



SBStat | Neighborhoods

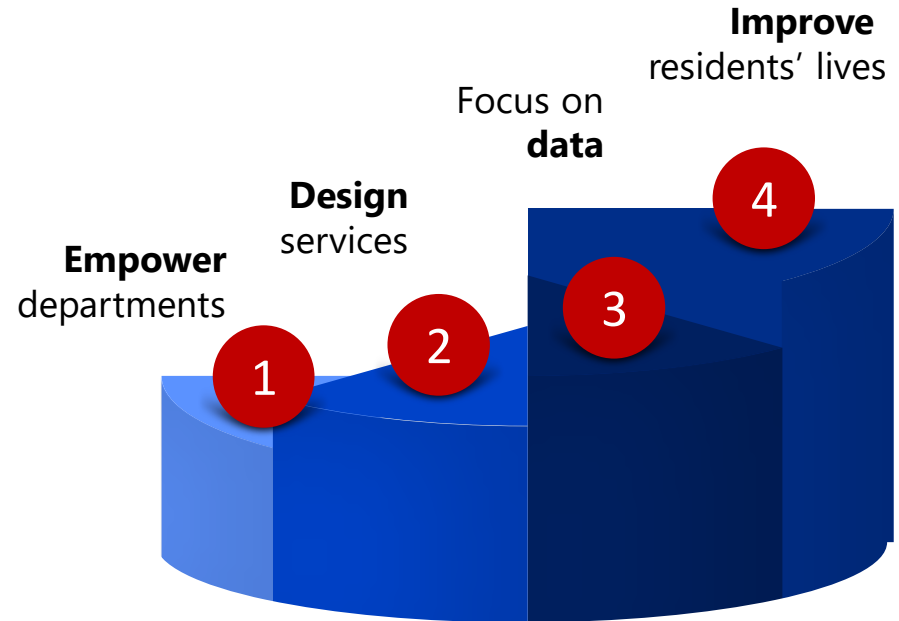
2023 Quarter 1 | April 11, 2023
City of South Bend



Why we're here

Citywide Performance Management

The purpose of SB Stat is to bring the most powerful people in the City – the Mayor, Department Heads, and key staff – into a room to **use data and take action** on some of the City's most pressing challenges



Stat meeting structure & cadence

- The Mayor's Office sets the agenda for the meeting
- The Business Analytics team schedules the meeting each quarter and invites attendees
- The Business Analytics team documents all action items discussed during the meeting and assigns each item to the appropriate City team

Participants





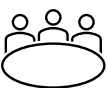







Project Leads , analysts, and other key staff

Mayor & Department Heads

Purpose in the Stat meeting

- Lead discussion on assigned projects
- Contribute with ideas, knowledge on data sources, and suggestions for improving performance
- Share ideas, ask questions, and contribute to discussion on strategy and performance targets,
- Assign next steps to relevant members of their department/teams

Neighborhood Portfolio Summary

Project	Project Objectives	Status
 Best Practice Review – Teacher Home Buying Assistance Programs	Evaluate best practices on government programs that attract/retain teachers through home purchase incentives	
 Performance Management – Increase Assistance Uptake	Analyze assistance programming uptake and conduct pilots to increase financial assistance for vulnerable residents	
 Strategy Development - Optimally and equitably place new lights	Establish funding strategy and timeline for filling the City's street light gaps	
 Strategy Development – Evictions Monitoring	Monitor eviction trends and learn how to identify at-risk households before eviction filing	
 Strategy Development – Explore new models and programs to improve sidewalks	Evaluate applying liens on properties to generate additional City revenue to improve sidewalks	
 Strategy Development – Develop MWBEs for local NAICS gaps	Conduct market gap analysis on key industries	

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration / no project timeline

Today's Agenda

I. Data summary + action plan on quarterly KPIs

- LED Survey Summary

II. Deep-dive on select projects and challenges

- Strategy Development → Evictions Monitoring
- Best Practice Review → Teacher Home Buying Assistance Programs

III. Celebrating our values

Data summary + action plan on quarterly KPIs

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

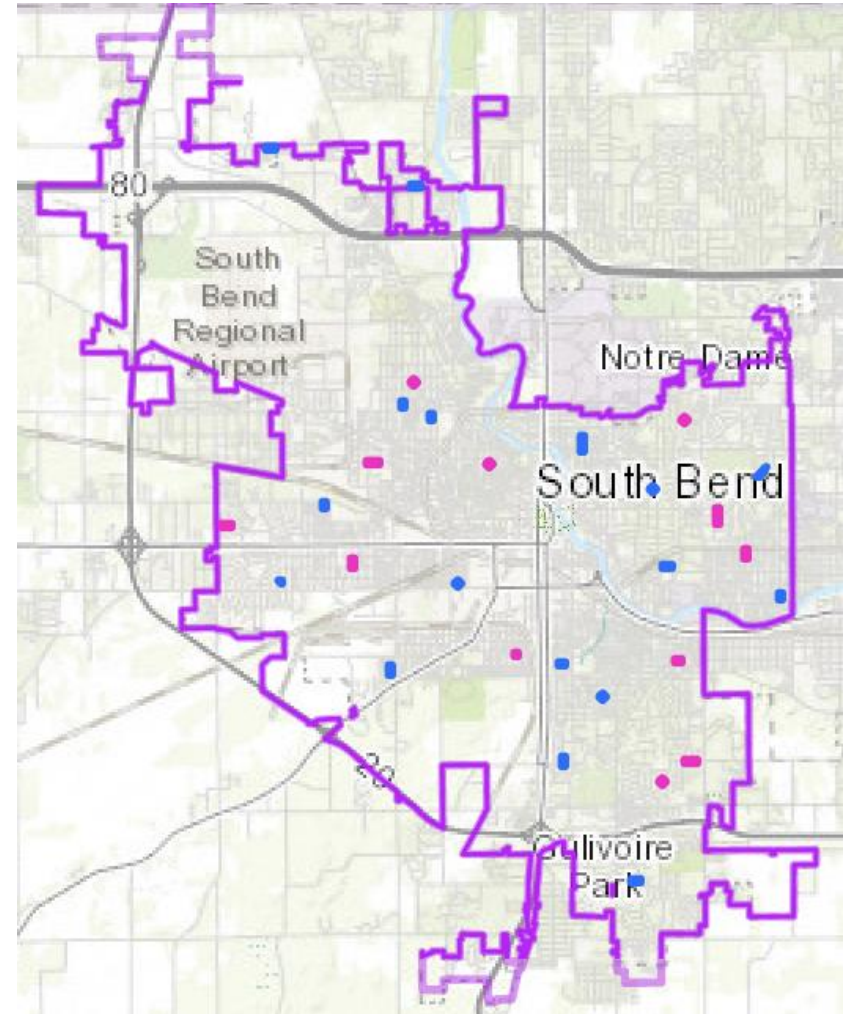
Neighborhoods Stat KPI Summary

Neighborhoods Stat KPIs	Type of performance measure	How we measure success	Desired outcome	How the metric aligns with the City's values
PASER Rating	Service Quality	Percent of lane miles with a PASER rating above 6	Street quality is equal in neighborhoods across the City	Excellence
Street Light Satisfaction	Efficiency	Percent of residents satisfied with lighting in their neighborhood	Residents have the lighting they want in their neighborhood	Innovation
Traffic Calming	Output	Number of traffic calming projects completed in 2023	Streets are safe for vehicles, cyclists, and pedestrians	Accountability
Equal Service Performance	Service Quality	Percent of service requests complete on time by census tract and income	Residents receive the same quality and number of services regardless of location or other demographics	Inclusion
Assistance Uptake	Outcome	Number of eligible residents receiving financial assistance (UAP, ACP, etc.)	Vulnerable residents receive the financial assistance they need	Empowerment

LED Survey Overview

KPI - Percent of residents satisfied with lighting in their neighborhood

- Survey goal: 50-100 survey responses throughout the city to understand residents' feelings about lighting density in their neighborhood, evenly spread across Council districts.
- In the survey residents rated their level of agreement with the following statements:
 - The street lights are not bright enough for this area
 - The street lights are too bright in this area
 - There are not enough street lights in this area
 - There are too many street lights in this area



KPI Review

Percent of residents satisfied with lighting in their neighborhood

75

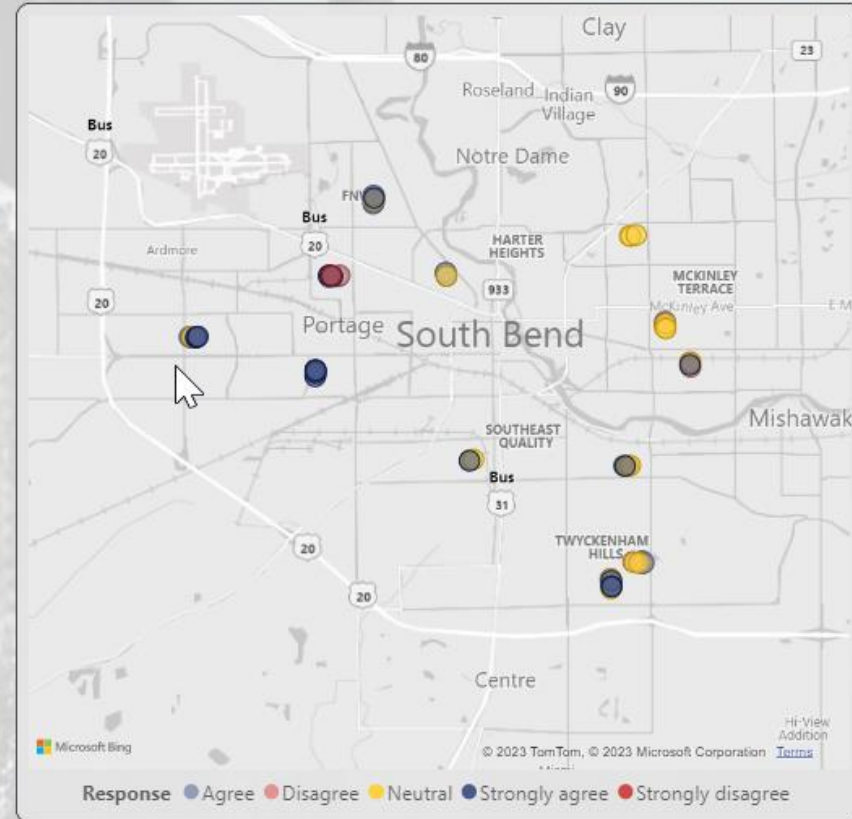
Residents Responded

- Agree
33
- Disagree
5
- Neutral
19
- Strongly agree
17
- Strongly disagree
1

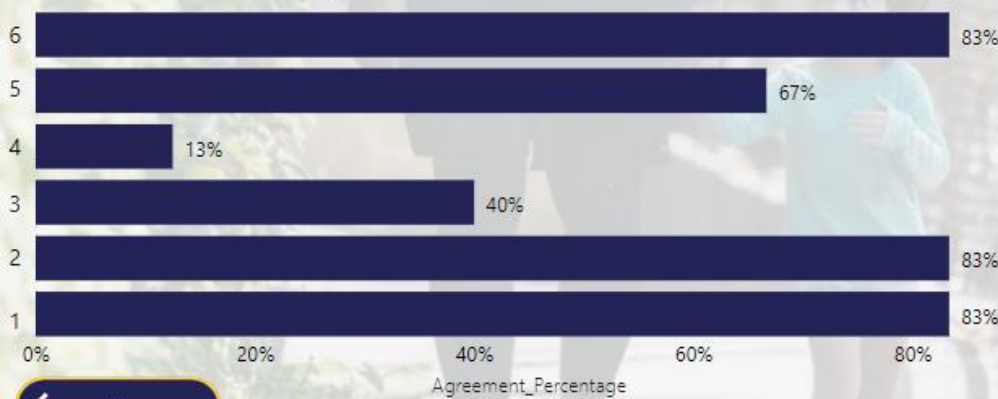
Select a Survey Question

There are not enough street lights in this area

Survey Respondent Map



Agreement Percentage by Council District



← Home

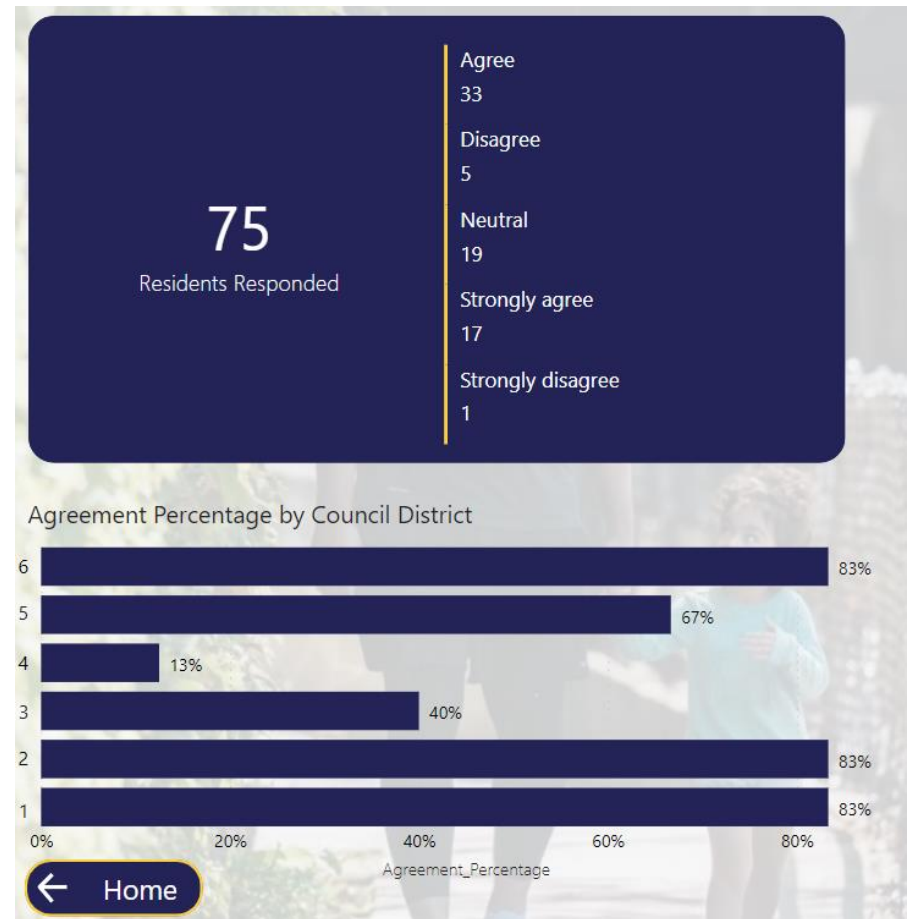
KPI Review

Percent of residents satisfied with lighting in their neighborhood

Data Summary

- Most survey respondents feel there are not enough street lights in their neighborhood, aside from residents in District 4 and to a lesser extent District 3
- Most survey respondents feel street lights are not bright enough, which indicates there is not negative views on street lights with LEDs

Residents that agree with the statement, "There are not enough street lights in this area"



Taking Action

The problem	<p>Gap analysis key findings – focusing on residential areas, the City has a streetlight gap of:</p> <ul style="list-style-type: none">• 618 (with all gaps filled higher than 150 ft)• 348 (with all gaps filled higher than 250 ft)
Outcome metrics	<ul style="list-style-type: none">• Percent of residents satisfied with lighting in their neighborhood• Number of street light gaps higher than 250 ft in residential areas
Decision Points for the Mayor	<ul style="list-style-type: none">• Resident and Council engagement – is there need for additional resident engagement here?• Timing – do we want to fill our gaps with new street lights? If so, when do we need to work with the electric utility to make that happen?

Deep-dive analysis & discussion

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

- Strategy Development – Evictions Monitoring
- Best Practice Review – Teacher Home Buying Assistance Programs



Strategy Development – Eviction Monitoring

Monitor eviction trends and learn how to identify at-risk households before eviction filing

Defining the problem

Problem Statement

Residents with the lowest incomes – those most at-risk to short-term financial shocks – often need assistance to avoid eviction. Evicted residents are more likely to become homeless, face long-term residential instability, and increased emergency room use.

How might we...

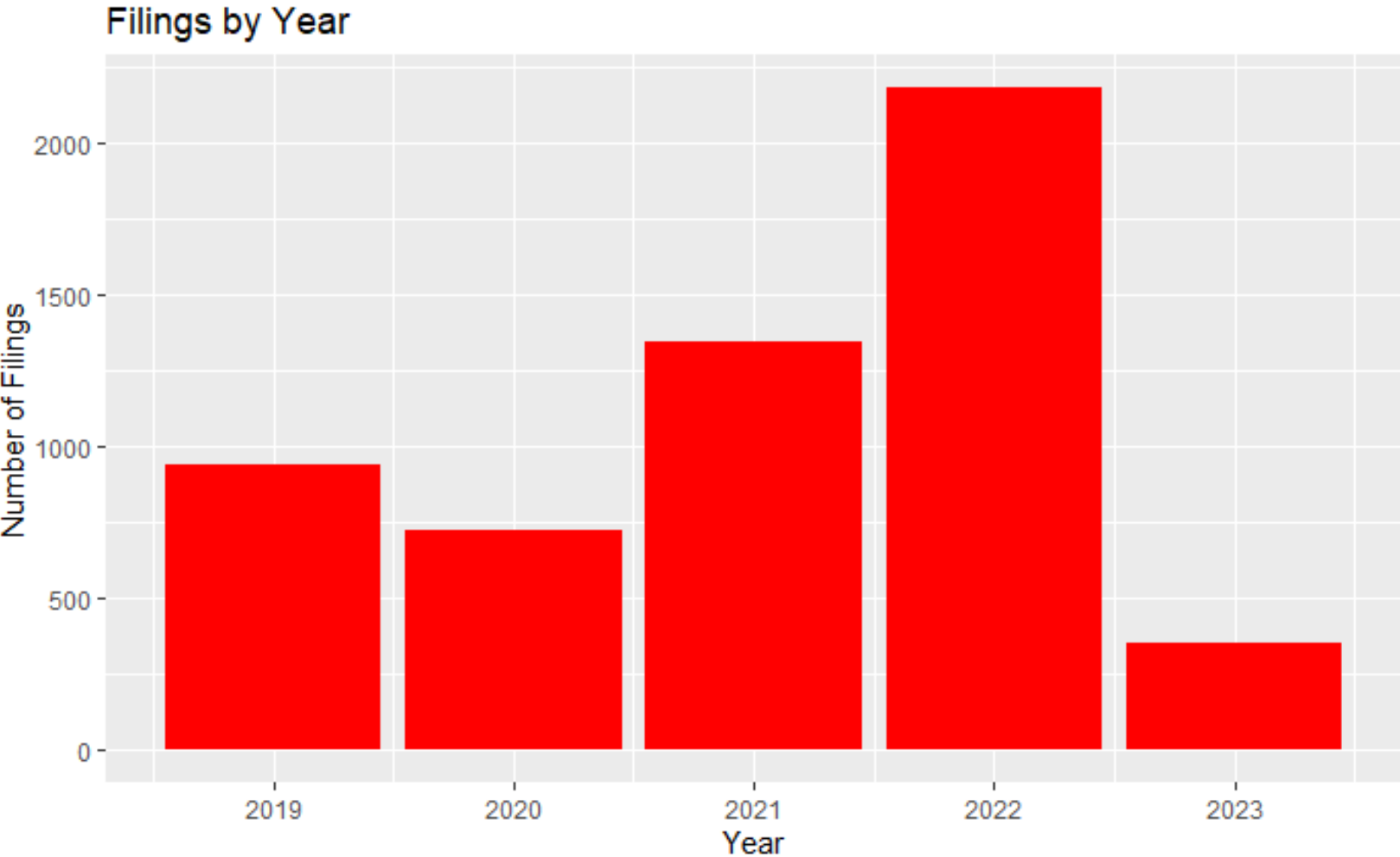
- ...use data to assist residents before they are evicted from their homes?
- ...use data to inform eviction prevention policies?

Outcome Metric(s)

- Number of evictions in South Bend
- Number of residents accessing financial assistance from public assistance programs

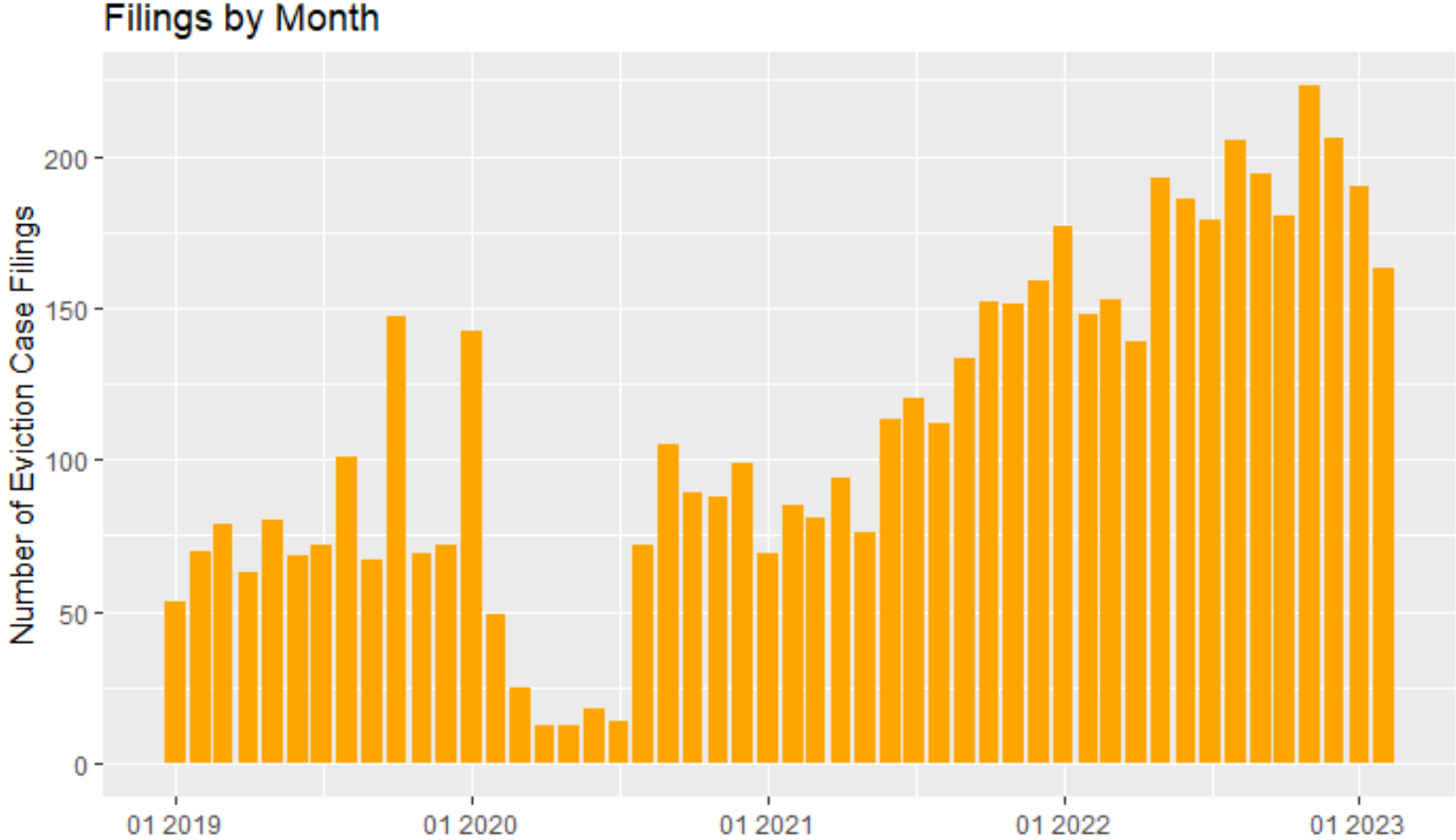
Eviction filings by year

Evictions increased by 58% in 2022 compared to 2021, and increased by 132% compared to pre-COVID eviction filings



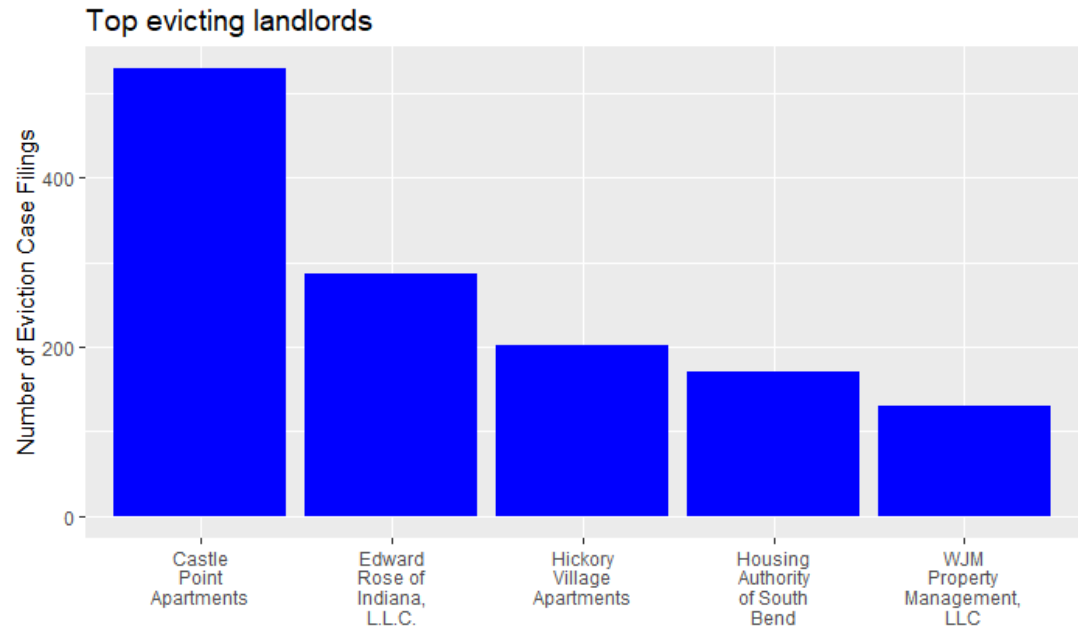
Eviction filings by Month

Eviction filings begin to increase in the back half of 2021 and have continued to climb since



Top Evicting Landlords

- Preliminary look at which firms are likeliest to file evictions notices
- Not necessarily indicative of 'worst' behavior as this does not reflect their client size
 - Better measure would be eviction filings/unit



Eviction Filing Heat Map

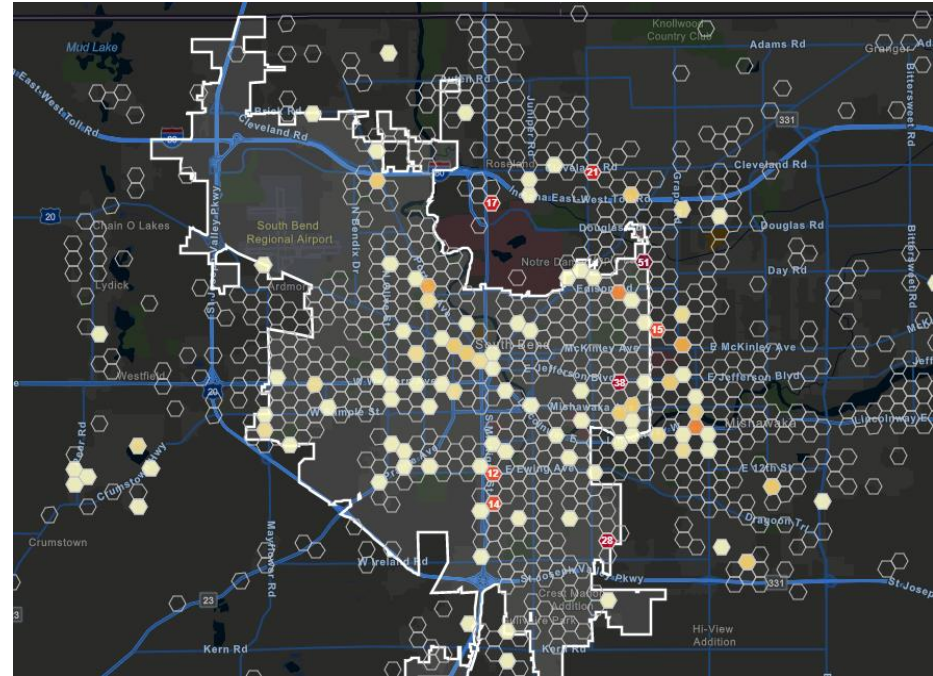
Notes on data

- Map compiled from prior data on eviction filing locations
- Each hex is aggregated number of eviction filings in the area
- Darkest hexagons are triple digit number of filings while lightest hexagons reflect single digit values

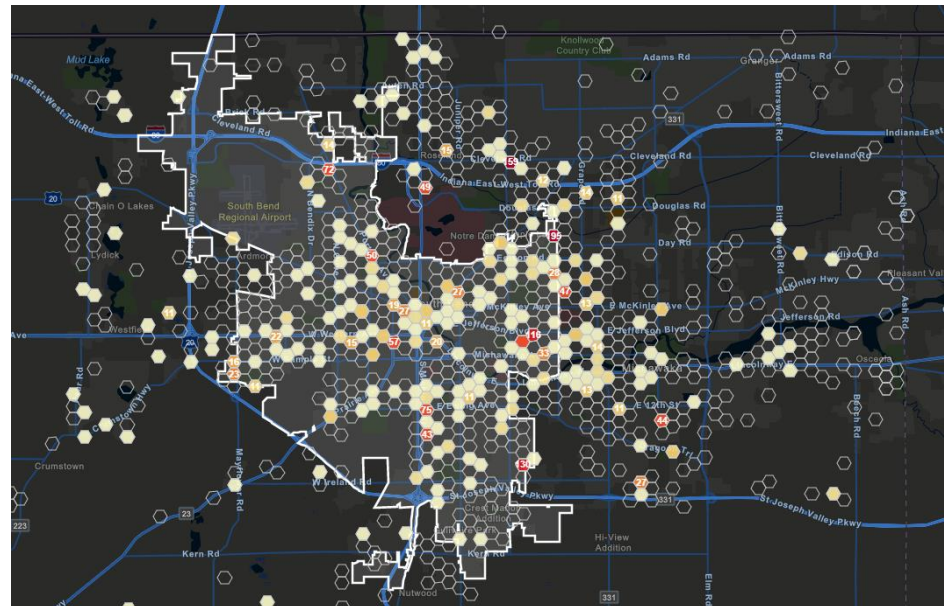
Key Takeaways

- Greater number of evictions has been broad based, not concentrated to single area
- Specific set zones have consistently high number of evictions

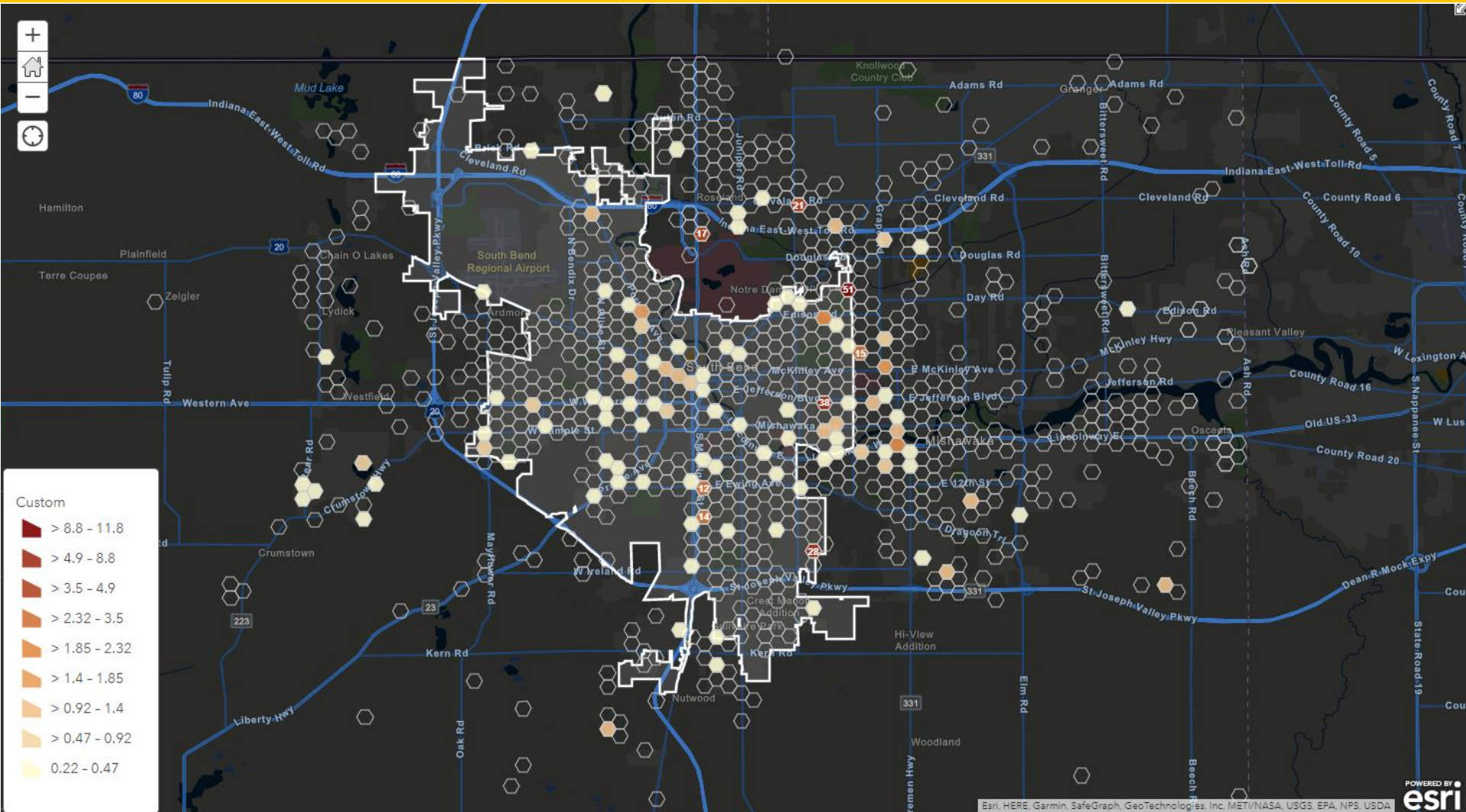
2021 Evictions Map



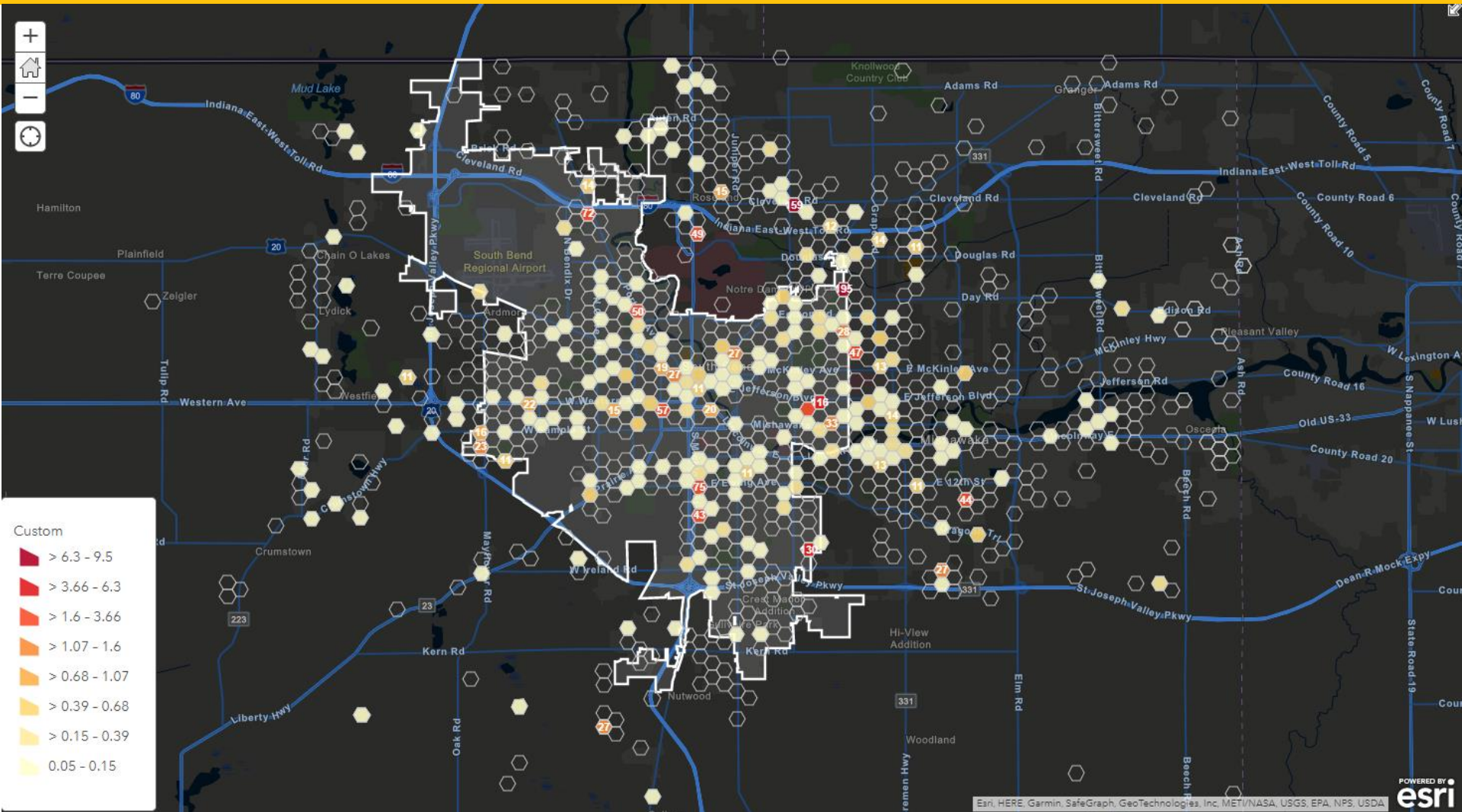
2022 Evictions Map



2021 Evictions Map

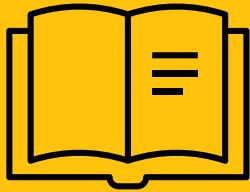


2022 Evictions Map



Discussion questions before closing out the topic

1. We need lots of data to create predictive models – what data sources do we have that may inform eviction prevention in South Bend (e.g. Enquesta utility data)?
2. How might we help residents that are close to eviction? What programs or resources should be in the City's eviction prevention toolkit?



Best Practice Review – Teacher Home Buying Assistance Programs

Evaluate best practices on government programs that attract/retain teachers through home purchase incentives

Defining the problem

Problem Statement

The Mayor's Build on Our Progress plan includes an initiative to attract teaching talent through a homebuying program for new teachers. In late 2022, South Bend Community School Corp (SBCSC) faced 39 teaching vacancies, particularly in middle schools.

How might we...

- Attract top education talent to SBCSC using a housing benefit program

Outcome Metric(s)

- Number of vacant teacher positions in South Bend schools
- Rate of teacher retention/year-to-year turnover

Comparing existing programs

Model	Program purpose	Median House Price	Benefit amount/type	Timeframe
Holland, MI	Retain teachers in expensive housing market	\$306,000	\$25k in down payment assistance (8% cost coverage)	Loan is forgiven at \$5k/year
Santa Clara, CA	Retain teachers in expensive housing market	\$1,470,000	Public rentals at below market rates, \$30k in mortgage asst. (2% cost coverage)	5 years for mortgage assistance
State of Mississippi	Attract skilled teachers to underserved schools	\$156,000	Loan of \$6k in mortgage assistance (4% cost coverage)	3 years before loan is fully forgiven
State of Arkansas	Attract skilled teachers to underserved schools	\$173,000	Loan of \$10k in mortgage asst. (6% cost coverage)	5 years before loan is fully forgiven

Possible Program Approach in South Bend

Selection criteria and requirements

Who qualifies? (Eligibility)

- Prospective SBCSC teachers and current SBCSC teachers
- Home resides in the City of South Bend
- Household income must be below \$100,000 per year, priority to teachers who are currently renting

Who receives priority? (Preference)

- Teachers with at least one year of satisfactory evaluations
- Teachers currently renting

What's expected? (Requirements)

- Remain in home over the duration of the loan
- Remain a SBCSC teacher over the duration of the loan

Program Approach Options

Overall scale, cost, and projected impact

Model assumptions

- \$100,000 budget
- Assistance offered as a loan to be repaid
- Financial incentive offered is enough to attract teaching talent

Program Options	Primary Purpose	Financial assistance	Cost coverage percent for median home	Number of teachers receiving assistance
Option 1	Attract high performing teachers	\$12,500	8%	8
Option 2	Fill vacancies	\$6,000	4%	16
Option 3	Attract high performing teachers	Variable	8%	TBD

Discussion questions before closing out the topic

1. Is this program still a need for SBCSC? If so, what's a bigger need – attracting teaching talent or retaining current SBCSC teachers?
2. Reaction to the overall approach, dollar amounts?
3. For selecting applicants, what is most important?
 - New teachers to SBCSC vs. current teachers
 - Screen for high performers
 - Length of experience
 - Other?

Taking Action

The problem	The Mayor's Build on Our Progress plan includes an initiative to attract teaching talent through a homebuying program for new teachers. In late 2022, South Bend Community School Corp (SBCSC) faced 39 teaching vacancies, particularly in middle schools.
Outcome metrics	<ul style="list-style-type: none">• Number of vacant teacher positions in South Bend schools• Rate of teacher retention/year-to-year turnover
Action items	<ul style="list-style-type: none">• Create project timeline for program development (if needed)• Coordinate with SBCSC leadership on program design, timing, etc. (if needed)• Interviews/focus groups with SBCSC teachers to understand home purchasing barriers, financial needs, etc. (if needed)



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Appendix section