



# SBStat | Police

2022 Quarters 3 & 4 | November 7, 2022

City of South Bend







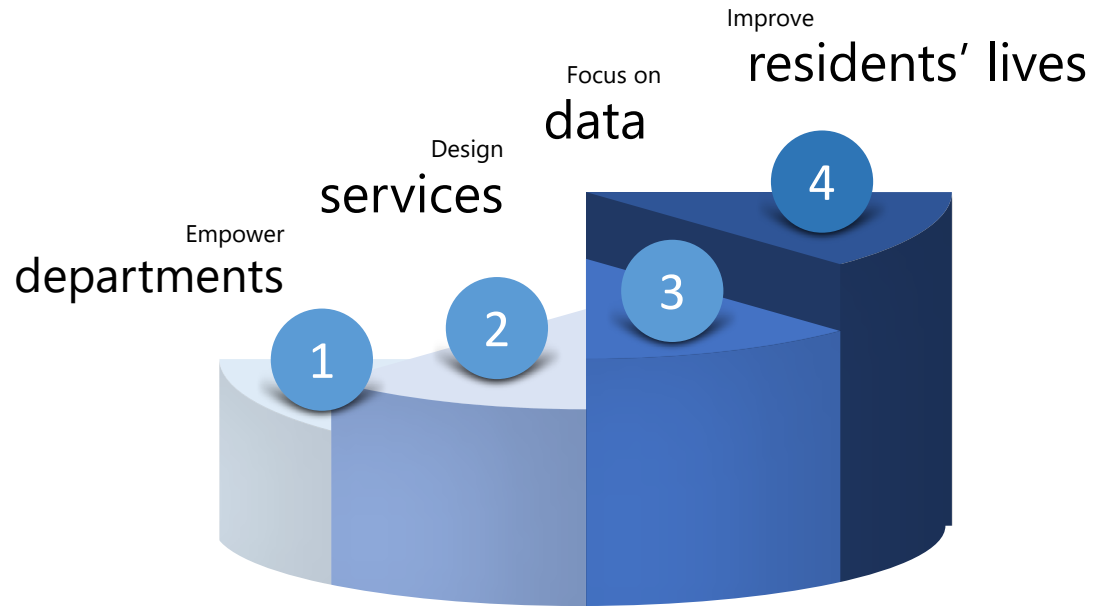
Why we're here

# Citywide Performance Management

## Our Goals:

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

## Our Process:



# Our values at work in this meeting

Our Values	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.

# Today's Agenda

I. Data overview from previous Stat meeting

II. Deep-dive analysis & discussion

- SBPD Relationship Based Policing Strategic Plan + Community Policing Best Practices






III. Celebrating our values

# Highlights from this past quarter

Project updates from previous Stat meetings

# Police Portfolio Summary

Status of SBStat projects in the queue for 2022

Project	Brief Description	Status
Quarterly Public Safety Updates	Quarterly public briefing on top priority public safety metrics and topics	
Improve diversity in police recruiting pool and workforce	Review of recruitment practices, data, and possible interventions	
Part I Crimes Audit	Audit of 2021 Aggravated Assault with Firearm victim counts	
2022 Staffing Study	Evaluate staffing levels and finalize staffing study	
21CP Progress Report	Compilation of steps taken to meet 21CP recommendations	

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration

# Project Update: *SBPD Data Policy Updates*

- CAG Meeting held on 10/4
- Online feedback form open from 9/21 -10/31
- Expert review
  - University of Missouri-Kansas City
  - Future of Privacy Forum
- Feedback shared with and reviewed by PD, Mayor's Office, I&T, and Legal
- Edited drafts to be sent to BPS for the monthly meeting on 11/16



# Data overview from previous Stat meeting

Summarizing data points and statistics from the past quarter related to core operations



# 2022 Q2 KPIs

April 1, 2022 - June 30, 2022

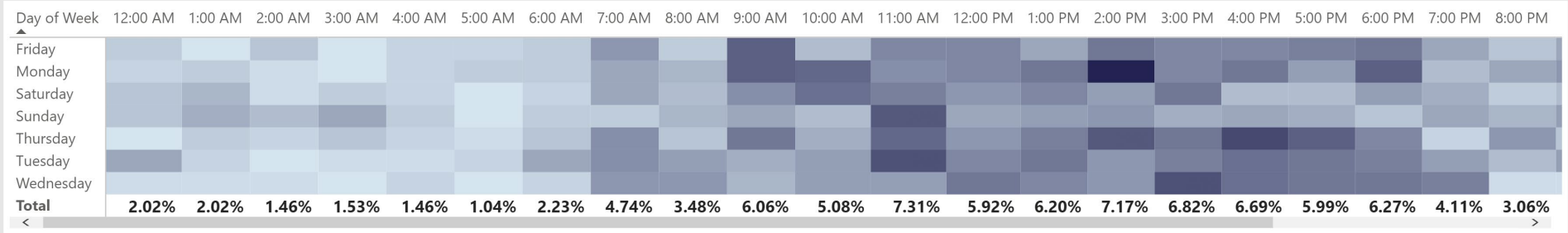
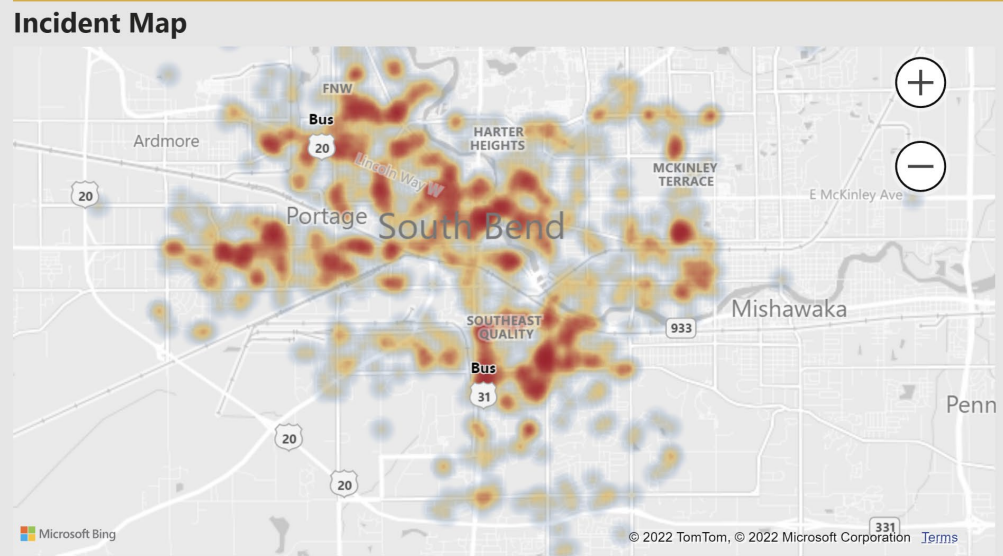
**Date**   **Beat**  **District**  **Crime Sub Category**

**Satisfaction Survey Responses:**  
 42.61%  
**Feeling of safety**  
 52.36%  
**Police Protection**  
 30.01%  
**Police Visibility**  
 18.65%  
**Prevent Crime**  
 50.00%  
**As a Place to Live**  
 48.64%  
**Police Response Time**

**Total Serious Crimes:**  
**1436**

<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
290	177	592
<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
138	33	49

Emergency Level	Average of Response Time
Level 0	0.00
Level 2	0.76
Level 3	2.30
Level 1	3.16
All	2.02



# 2022 Q3 KPIs

July 1, 2022 - September 30, 2022

**Date** 7/1/2022 9/30/2022

**Beat** All

**District** All

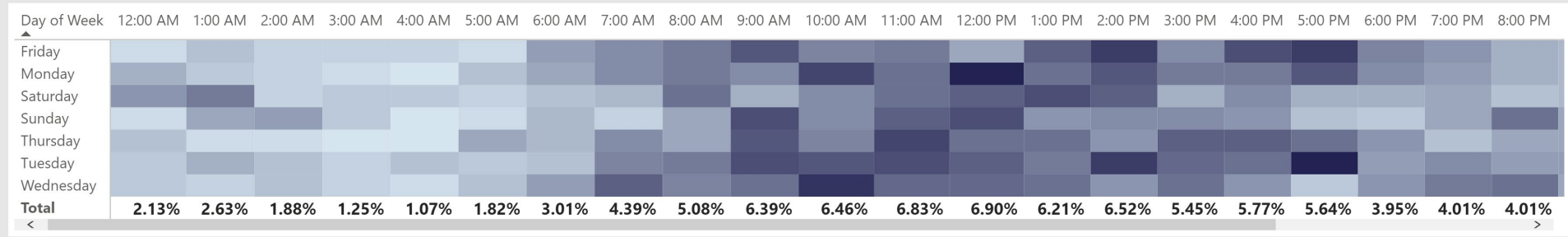
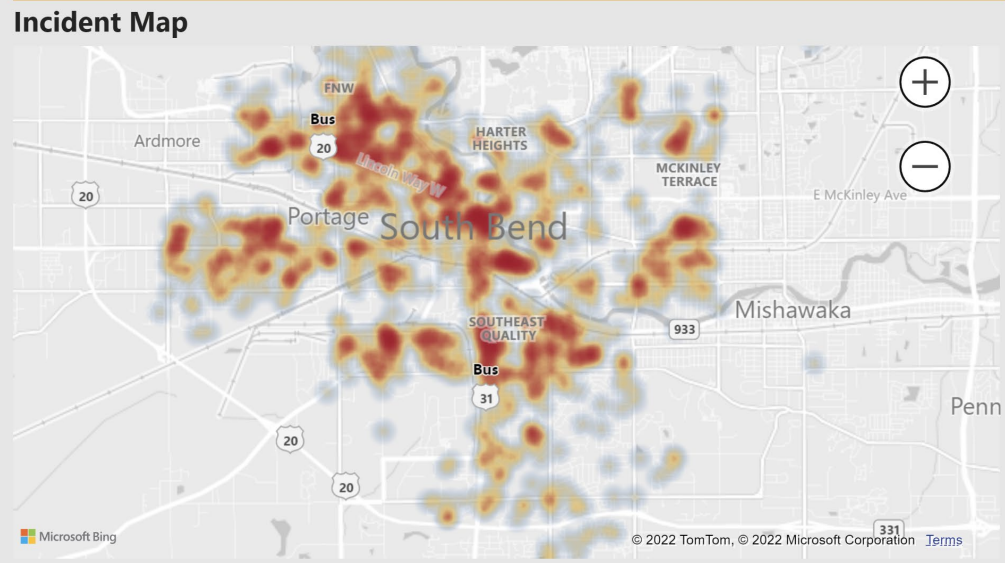
**Crime Sub Category** All

**Satisfaction Survey Responses:**  
 42.48%  
**Feeling of safety**  
 52.38%  
**Police Protection**  
 30.06%  
**Police Visibility**  
 18.72%  
**Prevent Crime**  
 49.94%  
**As a Place to Live**  
 48.62%  
**Police Response Time**

**Total Serious Crimes: 1595**

<b>Agg Assault</b> 388	<b>Burglary</b> 190	<b>Larceny</b> 606
<b>Motor Vehicle Theft</b> 194	<b>Robbery</b> 35	<b>Sex Offense</b> 44

Emergency Level	Average of Response Time
Level 0	0.00
Level 1	0.15
Level 2	0.55
Level 3	1.22
All	0.64



# 2021 Q3

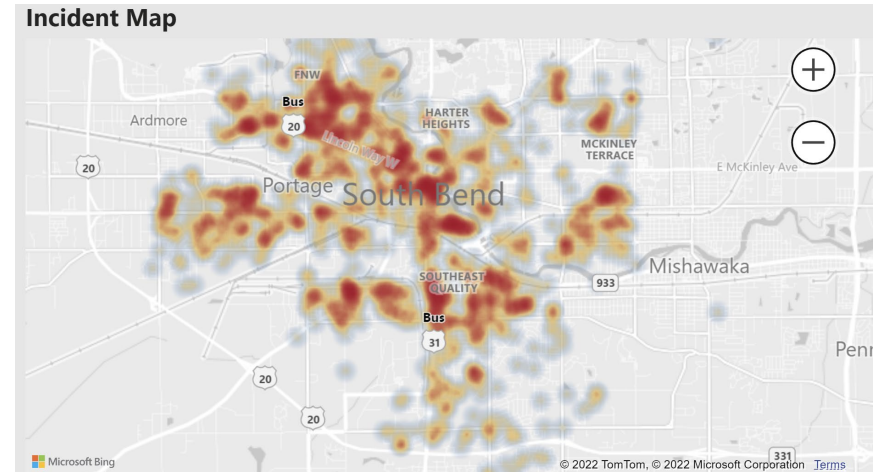
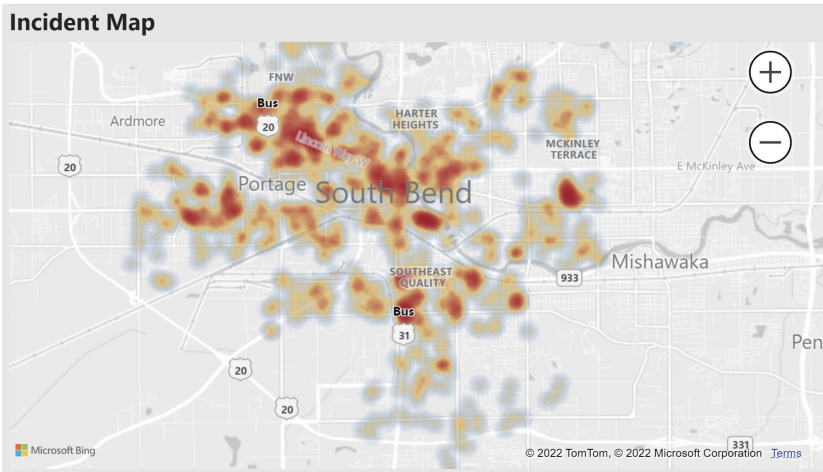
July 1, 2022 – September 30, 2022

Total Serious Crimes:		
1298		
Agg Asssault	Burglary	Larceny
289	143	614
Motor Vehicle Theft	Robbery	Sex Offense
183	27	41

# 2022 Q3

July 1, 2022 – September 30, 2022

Total Serious Crimes:		
1595		
Agg Asssault	Burglary	Larceny
388 	190 	606
Motor Vehicle Theft	Robbery	Sex Offense
194 	35	44



# 2021 October

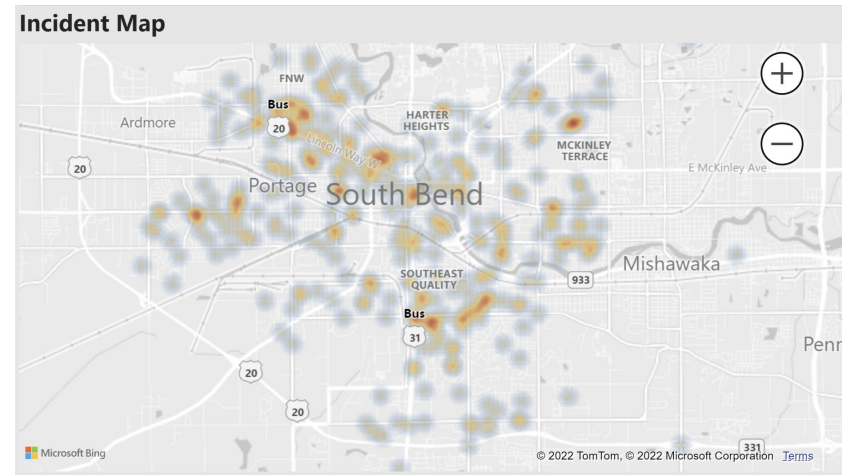
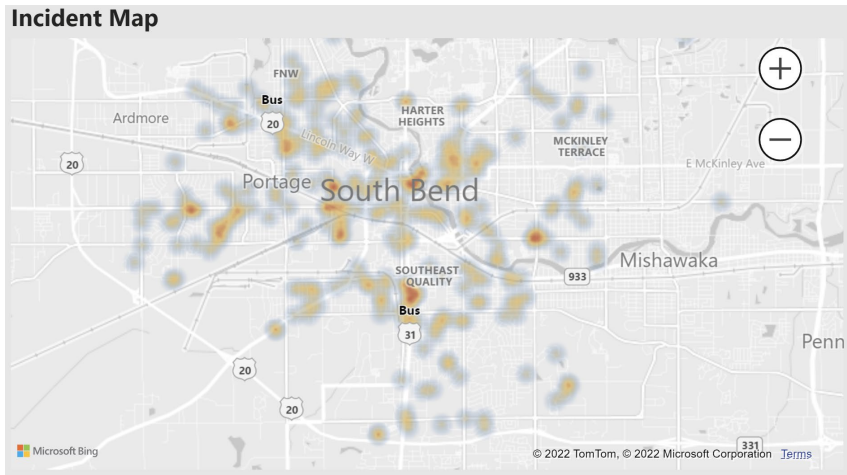
October 1, 2021 – October 31, 2021

Total Serious Crimes:		
<b>394</b>		
<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
72	40	188
<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
64	10	20

# 2022 October

October 1, 2022 – October 31, 2022

Total Serious Crimes:		
<b>485</b>		
<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
110 	59	189
<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
46	10	10





# SBPD Rapid Survey: Goals Review

## Recommendation

*“SBPD should implement a comprehensive community and problem-solving policing model – one that is created in true collaboration with the community and that makes **community engagement** and **addressing community problems the shift-to-shift and minute-to-minute way the at SBPD does business.**”*

## Goals

- Increase community engagement and collaboration
- Reduce barriers to participation
- Measure sentiment over time
- Provide awareness on channels for expanded commentary
  - Community complaints and commendation

# SBPD Rapid Survey: Results

50 Opens

31 Answered more than 1 question

17 Full responses

- 5 Negative (*29% of complete surveys*)
- 4 Neutral (*24% of complete surveys*)
- 8 Positive (*47% of complete surveys*)

Results span 6/7/21-11/19/21

- Survey hasn't been used in nearly a year

# SBPD Rapid Survey: Discussion

Do we want to try to distribute the survey more widely?

Do a test for usefulness?

Given the Complaints and Commendations Forms, is this survey something that is serving PD?

# Deep-dive analysis & discussion

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

- SBPD Relationship-Based Strategic Plan + Community Policing Best Practices





# Community Policing

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DATA OVERVIEW



CURRENT STATE



BEST PRACTICES





## Background

The City's 2022 Performance Management Roadmap identified 'Develop community policing engagement strategy' as an initiative to undertake in 2022.

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## Agenda

1. **Data Overview:** Are we achieving community policing goals from a data perspective? What needs to be measured?
2. **Current State:** What are the existing community policing activities and programs?
3. **Best Practices:** What are national best practices we can replicate for South Bend?

# Considerations that inform community policing strategy development

## **Strong foundation**

- Current initiatives and activities are a strong baseline of activities to evaluate impact and continue executing

## **Opportunity to get better**

- Community survey data shows there are improvements that can be made in public awareness and overall outcomes
- Are there other metrics we should measure to quantify impact of community policing?

## **Public engagement**

- Consider a community engagement process to inform new strategies and build public awareness, such as a full committee and/or CAG process



# Community Policing Defined

*Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime – USDOJ COPS*



One of the USDOJ COPS Community Policing in Action Photo Contest Winners.  
Credit: Woodland, CA Police Department.



# Data Overview

## *Community Survey Results*

Since 2018, the City administers an anonymous community survey every two years to a statistically significant random sample of residents to better understand resident perceptions and priorities. The surveys are collected via mail, phone, and online.

# How satisfied are you with the relationship between police officers and the community?

## Select a Survey Question

Relationship between police officers and the community

575

Residents Responded

39%

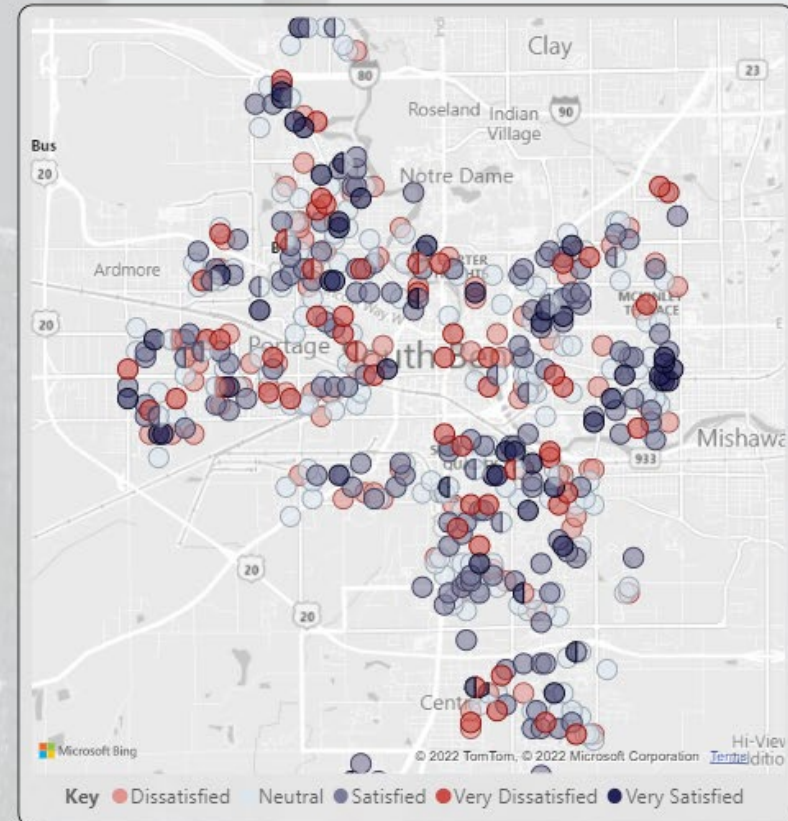
of Residents are Satisfied

## Resident Satisfaction by Council District



Home

## Survey Respondent Map



# How satisfied are you with the overall feeling of safety in your neighborhood?

## Select a Survey Question

Overall feeling of safety in your neighborhood

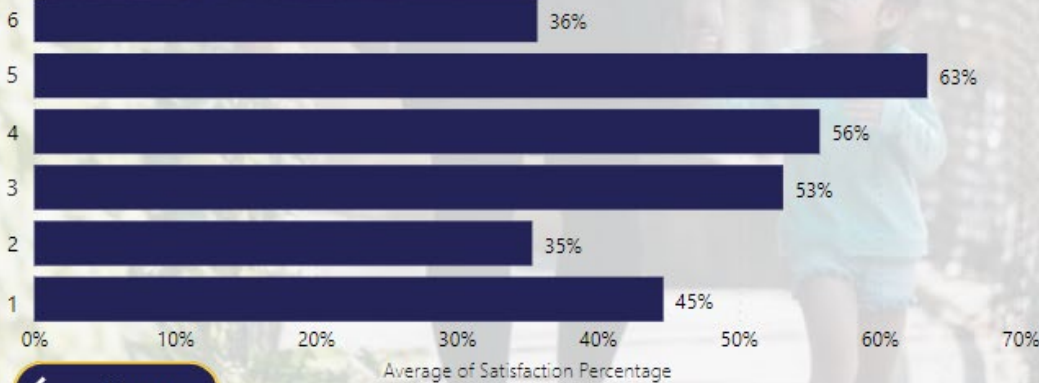
636

Residents Responded

49%

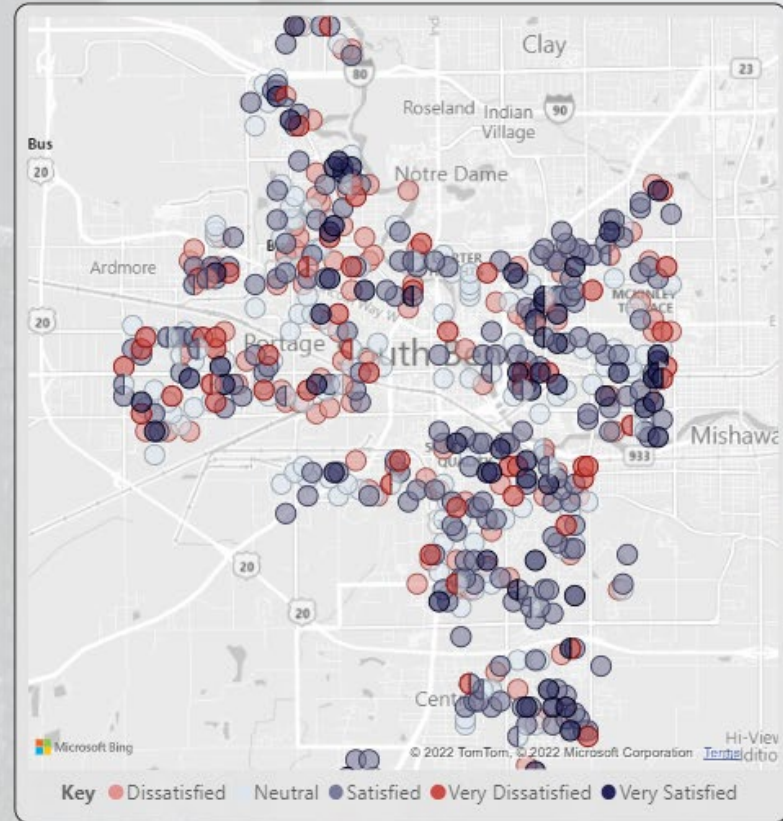
of Residents are Satisfied

## Resident Satisfaction by Council District



Home

## Survey Respondent Map



# How satisfied are you with the overall feeling of safety in your neighborhood?

## Select a Survey Question

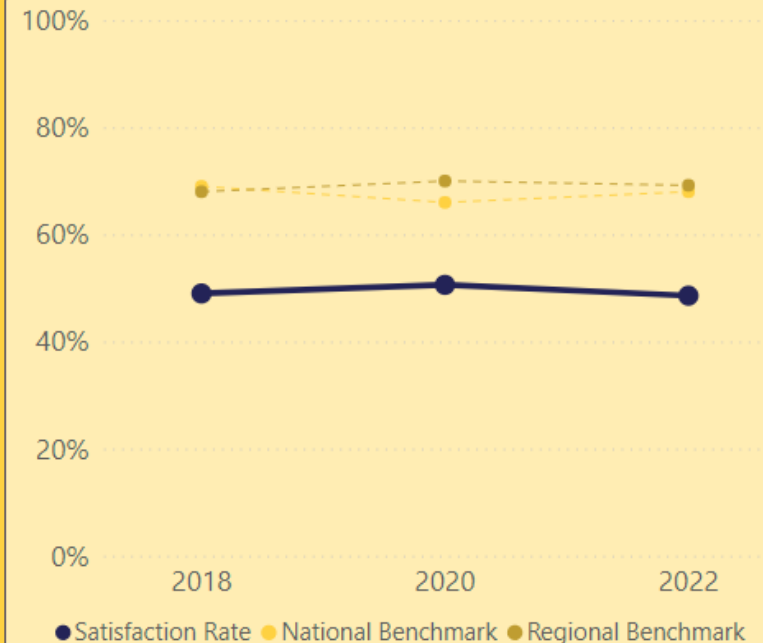
Overall feeling of safety in your neighborhood

636

Residents Responded

11%  
are very satisfied  
37%  
are satisfied  
25%  
are neutral  
18%  
are dissatisfied  
9%  
are very dissatisfied

## Resident Satisfaction over Time ⓘ



Home

Dive deep into the data map



# How satisfied are you with the efforts by local government in your area to prevent crime?

## Select a Survey Question

Efforts by local government in your area to prevent crime

557

Residents Responded

4%  
are very satisfied  
13%  
are satisfied  
27%  
are neutral  
33%  
are dissatisfied  
23%  
are very dissatisfied

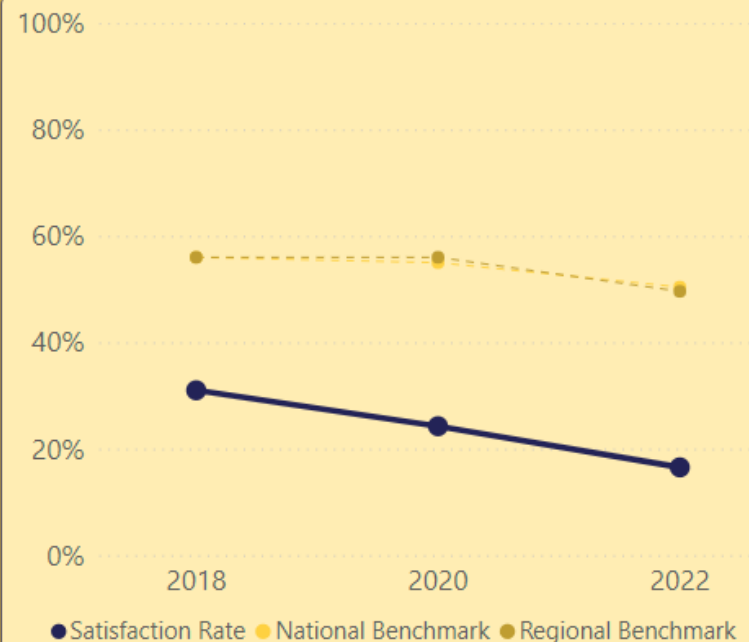


Home

Dive deep into the data map



## Resident Satisfaction over Time ⓘ





# How satisfied are you with the efforts by local government in your area to prevent crime?

## Select a Survey Question

Efforts by local government in your area to prevent crime

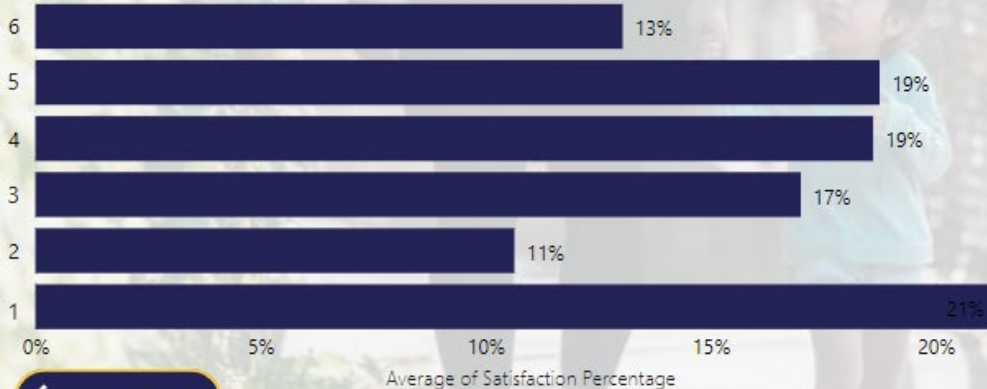
557

Residents Responded

17%

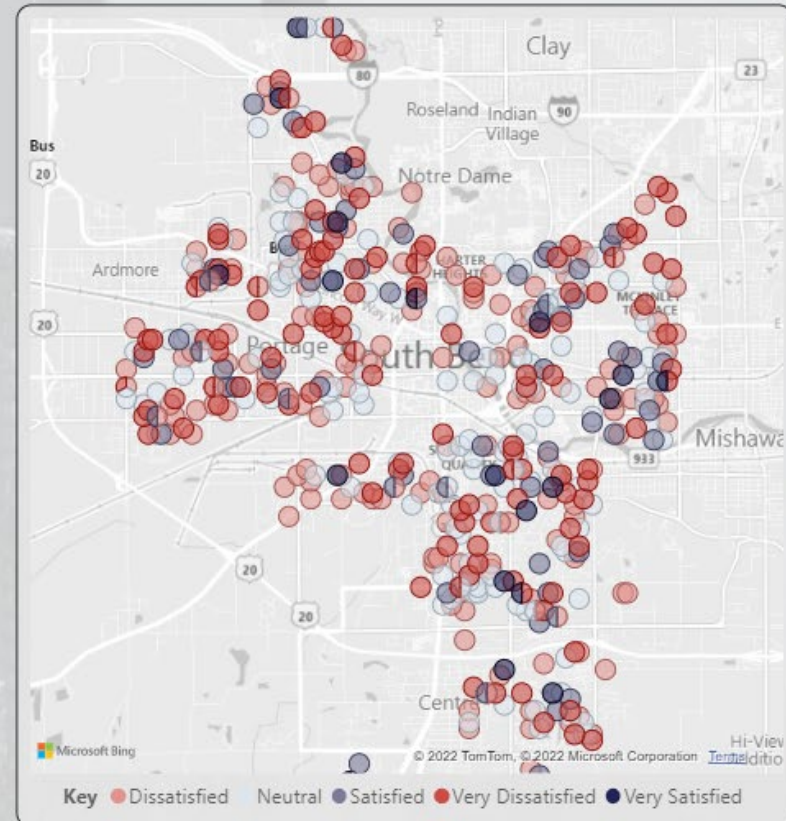
of Residents are Satisfied

## Resident Satisfaction by Council District



Home

## Survey Respondent Map





# Current State

*SBPD's Existing Relationship-Based Policing Plan implemented in 2019*

# Existing Values, Vision, Mission & Priorities

*"The cornerstone of the South Bend Police Department's comprehensive crime fighting strategy is built on community involvement, including better communication and collaboration between officers and the community we serve. Relationship policing increases connectivity and engagement between people and officers. The result improves our ability to decrease crime, and the fear of crime, and makes South Bend a safe and vibrant community for all."*

-SBPD Relationship Based Policing  
Strategic Plan

# Inventory: Existing Initiatives & Strategies

<b>Activity</b>	<b>Activity Date/Frequency</b>	<b>Activity Category</b>
GVI, SRT & SAVES Team Outreach	Ongoing	Partnerships
Community Cook Outs/Ins		Community Outreach
Neighborhood Meetings		Community Outreach
Walking/Talking Patrols		Community Outreach
CAG Meetings	Ongoing	Community Outreach & Information
Social Media: Facebook & Twitter	Ongoing	Community Outreach & Information
Police Athletic League (PAL)		Community & Youth Outreach
Citizens Police Academy	9-week program; Annually	Community Training
Cadet/Junior Cadet Program & Internships		Community Training & Youth Outreach
Cops & Goblins	October; Annually	Community Event

# Inventory: Existing Initiatives & Strategies

Activity	Activity Date/Frequency	Activity Category
Roving Roll Calls		Community Outreach
Board of Public Safety Meetings	Monthly; 3 <sup>rd</sup> Wednesday of the month	Public Meeting
Monthly Crime Report Meetings	Monthly	Community Outreach & Information
Neighborhood Watch & Alerts		Community Outreach & Information
Camera Registry		Business Groups
Pizza & Popsicle Patrols	Summer months	Community & Youth Outreach
Women's Self Defense classes		Community Training
Park & Play		Community Outreach
School talks/walks/zones		Schools
Reading in schools/Q&A school sessions/CTE program/K-9 demonstrations		Schools



# Inventory: Existing Initiatives & Strategies

Activity	Activity Date/Frequency	Activity Category
SBPD Food Pantry	Ongoing	Community Outreach
Holiday Baskets, Santa's Elcifers, Toys for Tots, Red Kettle Ringing	December; Annually	Community Outreach
SBPD Blood Drive		Community Event
National Night Out	August; Annually	Community Event
First Fridays	Monthly	Community Event
West-Side Wednesdays		Community Event
Best Week Ever	Annually	Community Event
Notre Dame events (traffic + pedestrian control)	Ongoing	Community Event
Four Winds Field	Ongoing	Community Event
Police Transparency Hub	Ongoing	Information

# San Francisco Police Department (SFPD) Strategic Plan Development

# Questions to Keep in Mind

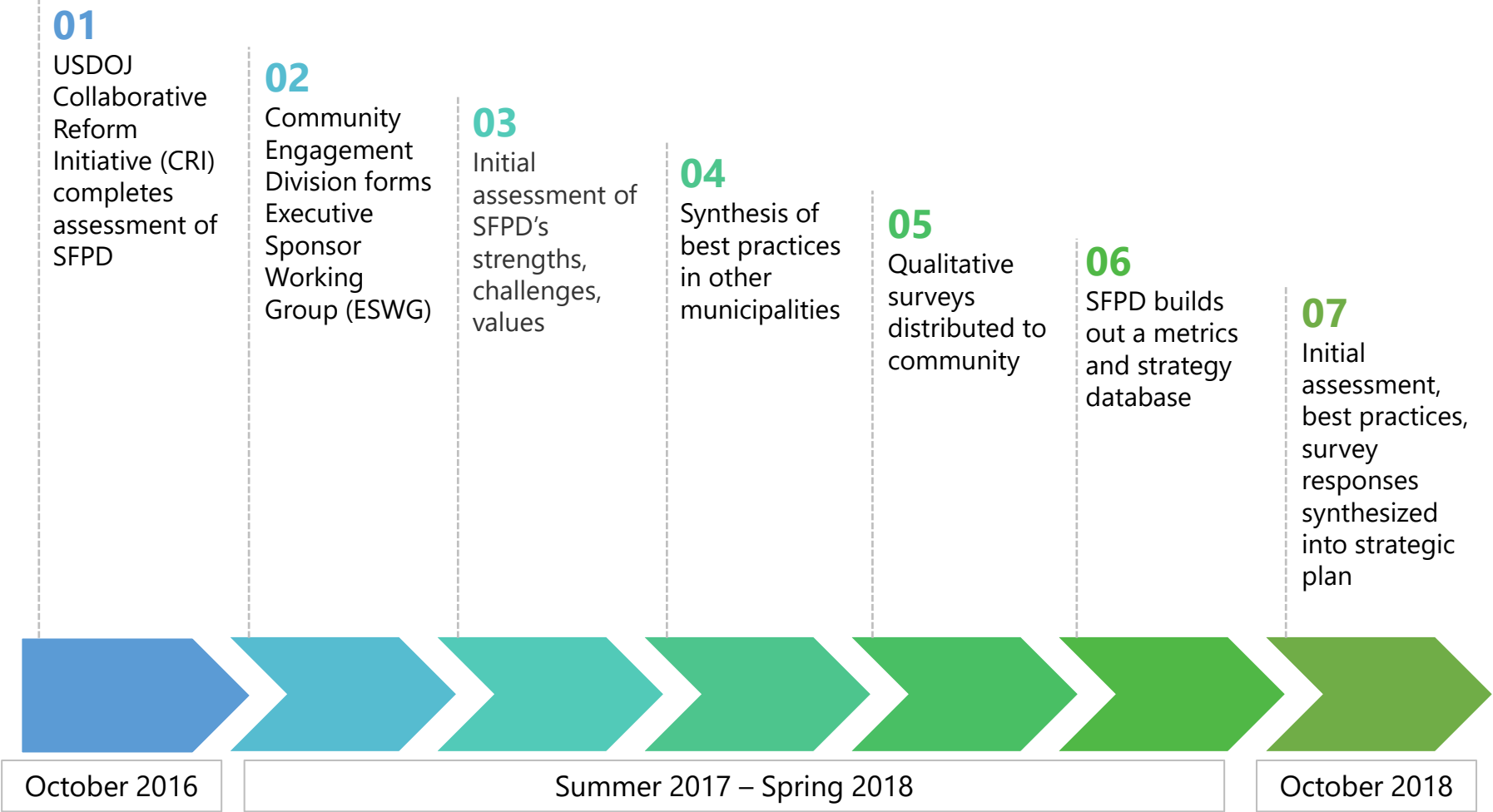
What do we like about the SFPD plan?

What can we take from it and use in South Bend?

What are the possible feasibility constraints South Bend faces in trying to replicate aspects of SFPD's plan development?

# SFPD Plan Development Process

## Overview



# SFPD Plan Development Process

*In Detail*

## 01 USDOJ Assessment

- SFPD lacked a unifying community policing strategy
  - History of implementing innovative, but stand-alone, programs
  - The Need: Emphasize community policing as a philosophy vs single program or partnership

## 02 Working Group

- Made up of community stakeholders
  - Nonprofit representatives, community leaders/activists, sworn officers, and civilian members of SFPD
  - Open to the public
  - Typically, ~20-30 attendees
- 15 meetings over 10 months



# SFPD Plan Development Process

*In Detail*

## 03 Strengths, Challenges, Values Assessment

- Provided a common vision going into plan development
- Key SFPD needs/priorities:
  - Increased trust between officers + community members
  - Addressing homelessness, cost of living, and demographic shifts changing demographics.

## 04 Best Practices

- Explored community policing philosophies/programs in 15 US municipalities of interest
- Key Finding: Many current policing metrics inadequately measure impact, but development of alternatives is a challenge

# SFPD Plan Development Process

*In Detail*

## 05 Qualitative Surveys

- Evaluated attitudes and visions towards community policing
- Recipients: Non-profit representatives, neighborhood groups, business associations, community police advisory boards, SFPD members, bureau captains
  - 500+ surveys distributed
  - 200 responses

## 06 Metrics & Strategy Database

- Created a list of 133 possible metrics
  - Appendix B
- Created a database of specific community policing strategies that emerged during plan development
  - Appendix A

# SFPD Plan Development Process

*In Detail*

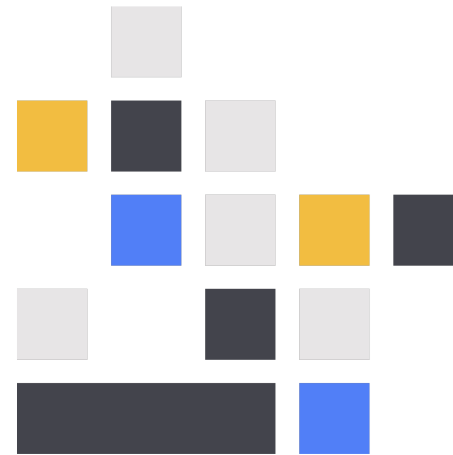
## 07 Strategic Plan

- Synthesized initial assessment, best practices, and qualitative surveys into:
  - Vision & Values Statement
  - 5 Overarching Goals
  - 21 Objectives
    - Goals and objectives designed with specificity and measurability in mind

### SFPD Community Policing Strategic Plan

U.S. DOJ Recommendation 40.1

The Community Policing Strategic Plan was developed by an Executive Sponsor Working Group comprised of community members and SFPD personnel. This plan addresses recommendation 40.1 made by the U.S. DOJ Office of Community Oriented Policing to the San Francisco Police Department (SFPD).



October 2018

City & County Of San Francisco

# Major Pillars of Community Policing Plan



**Vision, Values, and Goals:** What does community policing hope to accomplish?



**Strategies:** What are the specific ways in which the goals can be met?



**Impact & Accountability:** How can the strategies be measured?

# Discussion



# Discussion: Existing Plan

<b>Community Policing Pillar</b>	<b>Question</b>
Vision, Values, Goals	Do the Vision, Values, and Goals in the existing plan still reflect what SBPD hopes to accomplish through community-based policing? Do they still reflect what the community wants based on 2022 Community Survey?
Strategies	Do SBPD's current strategies still support primary goals? <ul style="list-style-type: none"><li>• Any unhelpful?</li><li>• Any that need to be revamped?</li><li>• Any gaps where there is a need for new?</li></ul>
Impact & Accountability	Are we adequately measuring current efforts in a way that helps SBPD assess success?

# Discussion: Moving Forward

<b>Topic</b>	<b>Question</b>
SFPD Plan	What do we like about the SFPD plan? What can we take from it and use in South Bend?
Feasibility	What are the possible feasibility constraints South Bend faces in trying to replicate aspects of SFPD's plan development?
Moving Forward	What are the next steps for this project?

# SFPD Plan Resources

- [IACP Overview of SFPD Community Policing Strategic Plan](#)
- [SFPD Community Policing Strategic Plan](#)

## Other Resources

- [1999-2006 IACP Award-Winning Community Policing Strategies](#)
- [USDOJ COPS: Community Policing Defined](#)
- [USDOJ COPS: Sample Community on Public Safety & Law Enforcement](#)
- [Ohio Collaborative Community Police-Advisory Board: Examples of Community Police Engagement](#)
- [IACP/Walmart Leadership in Community Policing Award](#)

# Celebrating our values

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



# Celebrating Our Values *Cops & Goblins* 2022

- 5<sup>th</sup> Annual Halloween Event
- 110 tables
- 7,500 attendees
  - Largest turnout to date
- Numerous sponsors and candy donations





# Celebrating Our Values *SBPD Academy*

- SBPD hosting its own Police Academy beginning 10/31/22
- Recruit class represents six law enforcement agencies
  - 17 recruits from SBPD





# SBStat | Police

2022 Quarters 3 & 4 | November 7, 2022

City of South Bend





# Appendix