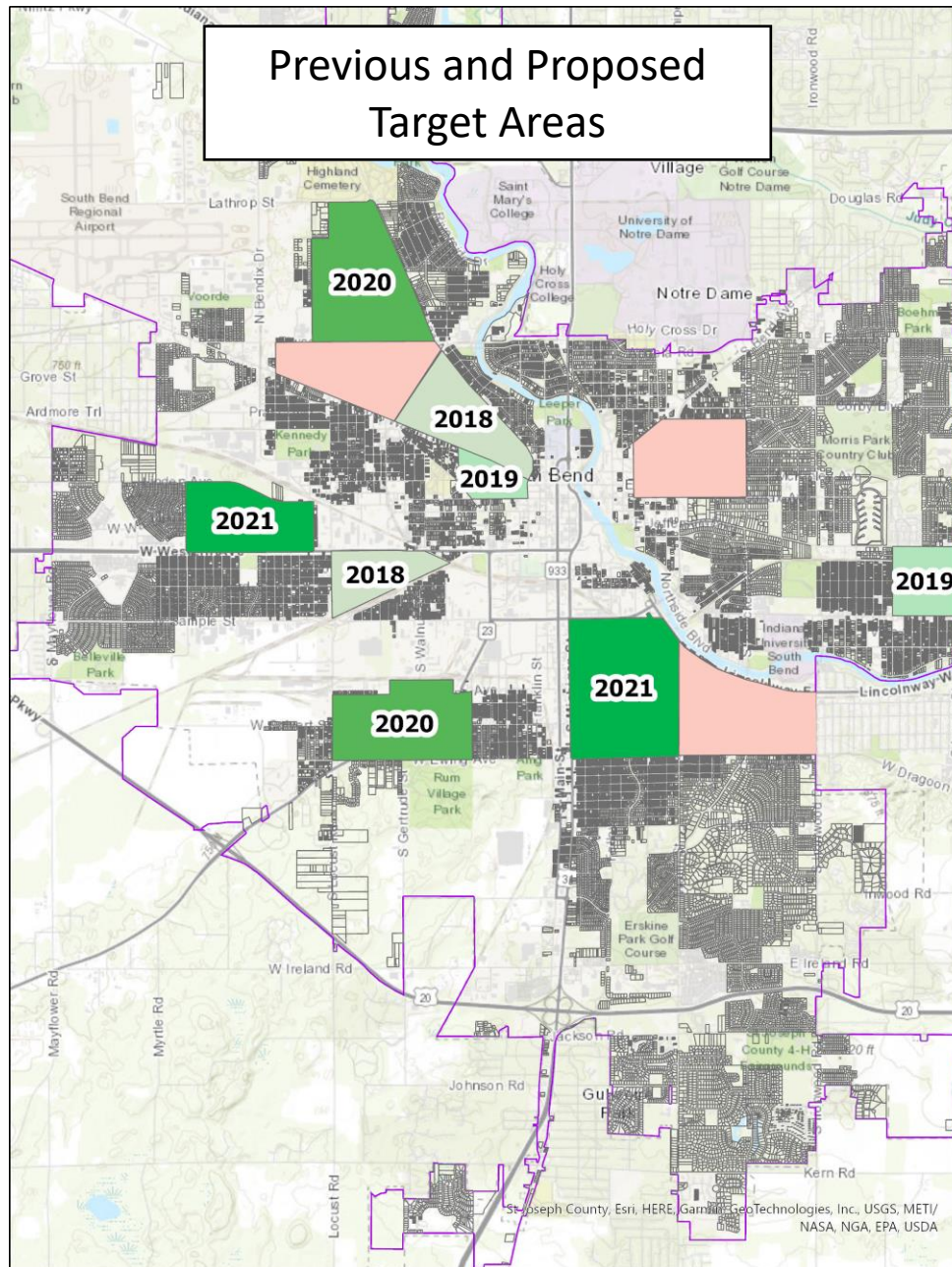
Light Gap Heatmap



Median Income

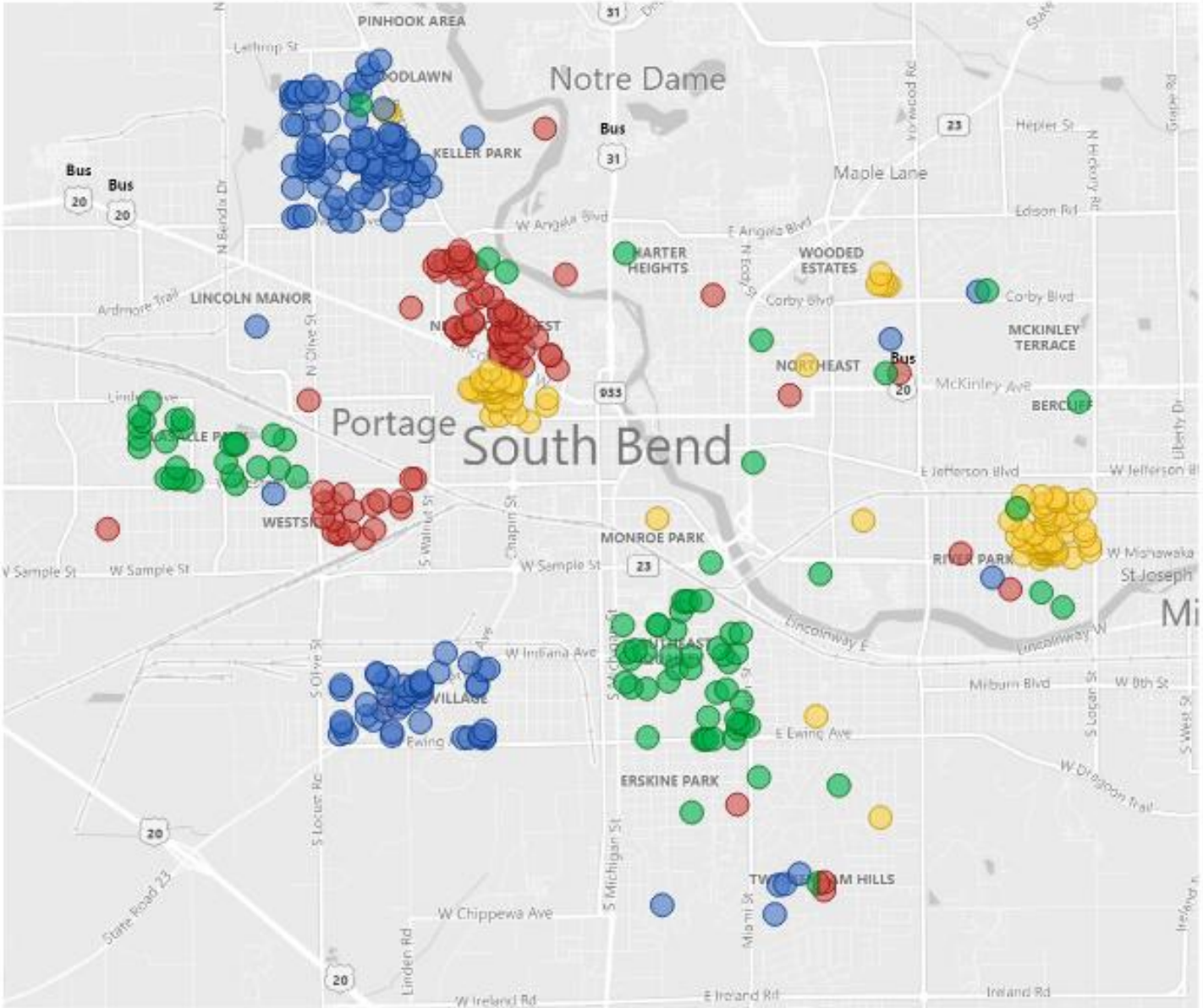


Previous and Proposed Target Areas



Lampposts by Year Installed

YEAR ● 2018 ● 2019 ● 2020 ● 2021



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+ *Equity, Sustainability*

Questions before closing out the topic

- How might we engage residents to inform our strategy for street lighting in South Bend? Where do we need their input?
- How might we establish street light KPIs and communicate them to residents? To Council?
- How might we develop a long-term plan for increasing City streetlights in the places that need it most?
 - Safety and equity considerations

Set the roadmap

Prospective 2022 projects

Street Light KPIs + Resident Engagement

- Establish key performance indicators and targets for City streetlighting program
 - Lighting standards by street type, lighting consistency
 - Co-create relevant sustainability metrics with City's Climate Action performance management framework
 - Formalize equity matrix component for lights investment
- Conduct resident engagement to inform KPIs, future investment strategy



Neighborhood Stat Portfolio Summary

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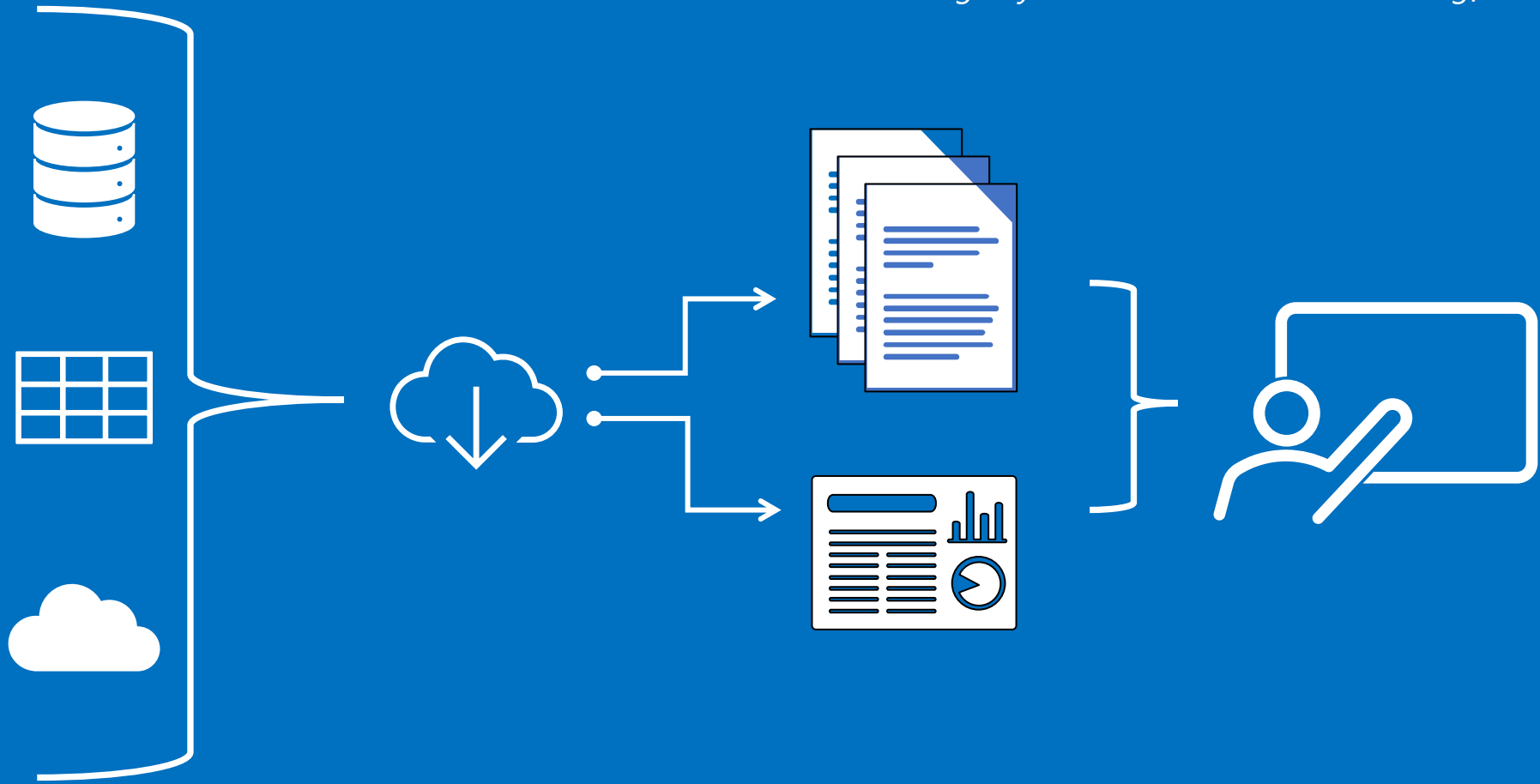
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Celebrating our values

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

Public Transparency in South Bend

Making city data accessible and meaningful



City Data Collection

(311, GIS, forms, and government processes)

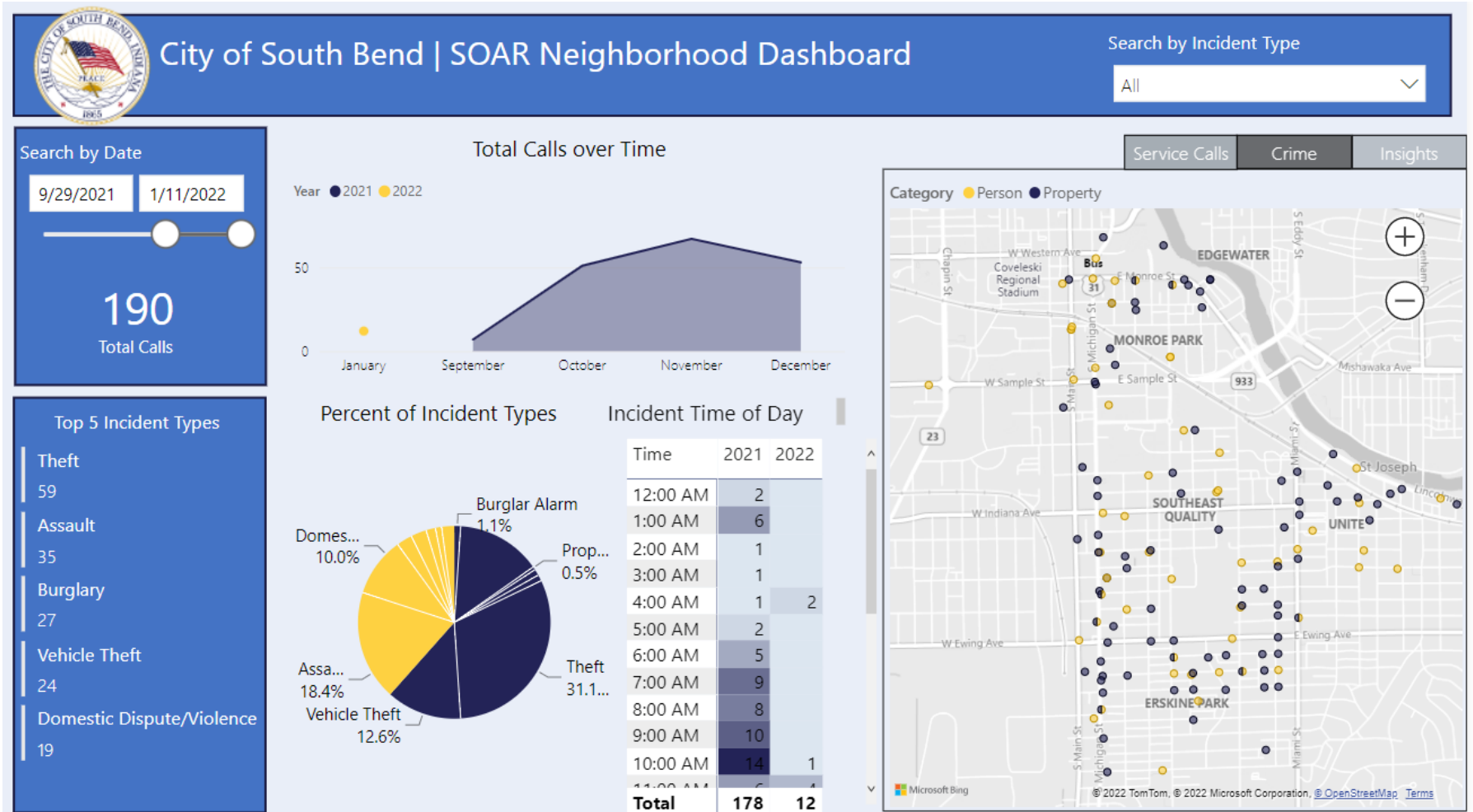
Open Data Portal

Reports & Dashboards

Resident Engagement & Co-creation

Celebrating our Values

Building custom reports for neighborhoods





SBStat | Neighborhood Stat

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Appendix