

# SBStat | Police

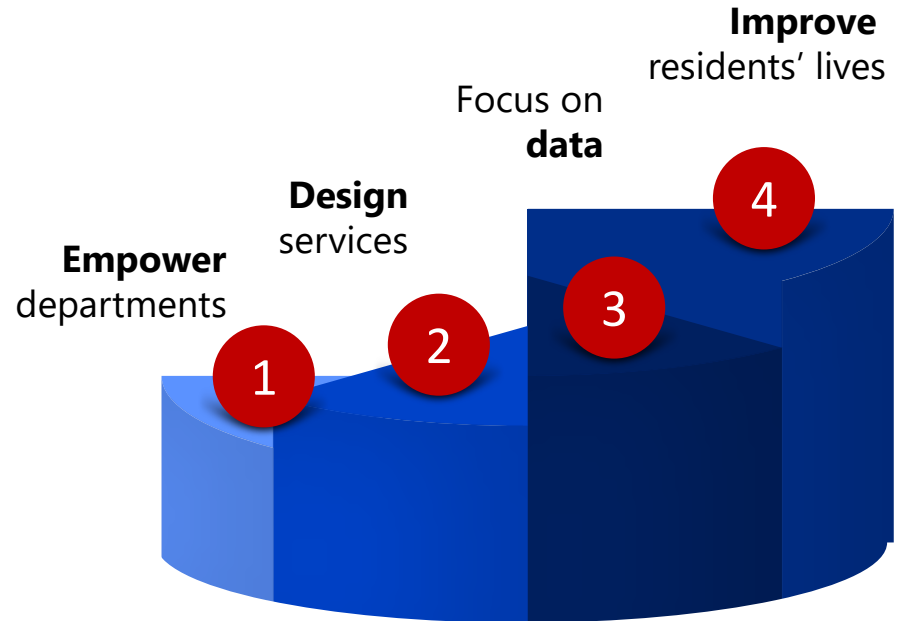
2023 Quarter 2 | July 18, 2023  
City of South Bend



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

# Police Portfolio Summary

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Project	Project Objectives	Status
Quarterly Public Safety Updates	Quarterly public briefing on top priority public safety metrics and topics	●
City-Wide Camera Expansion	Expanding the network of cameras across the city (both city and non-city owned)	●
Community Policing Strategic Plan	Community Engagement, Data Collection & Analysis for an updated Community Policing Plan	●

Legend ● Project on schedule ● Project delayed ● Project cancelled

# Today's Agenda



I. Data summary + action plan on quarterly KPIs

II. Deep-dive on select projects and challenges

- Community Policing Plan Engagement Analysis

III. Celebrating our values

# Data summary + action plan on quarterly KPIs

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

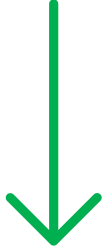
# Police KPI Summary

Police KPIs	Type of performance measure	How we measure success	Desired outcome	How the metric aligns with the City's values
Part 1 Crimes	Outcome	Part 1 Crimes decrease year over year	Residents are safe living, working, and playing in South Bend	Excellence
Solvability Rate	Outcome	Detectives bring a case to conclusion 40% of the time or more	Civilians that violate the law are identified and punished appropriately	Accountability
RTCC (under development)	n/a	n/a	n/a	n/a
Group Violence Intervention – Custom Notifications	Input	Custom notifications to group members continue at the current baseline or increase year over year	Group members give individualized information about their legal risk and offer opportunities for help to break the cycle of violence.	Inclusion
Interactions	Service Quality	Of the total interactions people have with South Bend Police, .5% of interactions receive a community complaint	Residents feel police officers are fair when they interact and empowered to file a complaint if necessary	Empowerment

# 2023 Q2 Part 1 Crimes

April 1, 2023 – June 30, 2023

Part 1 Offense	Q2 2022	Q2 2023	Percent Change
Aggravated Assault	370	336	-9%
Arson	7	5	-29%
Burglary (Non-Res)	89	71	-20%
Burglary (Res)	118	107	-9%
Homicide	10	5	-50%
Larceny	662	552	-17%
Motor Vehicle Theft	114	108	-5%
Robbery	16	11	-31%
Rape	91	67	-26%
<b>Total</b>	<b>1477</b>	<b>1262</b>	<b>-15%</b>



# New: Solvability Rate KPI

**Solvability** = Anything that detectives can bring to a conclusion

- Case Clearances are defined under National Incident Based Reporting System (NIBRS)
  - Part 1 Crimes can be cleared either by Arrest or Exceptional Means
- 
- Overall Solvability 2023 YTD = **41%**

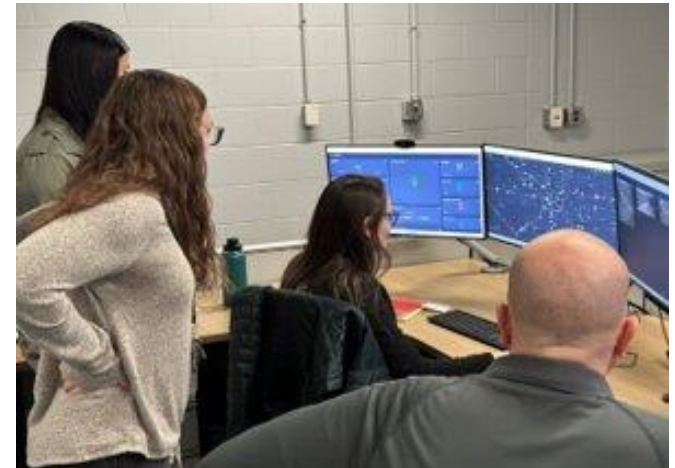
Data on Solvability also available in more disaggregated forms:

- Shootings
- Death Investigations
- Domestic Investigations



# In development for Q3: RTCC KPI

- **Possible New Metric: Fusus Camera Assists**
- **Data collection plan:**
  - Existing log of all requests that Crime Analysts are asked to fulfill
  - Starting Late May 2023: Column noting if a Fusus camera was used to assist in the fulfilling a request
  - By Q3 2023, will have full quarter of data



# Interactions Dashboard



## City of South Bend | Interactions, Complaints, and Investigations

This dashboard contains data and visualizations related to complaints and investigations toward South Bend Police Department officers. Please note that complaints that are still in active status are not counted until they have an adjudication.

Last updated on

Monday, July 17, 2023



Year	Total Calls for Service	Cases	Arrests	Use of Force Incidents	Use of Force Complaints	Community Complaints	Administrative Investigations
2022	24,092	4,462	467	15	0	22	2
<b>Total</b>	<b>24,092</b>	<b>4,462</b>	<b>467</b>	<b>15</b>	<b>0</b>	<b>22</b>	<b>2</b>

### Search by Year

- 2023
- 2022
- 2021
- 2020
- 2019

Of the total interactions with Police:

**0.06%**

resulted in a Use of Force Incident

Of the Use of Force Incidents, the number of Use of Force Complaints was:



The rate of Use of Force Complaints from Use of Force Incidents is:

**0%**

Of the total interactions with Police:

**0.09%**

resulted in a Community Complaint

Of that percent, the number of Community Complaints sustained was:



The rate of sustainment for Community Complaints is:

**9%**

Of the total interactions with Police:

**0.01%**

resulted in an Administrative Investigation

Of that percent, the number of Administrative Complaints sustained was:



The rate of sustainment for Administrative Investigations is:

**50%**

**On Use of Force Complaints:** Use of force complaints are counted in both Community Complaints and Administrative Investigations because a Use of Force Complaint can come from either category.

Data Dictionary



# Interactions Dashboard



## City of South Bend | Interactions, Complaints, and Investigations

This dashboard contains data and visualizations related to complaints and investigations toward South Bend Police Department officers. Please note that complaints that are still in active status are not counted until they have an adjudication.

Last updated on

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Year	Total Calls for Service	Cases	Arrests	Use of Force Incidents	Use of Force Complaints	Community Complaints	Administrative Investigations
2023	17,689	2,953	668	22	2	14	3
<b>Total</b>	<b>17,689</b>	<b>2,953</b>	<b>668</b>	<b>22</b>	<b>2</b>	<b>14</b>	<b>3</b>

### Search by Year

- 2023
- 2022
- 2021
- 2020
- 2019

Of the total interactions with Police:

0.12%

resulted in a Use of Force Incident

Of the Use of Force Incidents, the number of Use of Force Complaints was:



The rate of Use of Force Complaints from Use of Force Incidents is:

9%

Of the total interactions with Police:

0.08%

resulted in a Community Complaint

Of that percent, the number of Community Complaints sustained was:



The rate of sustainment for Community Complaints is:

0%

Of the total interactions with Police:

0.02%

resulted in an Administrative Investigation

Of that percent, the number of Administrative Complaints sustained was:



The rate of sustainment for Administrative Investigations is:

25%

### On Use of Force Complaints:

Use of force complaints are counted in both Community Complaints and Administrative Investigations because a Use of Force Complaint can come from either category.

Data Dictionary



# Deep-dive analysis & discussion

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

- Community Policing Surveys

# Defining the problem

## **Problem Statement**

In 2022 the City's community survey found that only 40% of residents are satisfied with the relationship between police officers and the community. This limits the City's ability to work with residents to gather intelligence to identify criminals and ultimately reduce crime in the long-term.

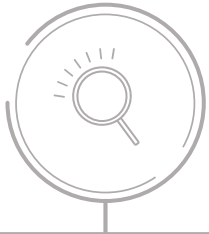
## **How might we...**

- ...build more positive relationships between SBPD and the community?
- ...evaluate the effectiveness of our relationship-building efforts?

## **Outcome Metric(s)**

- Increase the satisfaction rating in the next community survey (2024)

# The Process to Date



October 2022

## Research

- Reviewed best practices in response to 21CP report
- Focused on the community policing plan work done by the San Francisco Police Department



February 2023

## Planning

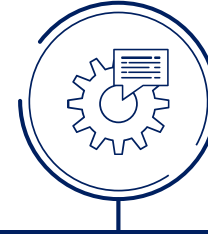
- Created South engagement plan for South Bend
- Created materials and reviewed with City stakeholders



May – June 2023

## Engagement

- Solicited officer and resident feedback on community policing via survey and voicemail responses



July 2023

## Analysis

- Cleaned response data
- Review responses to pull out key results and insights
- Present initial analysis to stakeholders



Late Summer 2023

## Wrap-Up & Reporting

- 7/27: Hold public meeting
- Follow-up on any additional analysis
- Write report

# Engagement Overview

	Residents	SBPD Officers
Distribution	<ul style="list-style-type: none"> <li>• Anonymous survey</li> <li>• Voicemail box</li> </ul>	<ul style="list-style-type: none"> <li>• Anonymous survey</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• Social media posts (weekly)</li> <li>• 311 queue message</li> <li>• Press release</li> <li>• City webpage</li> <li>• Email to neighborhood associations</li> </ul>	<ul style="list-style-type: none"> <li>• Email to sworn officers from Chief Ruszkowski</li> </ul>
Timeline	<p>6.5 weeks 5/9/23 – 6/23/23</p>	<p>2 weeks 5/4/23 – 5/17/23</p>
Responses	330	143

# **The following slides present results from Community Policing engagement efforts so far. Here are the discussion questions we'll cover at the end:**

1. Are there any results you're surprised by? Any additional research questions we should evaluate?
2. What do you see as the action items from the results? What actions should the City identify in the report shared with residents?
3. Logistics: Check-in about the public meeting next week.



# Survey Questions

\* = Required question

**B** = Question we'll review in analysis

## Resident Survey

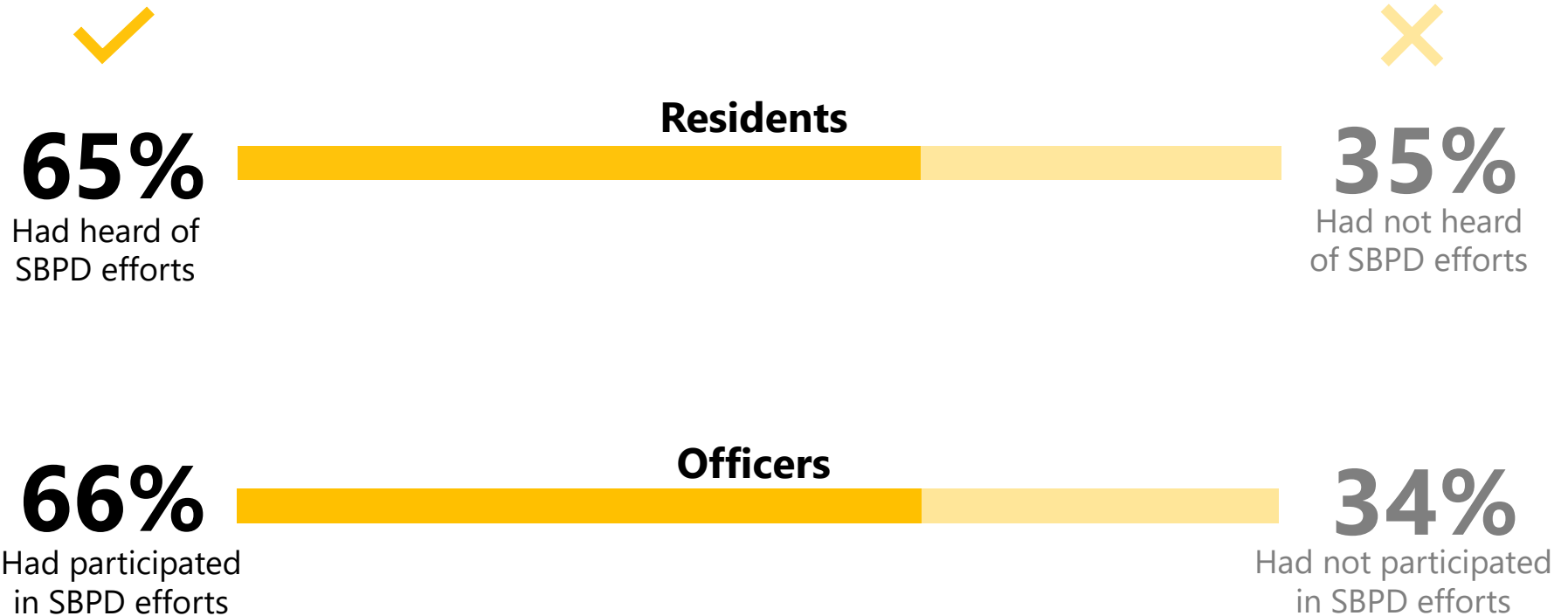
- **Have you seen or heard of SBPD efforts to work with community members to solve local issues?\***
  - If Yes, What do you think worked well?
  - If Yes, What do you think didn't work?
- **Please indicate the extent that you feel SBPD does the following activities\***
- **What types of activities are most impactful for building relationships between the police and the community?\***
- Any other programs not listed you'd like to see?
- **Moving forward, how would you like to see the South Bend Police Department build & strengthen relationships with the community to address crime and other issues?\***
- **Demographics\***

## Officer Survey

- **Have you participated in SBPD efforts to work with community members to solve local issues?\***
  - **If Yes, What do you think worked well?**
  - **If Yes, What do you think didn't work?**
- **When engaging in community policing, what are the greatest challenges you currently face or anticipate facing?\***
- Do you have any suggestions or ideas for overcoming these challenges?
- Any challenges not included in the previous list that you'd like to add?
- **Moving forward, how would you like to build & strengthen relationships with the community to address crime and other issues? What issues would you like to work on collaboratively with the communities you serve?\***
- **Demographics\***

# Results – Resident & Officer

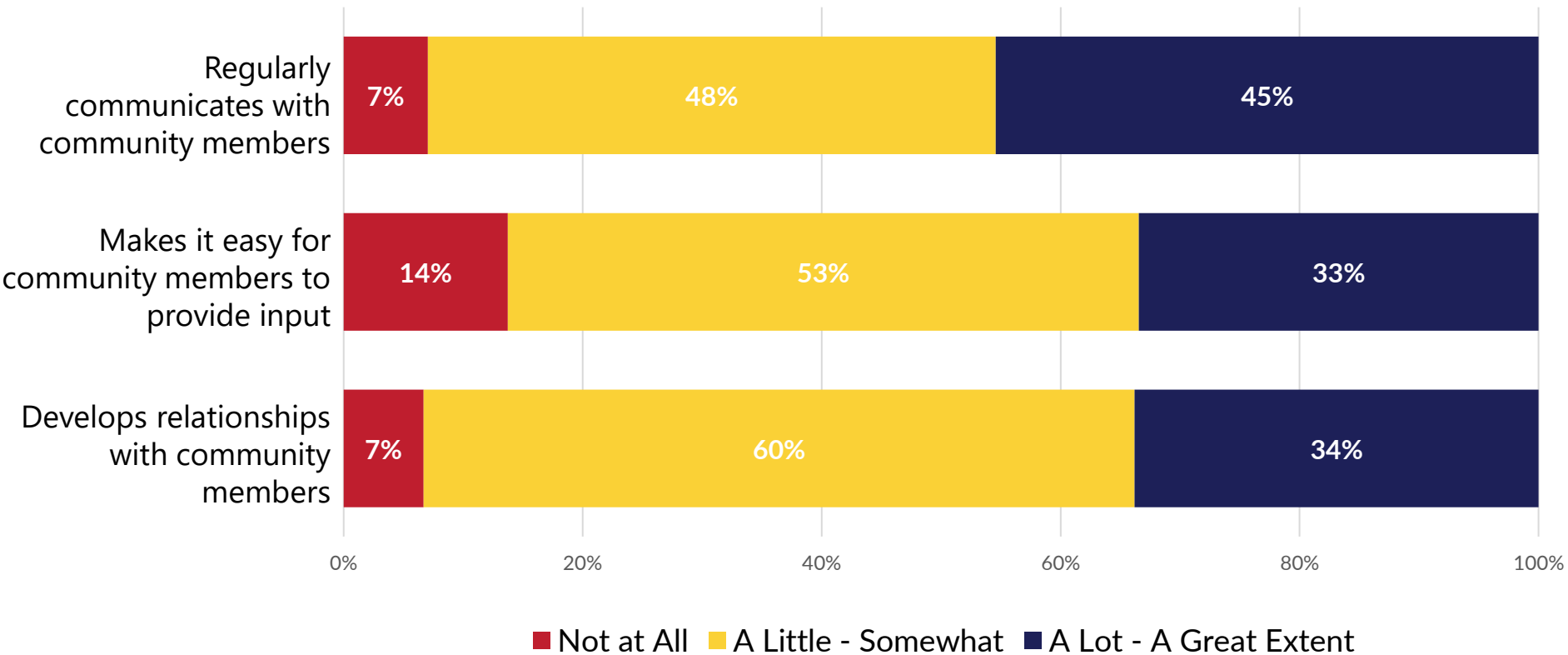
Have you heard of or participated in SBPD efforts to work with community members to solve local issues?



# Resident Responses

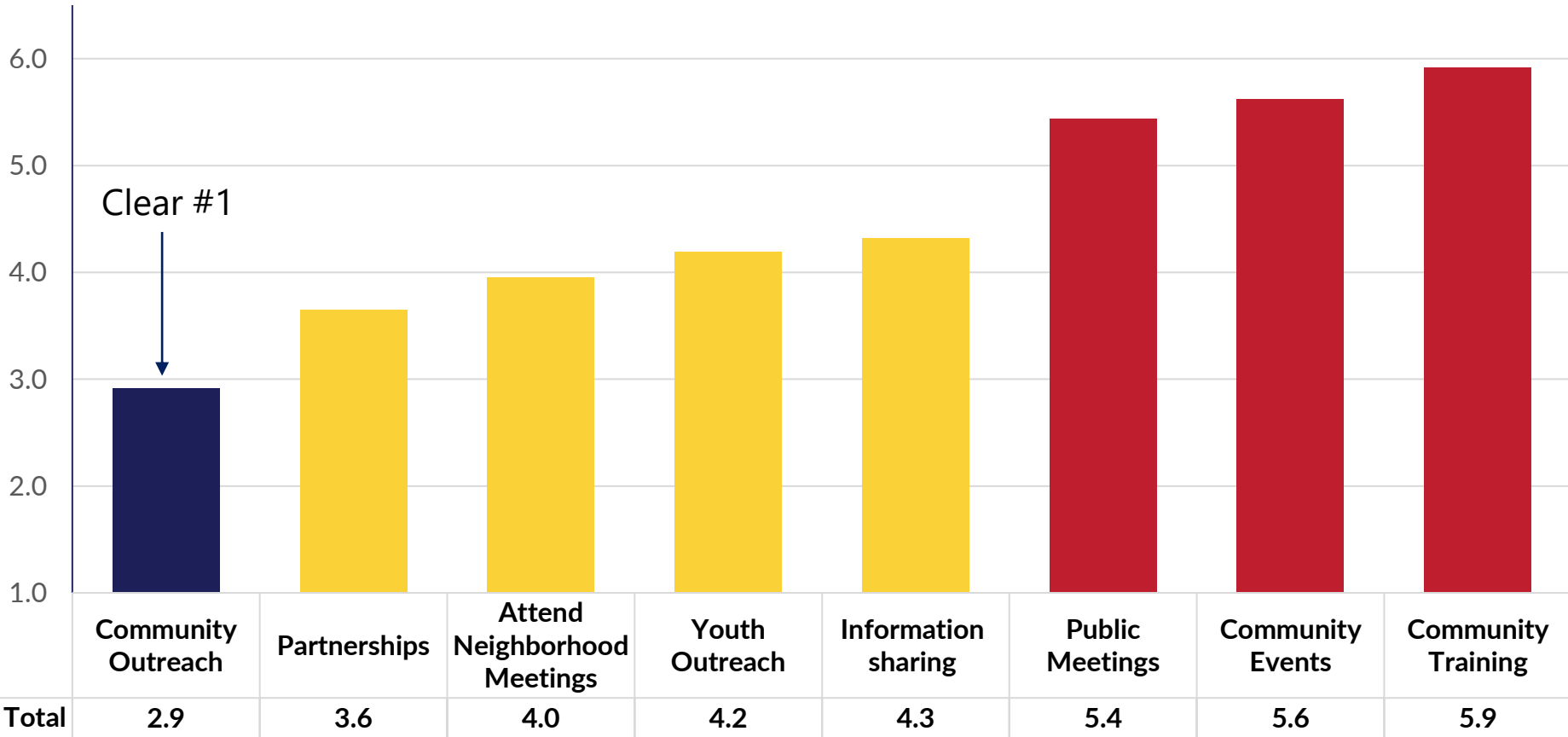
# Resident Results

Please indicate the extent that you feel the South Bend Police Department (SBPD) does the following:

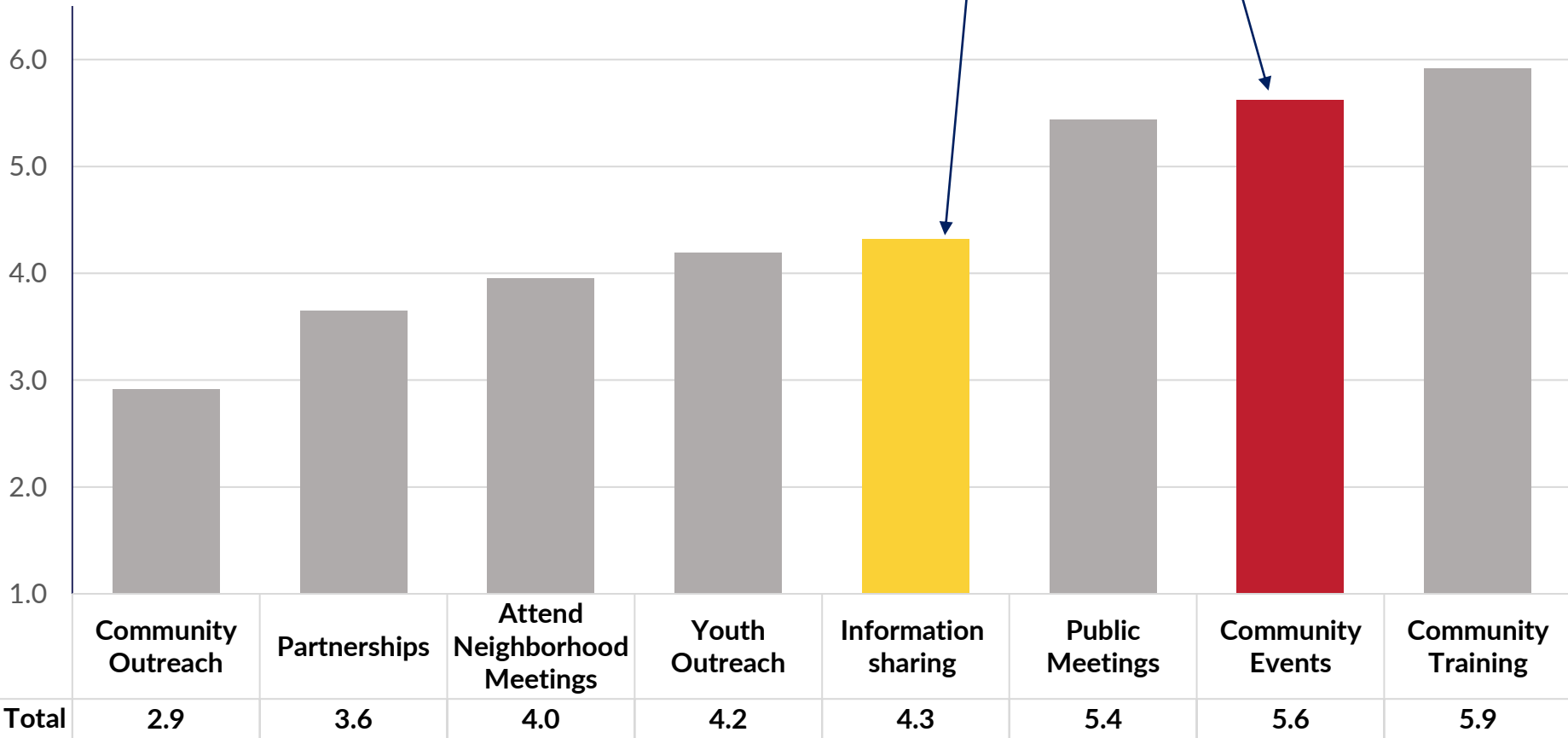


# Resident Results

What types of activities are most impactful for building relationships between the police and the community?  
Rank from 1 (Highest Impact) to 8 (Lowest Impact).



Note: Residents rated Information Sharing and Community Events as having low to moderate impact. However, they frequently mentioned these activities as "Working Well," if they were aware of existing initiatives.



# Text Analysis Method

- Responses read for familiarity
- Themes (Codes) created
  - Used SFPD Codebook as jumping off point
  - Themes were adjusted and added to fit South Bend responses
- Every theme has clear definition
- Responses coded

## Appendix I Survey Theme Codebook and Frequency

The table below provides an overview of the number of times various themes were found in the community and SFPD member community policing surveys. Responses to each question were read multiple times and coded with one or more themes by two analysts; the results were then compared and reconciled. Response counts refer to the number of question responses containing the relevant theme, not the number of surveys completed. For example, the theme "Relationship" was mentioned 245 times in the community survey. The themes were later grouped into broader categories, which became the Strategic Plan goal areas.

Theme	Definition	External Survey Theme Counts (1128 Responses)	Internal Survey Theme Counts (417 Responses)
Relationship	SFPD seeks to build trust and relationship with the community.	245	114
Partnership	CBOs, businesses, and individual community members work together in partnership with SFPD to support community policing. For example, the community; facilitates communication between SFPD and the community, participates in neighborhood watch programs, shares expertise with SFPD, helps SFPD in crisis management situations.	165	33
Foot Beat	SFPD officers have physical presence and personal interactions in the community	127	46
Dialogue	SFPD and the community meet and discuss issues in order to build relationships and to identify, prevent, and solve problems. Examples: Community Police Advisory Boards (CPABs), Monthly Captain Meetings, meetings hosted by a community-based organization (CBO), Coffee with a Cop.	126	37
Outreach	SFPD engages with community members via events, activities, and programs, e.g. community events, soccer with youth. Does not include meetings.	92	42
Communication	SFPD provides information to the community, e.g. newsletters, social media.	86	25 37
SFPD Culture	SFPD culture and practice reflects community policing values, e.g. guardian mindset, prevention, compassion, empathy, trust, respect, use of discretion.	79	

# Resident Results

Moving forward, how would you like to see the South Bend Police Department build & strengthen relationships with the community to address crime and other issues?

Rank	Theme/Code	Definition	Count of Theme
1	Presence	SBPD officers have physical presence and personal interactions in the community.  This includes anytime a response included desire for more patrols in general, walking patrols, wanting to know the officers in a neighborhood, etc.	50
2	Info-Sharing/ Communication	SBPD provides information to the community through various avenues. Social media, Transparency hub etc.	20
2	Relationship Building	SBPD seeks to build trust and relationship with the community.  This is a more descriptive theme vs. suggesting a particular action.	20
2	Enforcement	SBPD enforces laws and acts when laws are broken (ex: gun violence, traffic violations)	20
3	Already good	Already satisfied with what SBPD is doing and want that work to continue.	17



# Resident Results: Additional Insights on Top Themes

## Presence (1)

- Residents expressed a desire for increased officer presence and visibility in their neighborhoods. Specific ways this was described include:
  - More patrols
  - Foot patrols
  - Knowing officers in their area and being able to contact them
  - Often if a response was coded with the **Relationship-Building** theme it also included the **Presence** theme

# Resident Results: Additional Insights on Top Themes

## Info-Sharing/Communication (2)

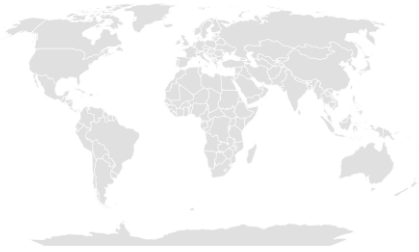
- Residents highlighted the need for:
  - Providing accurate information about police activities, goals, and positive impacts
  - And sharing information on criminal activity
- This theme was typically discussed in the context of “continue doing this”

## Enforcement (3)

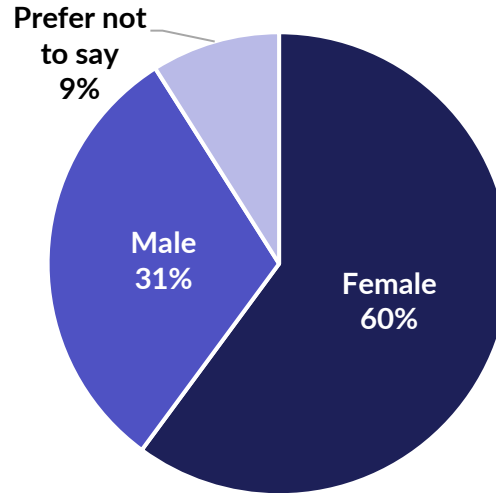
- Residents typically discussed the desire for increased enforcement in two categories:
  - Gun Violence
  - Traffic Violations

# Resident Results: Demographic Snapshot

Zip Code



Gender



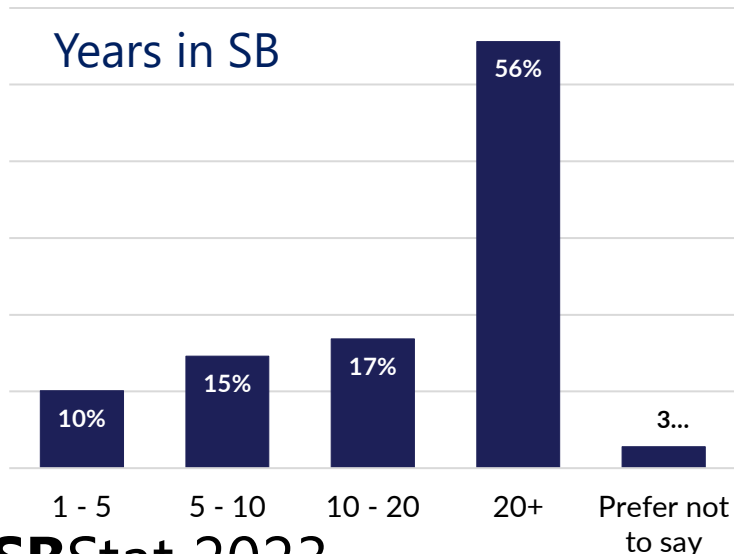
Age Range

# 70%

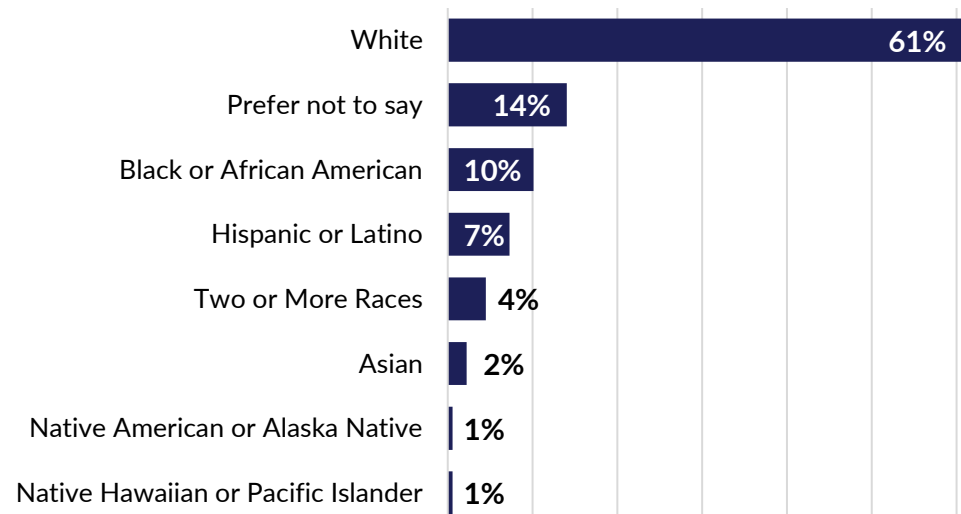
of respondents were between 21-60

Powered by Bing

Years in SB



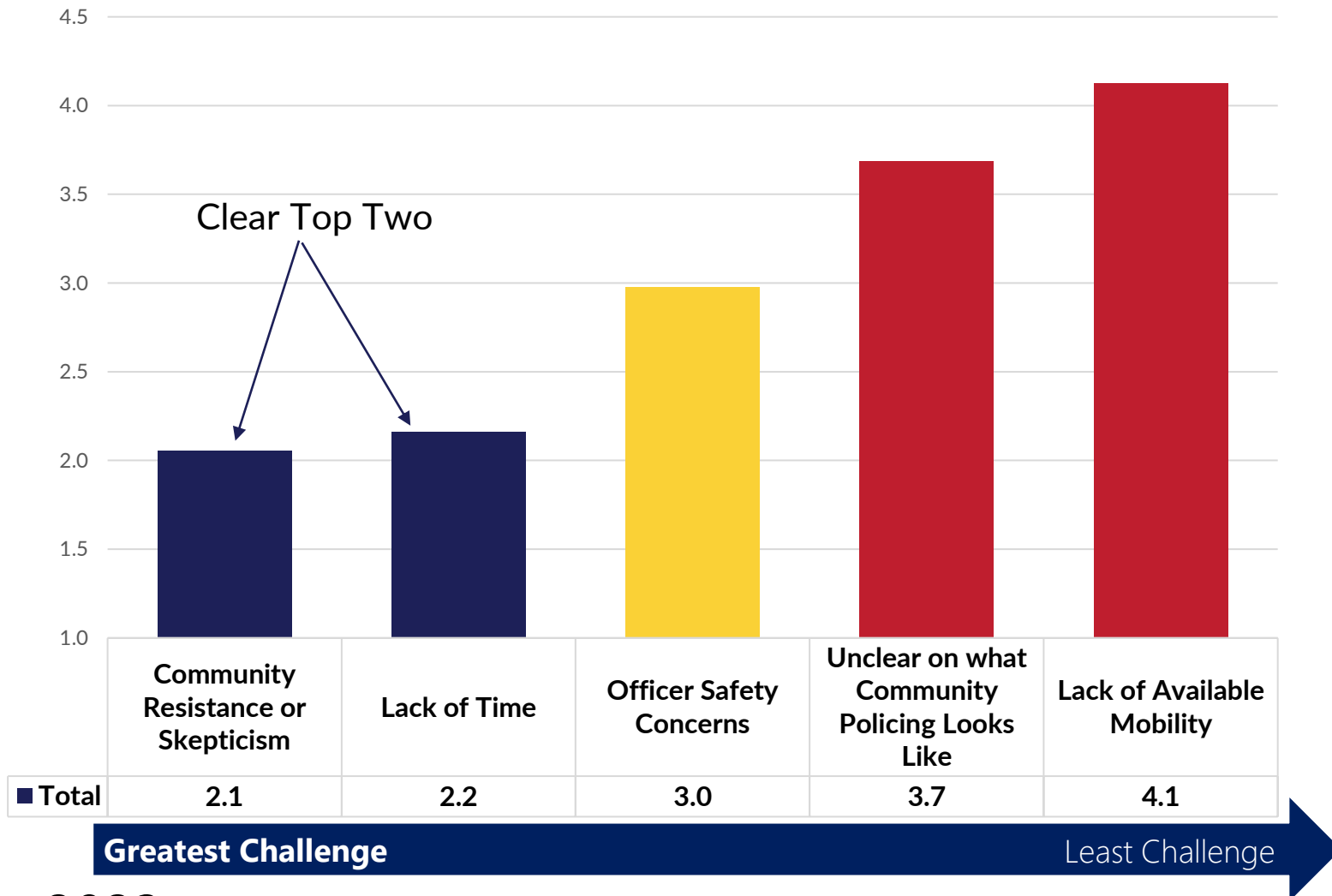
Race



# Officer Responses

# Officer Results

When engaging in community policing, what are the greatest challenges you currently face or anticipate facing? Rank from 1 (Greatest) to 5 (Least).



# Officer Results

Moving forward, how would you like to build & strengthen relationships with the community to address crime and other issues? What issues would you like to work on collaboratively with the communities you serve?

Rank	Theme/Code	Definition	Count of Theme
1	Community Responsibility	There is mutual community responsibility for taking action, making change, and building relationships. Two-way street/Mutual responsibility.	17
2	Enforcement	SBPD enforces laws and acts when laws are broken (ex: gun violence, traffic violations)	14
3	Community Outreach	SBPD engages the community through ongoing activities and programs.	12
3	Relationship Building	SBPD seeks to build trust and relationship with the community.  This is a more descriptive theme vs. suggesting a particular action.	12
4	Presence	SBPD officers have physical presence and personal interactions in the community. This includes anytime a response included patrol, foot patrol (walking).	11
4	Education	SBPD educates the community on SBPD role and services, how community can engage with SBPD, community issues, safety, etc. Offer something specific for a neighborhood.	11

# Officer Results: Additional Insights on Top Themes

## Community Responsibility (1)

- Officers expressed the desire to see more openness and active participation by residents.
- Responses in this theme typically highlighted that building and strengthening relationships is two-way street.

## Education (4)

- Related to the above, Officers expressed the need for education to bridge the gap between the community and the police. Specifically clarifying/communicating:
  - Police roles, responsibilities, limitations.
  - The “why” behind certain actions
  - The complexities of the criminal justice system

# Officer Results: Additional Insights on Top Themes

## Enforcement (2)

- Officers typically discussed the desire for increased enforcement in three categories:
  - Gun Violence
  - Traffic Violations
  - Drug Violations

## Community Outreach (3) & Presence (4)

Within these two themes, officers noted:

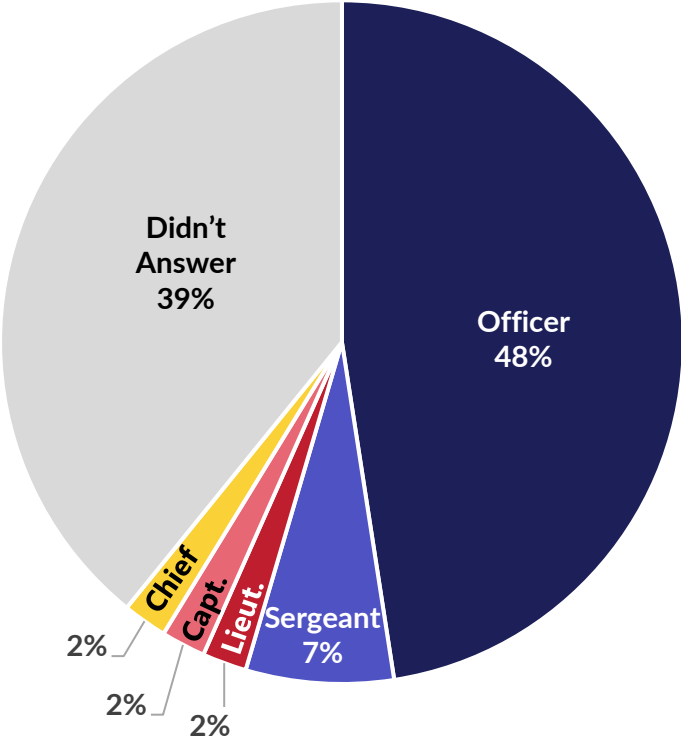
- Desire to bring back Coffee with a Cop
- The need for a dedicated community relations unit/personnel to fulfill this need due to the many/competing demands for an officer on shift
- Or more flexibility while on shift regarding how they interact with the community



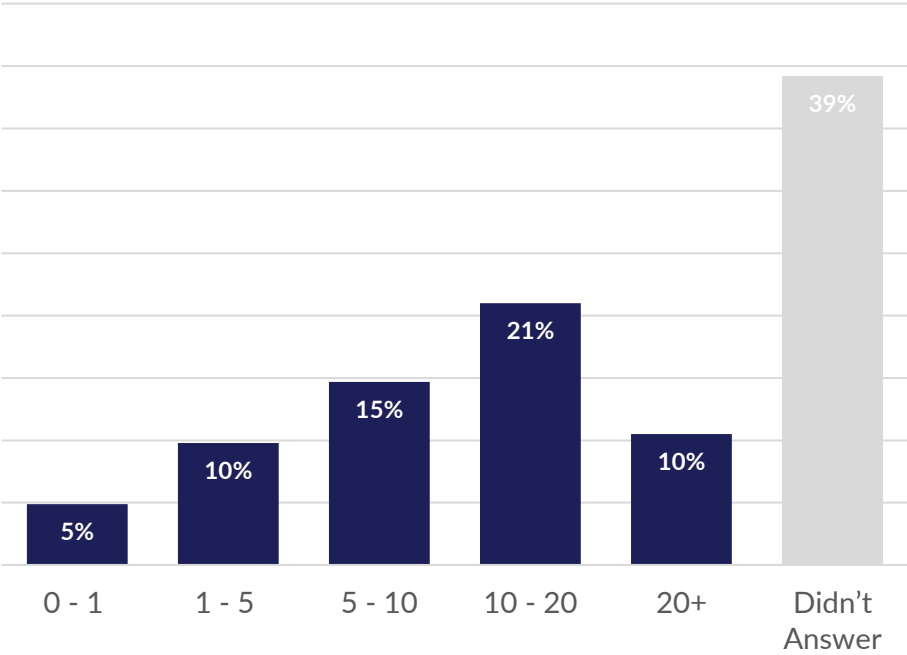
# Officer Results

## Demographic Snapshot

Respondent Rank



Respondent Time at SBPD



# Comparing Officer & Resident Results

Top Themes in Text Responses

## Resident Top Themes

**Presence**

Info-Sharing/Communication

**Relationship Building**

**Enforcement**

Already good

## Officer Top Themes

Community Responsibility

**Enforcement**

Community Outreach

**Relationship Building**

**Presence**

Education

# Action Items/Next Steps

- Create a Final Report
- Webpage with results (similar to BtB)
  - Post Final Report
  - Use existing page where we promoted the engagement effort



# Discussion questions before closing out the topic

1. Are there any results you're surprised by? Any additional research questions we should evaluate?
2. What do you see as the action items from the results? What actions should the City identify in the report shared with residents?
3. Logistics: Check-in about the public meeting next week.

# Celebrating our values

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

# Celebrating our Values

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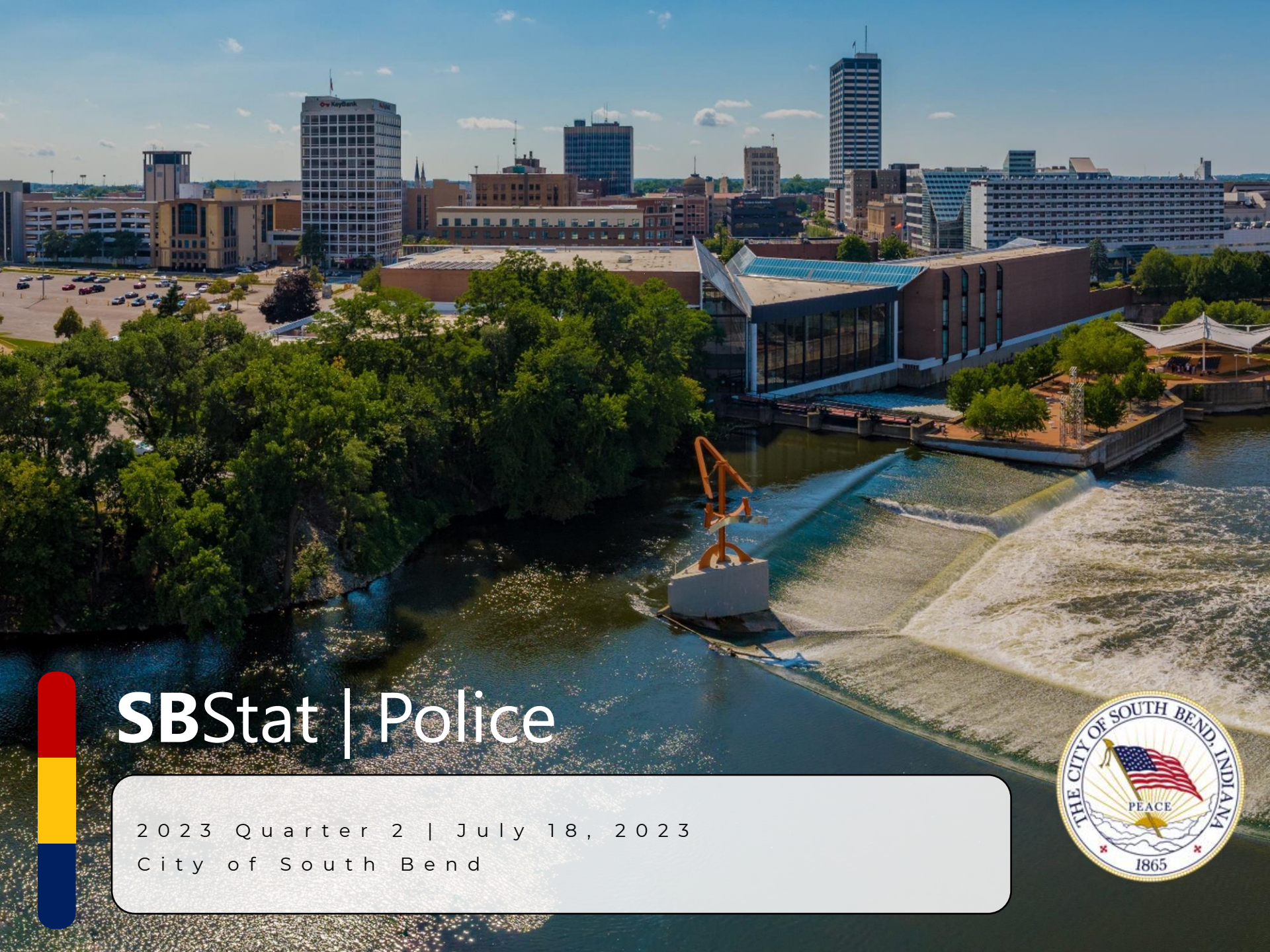
“ The **social media** is following trends and uses them to communicate appropriately. ”

“ SBPD does a great job utilizing social media to connect with the community. ”

“ I get most of my knowledge of police activity from social media, enjoyed seeing regular faces on there interacting with citizens or businesses ”

“ It's awesome the department's willingness to adapt and embrace modern tools to bridge the gap between law enforcement and the community. ”

“ I love seeing everything SBPD does in the community on social media. ”



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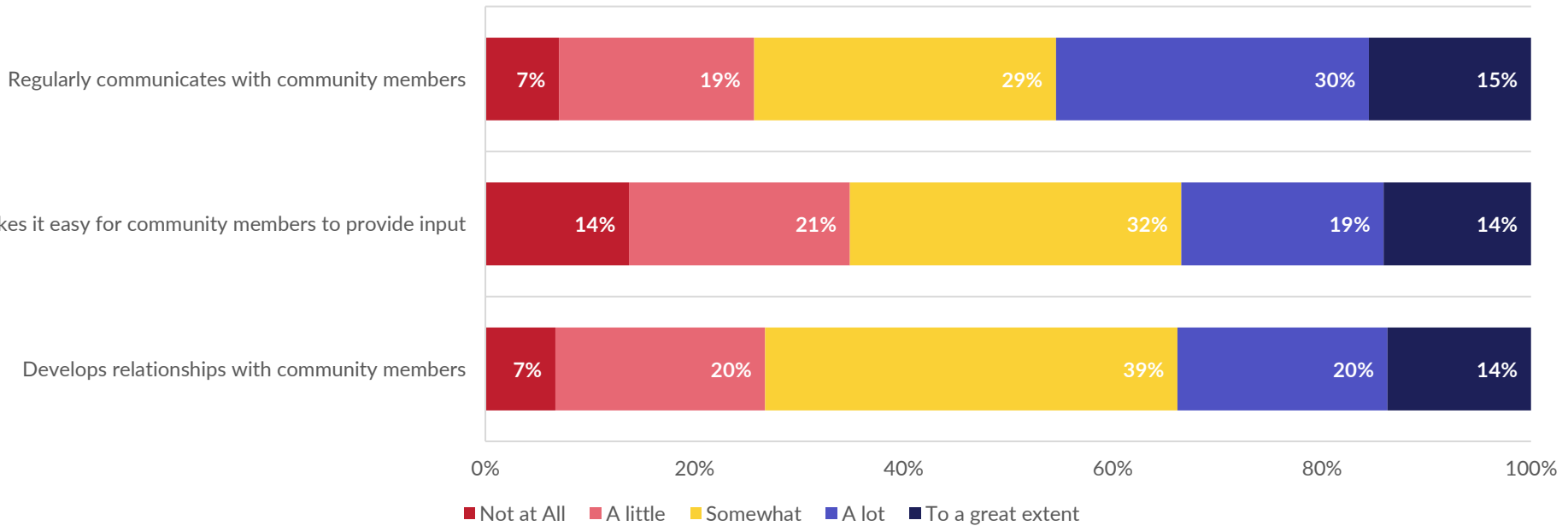


# Appendix section



# Resident Results

Please indicate the extent that you feel the South Bend Police Department (SBPD) does the following:



# Resident Results

What types of activities are most impactful for building relationships between the police and the community?  
Rank from 1 (Highest Impact) to 8 (Lowest Impact).

Type of Activity	Examples provided in survey
<b>Partnerships</b>	Group Violence Intervention—GVI
<b>Community Outreach</b>	Walking patrols Pizza & Popsicle patrols
<b>Attending neighborhood meetings</b>	Attending neighborhood meetings
<b>Information sharing</b>	Online Transparency Hub Social Media
<b>Youth Outreach</b>	Police Athletic League School talks
<b>Community Training</b>	Citizens Police Academy Cadet program
<b>Community Events</b>	Cops & Goblins Community Cook-Outs National Night Out
<b>Public Meetings</b>	Monthly Crime Report Meetings

# Officer Results

Efforts that have worked well vs. not worked well

## Works Well

- Building relationships through regular interaction, conversations, and being present in the community.
- Participating in community events and activities, including neighborhood meetings and gatherings.
- Transparency and openness in sharing information, including bodycam footage and statements.
- Collaborative efforts with community organizations and outreach programs, such as SAVE Outreach and PAL (Police Athletic League).
- Providing educational initiatives to address misconceptions and myths about police work.

## Does Not Work Well

- Lack of community involvement and apathy from community members.
- Difficulty in changing existing perceptions of police.
- Challenges in communication and explaining processes to address concerns effectively.
- Repeat offenders being released or receiving light sentences, leading to a cycle of re-arrests.
- Challenges in addressing specific community issues due to limited resources and understanding the need for extra support.

# Codebook for Text Analysis

Theme	Definition	Possible Broader Theme (tentative)
<b>Presence</b>	SBPD officers have physical presence and personal interactions in the community. This includes anytime a response included patrol, foot patrol (walking).	Outreach
<b>Info-Sharing/ Communication</b>	SBPD provides information to the community, e.g. newsletters, social media, transparency hub.	Education & Info-Sharing
<b>Relationship Building</b>	SBPD seeks to build trust and relationship with the community. "Get to know officers better"	
<b>Enforcement</b>	SBPD enforces laws and takes action when laws are broken (ex: gun violence, traffic violations)	Standard Operations
<b>Already good</b>	Already satisfied with what SBPD is doing	Other
<b>No thoughts</b>	N/A; No thoughts at this time	Other
<b>Community Outreach</b>	SBPD engages the community through ongoing activities and programs	Outreach

# Codebook for Text Analysis

Theme	Definition	Possible Broader Theme (tentative)
<b>SBPD Culture</b>	SBPD culture and practice reflects community policing values, e.g. guardian mindset, prevention, compassion, empathy, trust, respect, use of discretion.	Organizational Culture
<b>Youth Outreach</b>	SBPD engages the youth through ongoing activities and programs (ex: Police Athletic League - PAL; Anything school related)	Outreach
<b>Transparency</b>	Transparency and awareness of SBPD to the community. Openness	Organizational Culture
<b>Community Responsibility</b>	There is community responsibility for taking action/making change/building relationships	
<b>Officer Training</b>	SBPD officers are trained in various issues and approaches to better serve a diverse community, e.g. cultural competency, anti-bias, mental health	Organizational Culture
<b>SBPD Staffing</b>	SBPD's staffing and resources model reflects community policing values, e.g. multilingual and racially diverse workforce, staffing levels and allocation. If there was mention of having a specific community policing/relations unit it went into this code.	Organizational Culture
<b>Responsiveness</b>	SBPD responds to community concerns, responds in a timely manner, and follows up with community	Organizational Culture

# Codebook for Text Analysis

Theme	Definition	Possible Broader Theme (tentative)
<b>Neighborhood Meetings</b>	SBPD attends neighborhood hosted/neighborhood association meetings	Outreach
<b>Education</b>	SBPD educates the community on SBPD role and services, how community can engage with SBPD, community issues, safety, etc. Learn something specific for a neighborhood.	Education & Info-Sharing
<b>Resources</b>	SBPD coordinates and partners with nonprofit service providers. Refers community to resource and leverages the resources of other orgs that are beyond their scope to fulfill. (Ex: GVI)	Partnership
<b>Community Training</b>	SBPD trains the community. Ex: Citizens Police Academy	Education & Info-Sharing
<b>Dialogue</b>	Ask for opinion/feedback	
<b>Coordination</b>	SBPD coordinates with other City Depts and Law Enforcement agencies (Ex: Code Enforcement; Prosecutor's Office)	Partnership

# Codebook for Text Analysis

Theme	Definition	Possible Broader Theme (tentative)
<b>RTCC Cameras</b>		
<b>Public Meetings</b>	SBPD holds informational or engagement meetings that are open to the public to attend. (Ex: Monthly Crime Meetings)	Education & Info-Sharing
<b>Perception</b>		
<b>Problem-Solving</b>	SBPD solves safety/crime problems in collaboration with the community	Outreach
<b>Not interested</b>	Not interested in participating; Don't have time	Other