

# SBStat | Venues, Parks & Arts

2023 | October 17, 2023

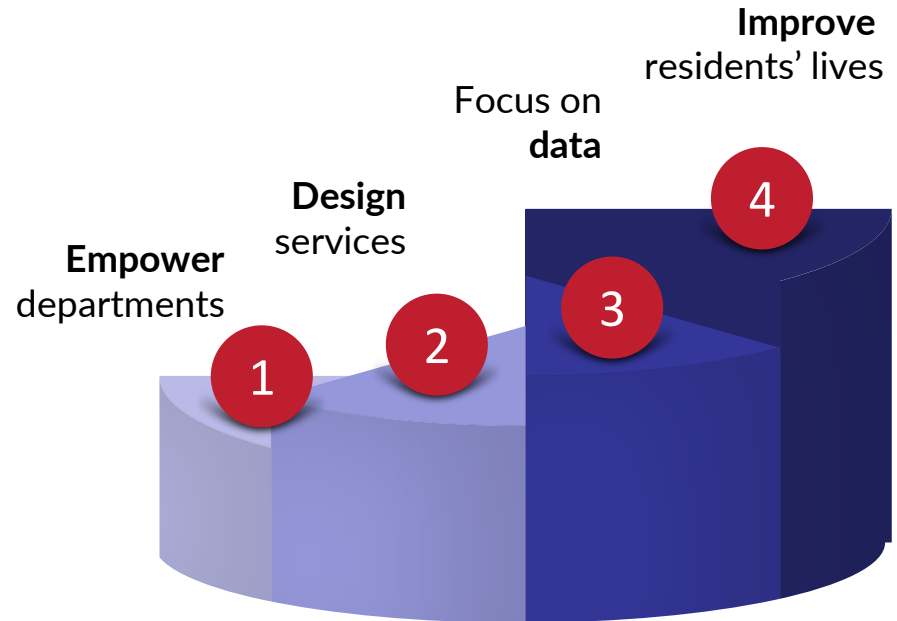
City of South Bend



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



# Today's Agenda



I. POETs Program Redesign Update & Baseline Data

II. Season Pass Tool + Data Analysis

III. Changes to SB Stat 2024

III. Celebrating our values

# Designing for Results – Safety and engagement at our parks



Project Background &  
Implementation Updates



Data Review & Analysis



Next Steps and Proposed  
Process Improvements

# I. Project Background

## Problem Statement

Last year Venues Parks & Arts created the POET program in response to fights and disturbances at some of the City's parks. This is a problem for residents because they may feel less safe playing at Parks. This is also a challenge for City staff to make the park experience feel safe and welcoming for residents and visitors.

## How might we...

- ...make residents feel more safe and more welcome at City parks?
- ...spark creativity and innovation from contractor support?

## Outcome Metric(s)

- Number of calls for service to SBPD for issues at City parks
- Park goers feeling of safety and welcome at City parks
- Residents and businesses feeling of safety that reside within a 2-minute walk of a City park

# Personas

## Who does the problem affect the most?



- **Regular Park Visitors**
- **Residents & Businesses adjacent to the park**


### Needs

- A space for recreation & relaxation
- A space free of potential threats or disturbances
- A space where staff is present to intervene if issues do arise
- A space that feels like a net positive for the community it's located within

### Challenges

- Individuals that use the park for activities that are not appropriate for the space
  - Breaking rental rules
  - Nighttime gatherings/disruptions

# Survey Distribution



## TELL US WHAT YOU THINK

We're currently evaluating customer satisfaction at our parks, and we want to hear from you!


Tell us about your experience at Howard Park by filling out our park satisfaction survey. You can access the survey by either scanning the QR code or by texting the number below.

**SCAN:**



**OR**

**TEXT: 1-833-373-0400**  
**USE SHORT CODE: @HWD**



# KENNEDY PARK SURVEY

What's been your experience living or working next to Kennedy Park?

1165 Franklin Street  
Suite #100  
South Bend, IN 46601



-  Scan the QR Code below to take an 8-10 minute feedback survey
-  Share your thoughts on safety, welcomeness, and maintenance around the park
-  Expect canvassers in your neighborhood for follow-up



[southbendin.gov/kennedy](https://southbendin.gov/kennedy)

# Project Timeline

Tasks	Start-End		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Kick-Off Discussion	May 30	Completed	█								
Survey Development	June - July	Completed		█	█						
In Park Survey Signs Placed	July 24	Completed			█						
Stakeholder Postcards Mailed	August 25	Completed				█					
Develop RFP	September 26	Completed					█				
Stakeholder Canvassing	October TBD	Not Started						█			
RFP goes live	October TBD	In progress						█			
RFP due & Applicant review	Nov TBD	Not Started							█		
Training & Onboarding begin	Jan 2024	Not Started									█



# Proposed 2024 Metrics to evaluate performance

## Feelings of Safety & Welcomeness

Conduct <b>special event</b> at Park site to attract visitors and increase feelings of safety, welcomeness	All Parks
Meet or exceed <b>Summer 2023 baseline park survey satisfaction ratings.</b> Example survey questions: •How safe do you feel at [Park Name] today? •How inviting does [Park Name] feel to you today?	All Parks
Greater than or equal to <b>50 responses to park satisfaction survey</b> at individual park site (monthly)	Destination Parks
Increase <b>foot traffic</b> at Park site by 20% or more	All Parks
Meet or exceed <b>Summer 2023 baseline park stakeholder survey ratings.</b> Example survey questions: •How safe do you feel when visiting [Park Name] during daylight hours? •How safe do you feel when visiting [Park Name] during evening/night hours? •How would you rate the presence and visibility of park security staff?	All Parks

# Proposed 2024 Metrics to evaluate performance

## Public Safety

Reduction in <b>calls for Police services</b> at Park site compared to annual average from 2021 to 2023 (note: does not include POET or City staff-initiated calls for service)	Destination Parks
Reduction in <b>incident reports</b> filed at Park site compared to annual average from 2021 to 2023	Destination Parks
Reduction in <b>trespass notices</b> filed at Park site compared to annual average from 2021 to 2023	Destination Parks
Increase in percent of <b>residents that indicate they feel safe in their neighborhood</b> who live within two blocks of a Park site	All Parks

# II. Baseline Data Review & Analysis

## Survey Overview

### In-Park Satisfaction Survey

- How **safe** do you feel at [Park Name] today?
- How **inviting** does [Park Name] feel to you today?
- How would you **rate the conditions** of the restrooms at [Park Name] today?
- What's **one word** to describe your visit today?

### Park Stakeholder Survey

- Park Visit Frequency
- Feelings of safety (day/night)
- Presence and visibility of park security staff
- Feelings of welcomeness
- General comments on issues and/or incidents they have witnessed

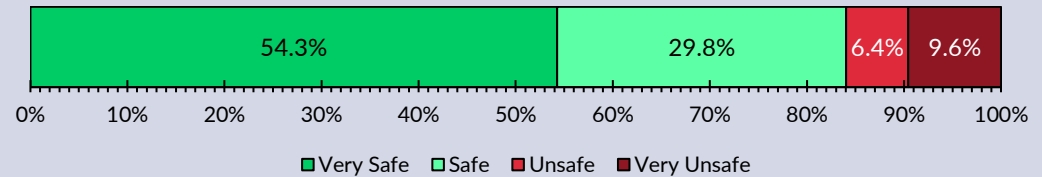
# Data Review | In-Park Satisfaction Survey

Survey response rate needs improvement

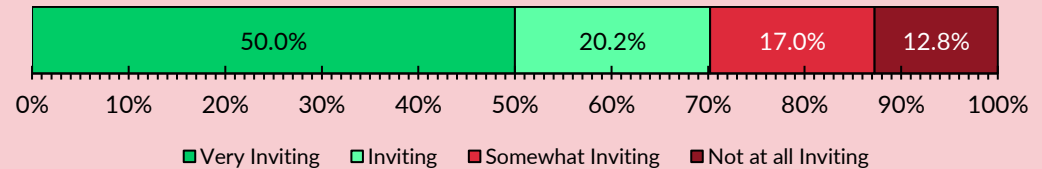
## Data Summary

- Across the 8 parks, we received 94 responses.
- 84.1% of respondents felt Safe or Very Safe across the surveyed parks.
- 70.2% of respondents felt the parks were Inviting or Very Inviting.
- 66.6% of respondents that used the restrooms found them to be in Good or Very Good condition

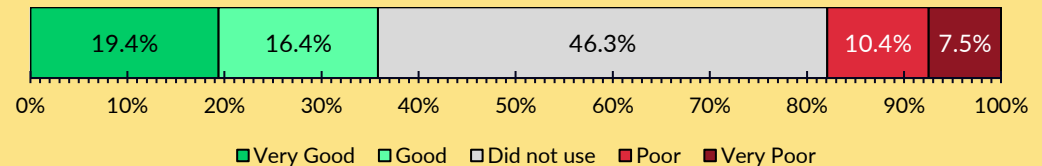
### Overall Attitudes on Park Safety



### Overall Attitudes on Feeling Welcome at Parks



### Overall Attitudes on Restroom Cleanliness





# Data Review

## In-Park Satisfaction Survey

Survey respondents were generally satisfied with their experiences at the analyzed parks, though increased sample sizes are needed for a more meaningful outlook on some parks. Additionally, respondents generally found it difficult to provide nuanced feedback pertaining to certain issues in just one word.

Park Survey Responses	
Howard Park	29
Kennedy Park	1
Lasalle Park	0
Leeper Park	24
Potawatomi Park	10
Pulaski Park	2
Rum Village Park	27
Southeast Park	1
<b>Grand Total</b>	<b>94</b>

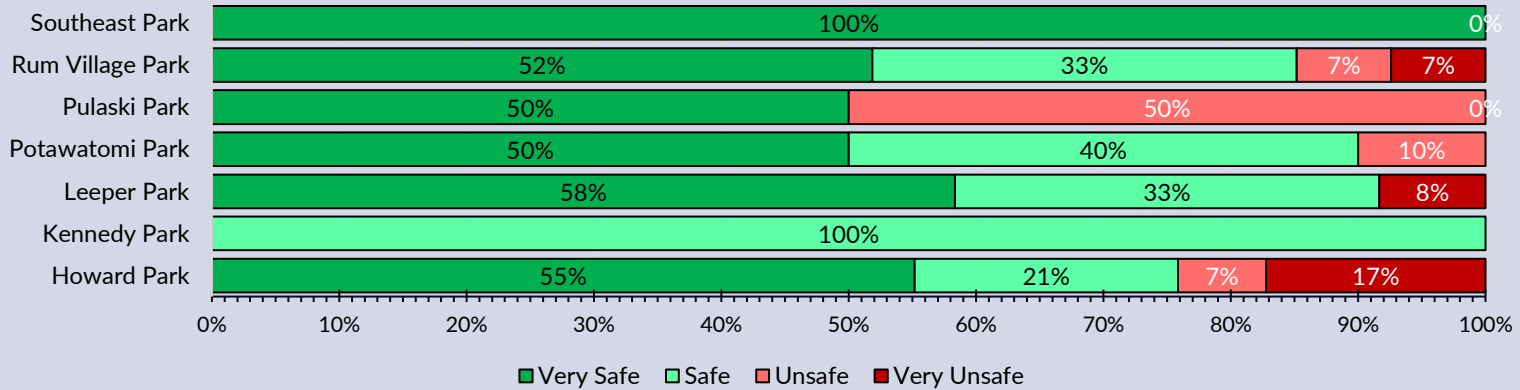


# Data Review

## In-Park Satisfaction Survey



### Park Safety



#### Notes:

- Lasalle Park did not receive any feedback responses.

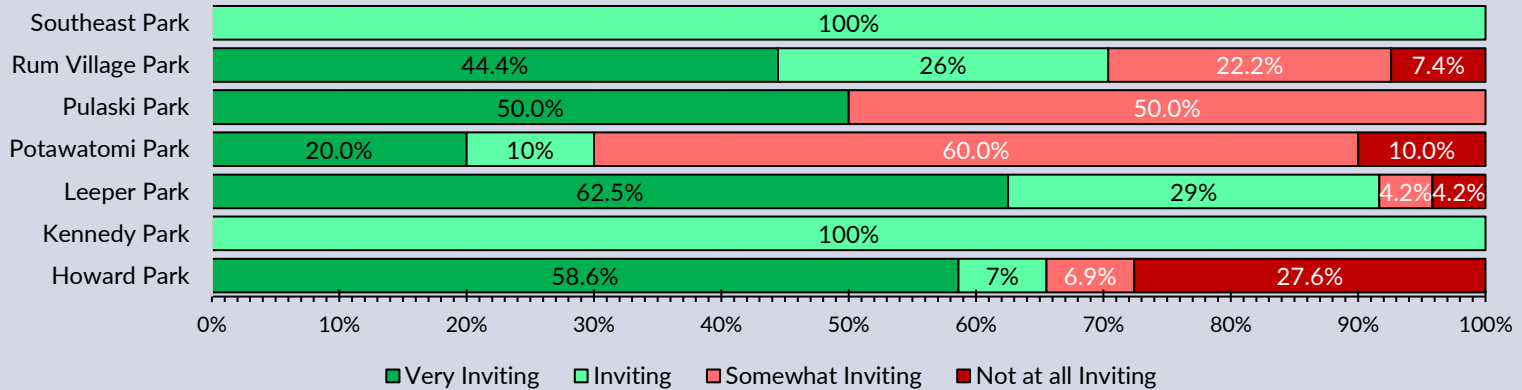
Park Name	Very Safe	Safe	Unsafe	Very Unsafe	Grand Total
Southeast Park	1	0	0	0	1
Rum Village Park	14	9	2	2	27
Pulaski Park	1	0	1	0	2
Potawatomi Park	5	4	1	0	10
Leeper Park	14	8	0	2	24
Kennedy Park	0	1	0	0	1
Howard Park	16	6	2	5	29

# Data Review

## In-Park Satisfaction Survey



### Park Welcomeness



#### Notes:

- Lasalle Park did not receive any feedback responses.

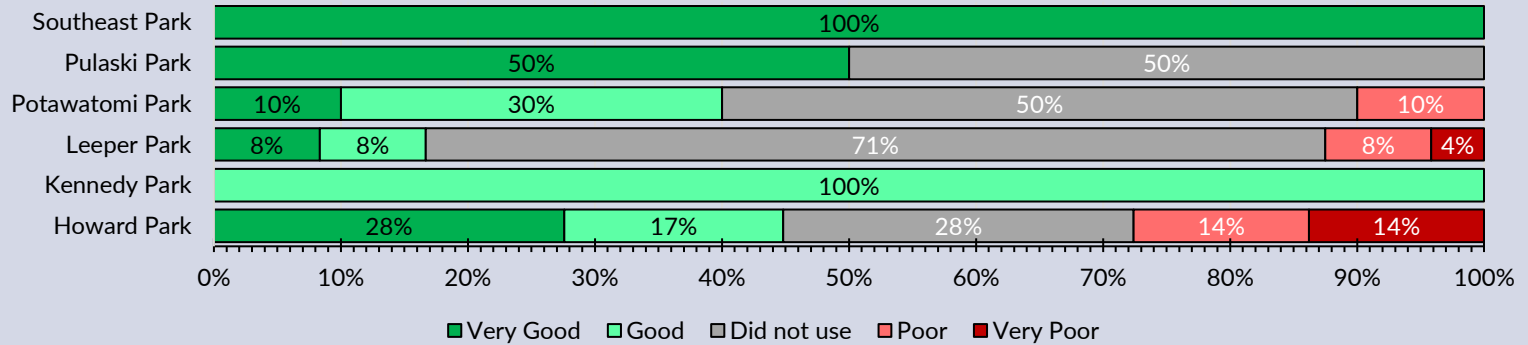
Row Labels	Very Inviting	Inviting	Somewhat Inviting	Not at all Inviting	Grand Total
Southeast Park	1	-	-	-	1
Rum Village Park	12	7	6	2	27
Pulaski Park	1	-	1	-	2
Potawatomi Park	2	1	6	1	10
Leeper Park	15	7	1	1	24
Kennedy Park	-	1	-	-	1
Howard Park	17	2	2	8	29

# Data Review

## In-Park Satisfaction Survey



### Restroom Cleanliness



#### Notes:

- The survey for Rum Village Park did not include a question on restroom cleanliness.
- Lasalle Park did not receive any feedback responses.

Row Labels	Very Good	Good	Did Not Use	Poor	Very Poor	Grand Total
Southeast Park	1					1
Pulaski Park	1		1			2
Potawatomi Park	1	3	5	1		10
Leeper Park	2	2	17	2	1	24
Kennedy Park		1				1
Howard Park	8	5	8	4	4	29



# Proposed Process Improvements

## In-Park Satisfaction Survey



**Leeper Park  
A-Frame**

Can you spot the survey sign?

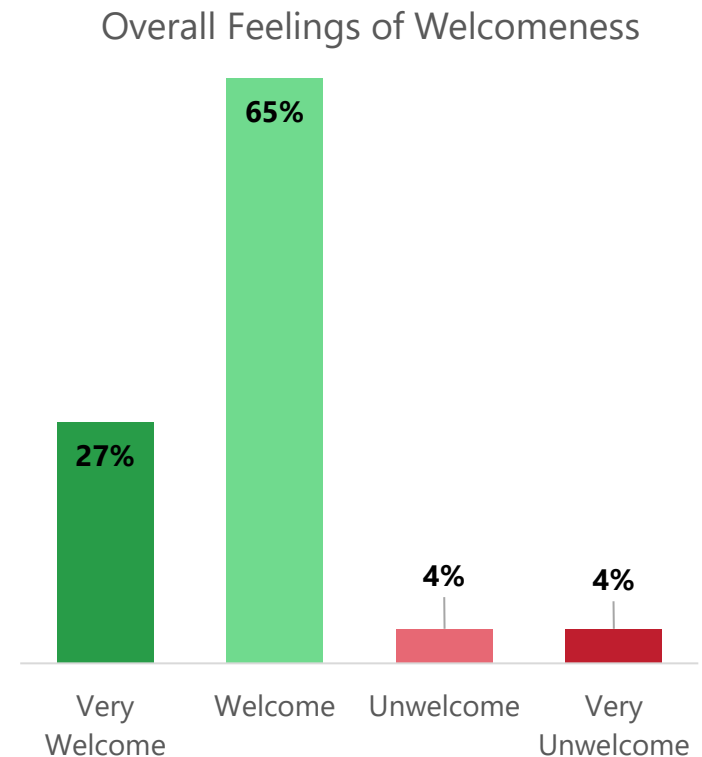
- Survey soliciting is done on A-Frame style signs at parks
  - These A-Frames are only signed on one side, typically facing the entrance (if applicable) rather than the exit
  - At several parks, these A-Frames are in less-than-ideal locations, or possibly obscured
  - Some parks' footprints are large enough where more A-Frames may be necessary to adequately advertise the survey within the park
- Restroom Cleanliness is surveyed but no signs are in the restrooms
  - Would letter paper sized notices in bathrooms improve response rate?

# 2023 Baseline Data – Stakeholder Survey Results

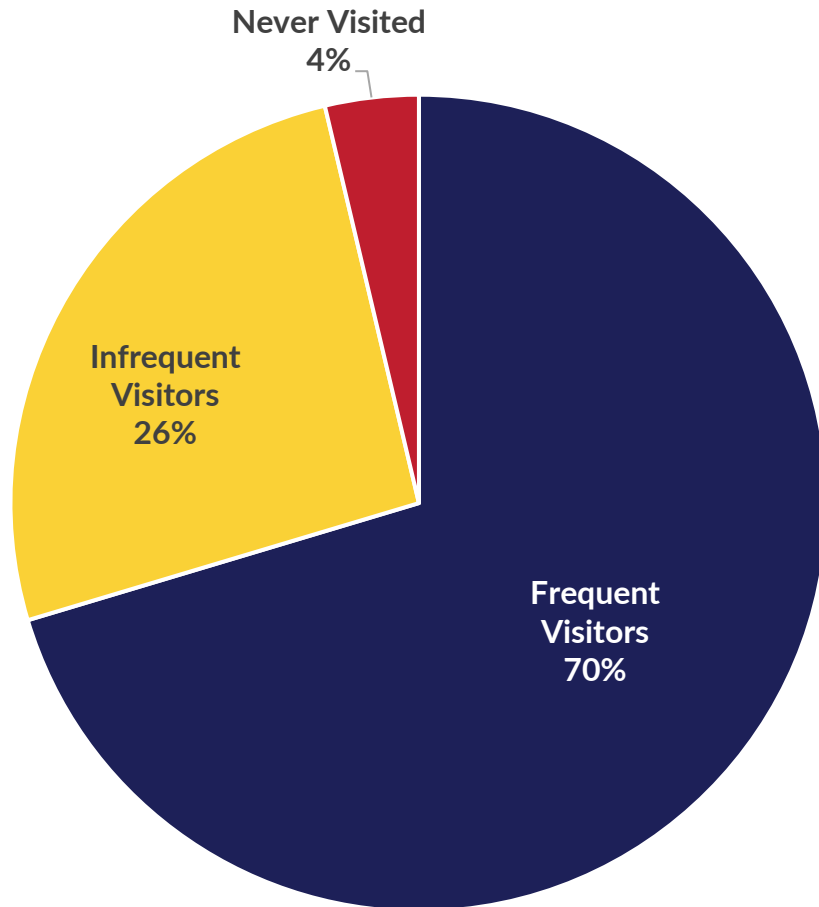
⚠️ These results are based on a limited number of responses (27 total)

## Data Summary

- Respondents feel more unsafe in parks in the evening/night hours
  - Daytime: 88% “Very Safe” or “Safe”
  - Evening/Night: 58% “Very Safe” or “Safe”
- 92% of respondents express feeling “Welcome” or “Very Welcome”
- Negative (or lower ratings) sentiments focus more on safety and presence of park staff

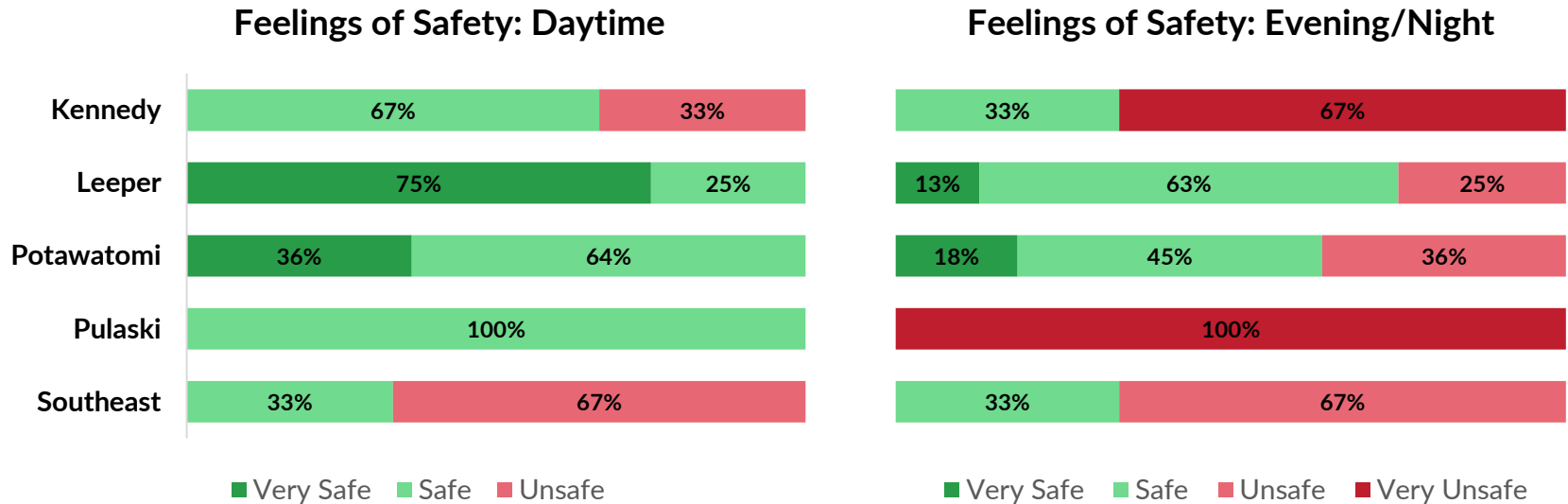


# Park Visit Frequency



- Most respondents so far are frequent visitors to the park they were surveyed on
- Frequent meant they visit the park a few times a month or more

# Feelings of Safety by Time of Day

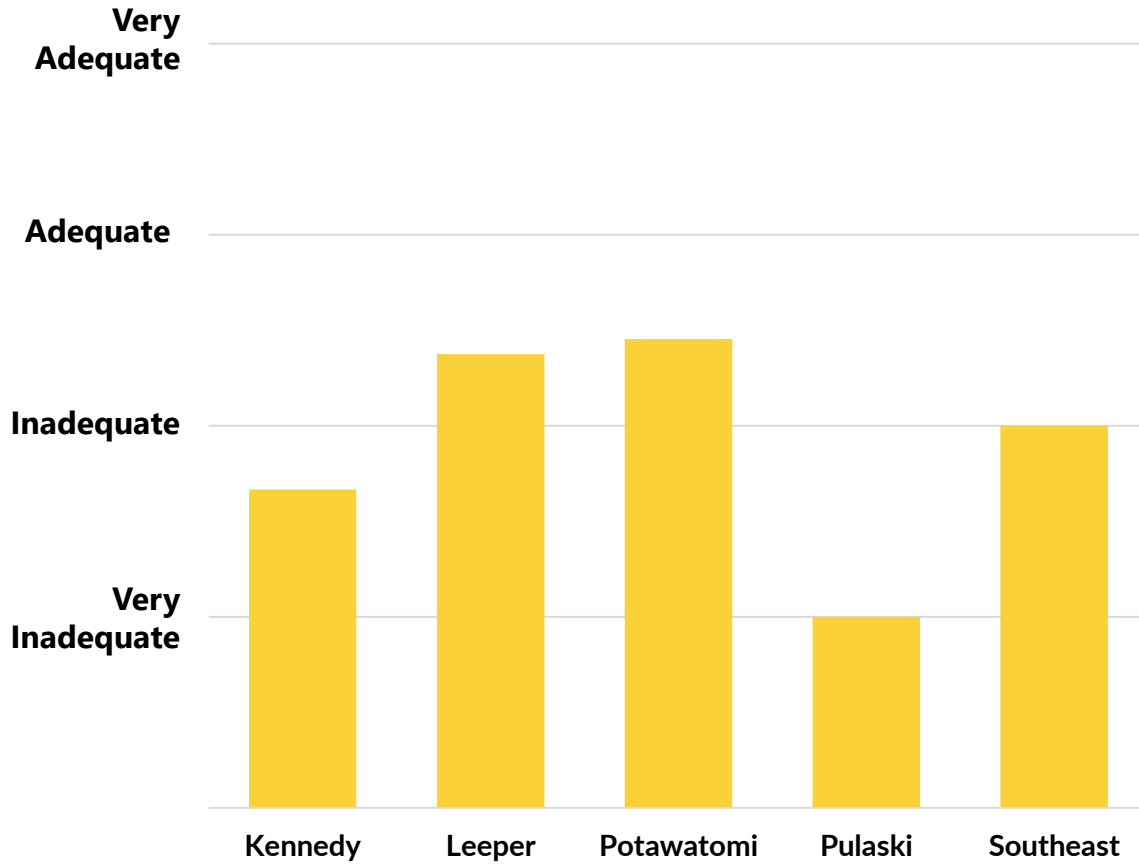


## Takeaways:

- No "Very Unsafe" feelings at any parks during the day
- Kennedy and Southeast Park are the only parks where individuals have indicated feeling Unsafe during the day
- More selections of the "Unsafe" and "Very Unsafe" options for Evening/Night



# Staff & Security Presence



Across parks with stakeholder feedback, respondents overall felt that staffing and security presence fell below an Adequate level

# Park Breakdown Example:

## Kennedy

### Overall Safety Rating: 2.17

- Day: 2.7
- Evening/Night: 1.7

- **100%** of respondents indicated they had experienced a safety concern or incident
- Highlighted concerns:
  - Nighttime disturbances & Late night gatherings  
(ex: cars doing burnouts)
  - Drug use/dealing
  - Shots fired

# Proposed Action Plan

The challenge	Visitor engagement with satisfaction survey is low
Action items	<ul style="list-style-type: none"><li>• Explore <b>incentives</b> to increase engagement</li><li>• Place <b>survey notices</b> in park restrooms</li><li>• Adjust <b>A-Frame placement</b>:<ul style="list-style-type: none"><li>• High traffic areas, Face towards exits</li><li>• Consider weekly process to adjust signs</li></ul></li></ul>

The challenge	Engagement with stakeholder survey is low
Action items	<ul style="list-style-type: none"><li>• <b>Neighborhood canvassing</b> still to be done</li><li>• Consider expanding reach by <b>linking survey</b> on park page on VPA website<ul style="list-style-type: none"><li>• "Stakeholders" could be narrowed down by selected visit frequency</li></ul></li></ul>



## II. Season Pass Tracking + Data Analysis

A process improvement to collect better data on season pass (membership) usage.

- Problem background
- Updated process
- How does this connect to broader VPA software discussions/needs?
- Next Steps

# Project Background

## Problem Statement

The VPA Recreation team lacks data on ice-skating season pass usage, making it difficult to evaluate the customer experience and determine if passes are priced appropriately. Data is unavailable due to limitations in the existing recreational experiences/booking software.

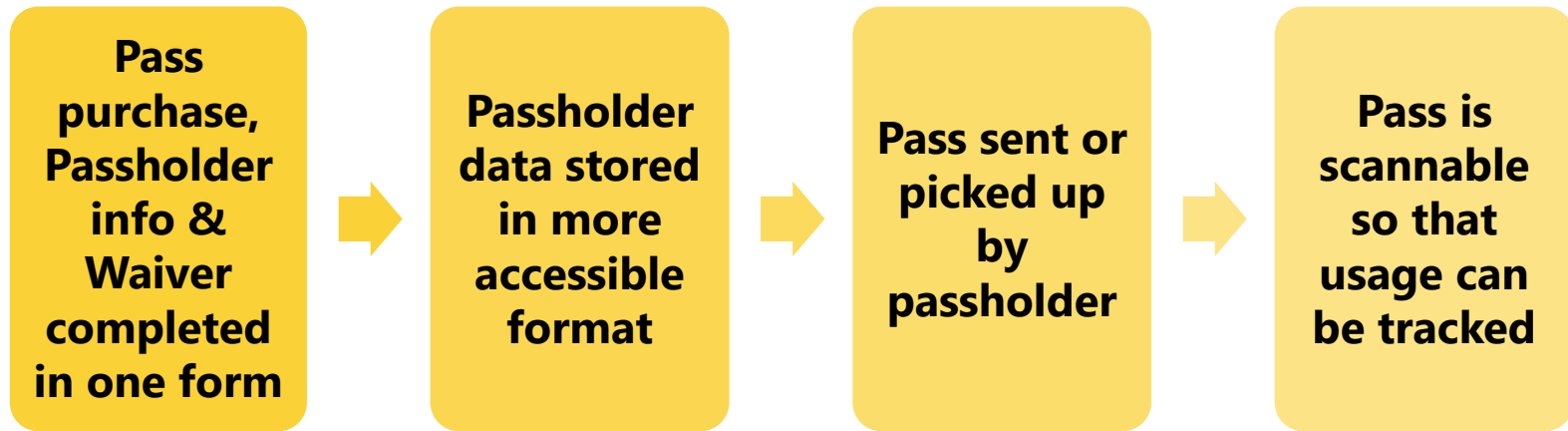
## How might we...

- Gather all needed passholder information in a single transaction?
- Track season pass usage/behavior better?
- Evaluate the need for adjustments to season pass pricing/offerings?

## Outcome Metric(s)

- A consolidated purchasing form
- Pass usage data

# Updated Season Pass Process



## Key updates from previous process:

- Single form to complete for purchaser
- More detailed passholder information is collected on each customer
- Opportunity to evaluate pass usage (in progress) and properly price or change pricing in the future



# Bigger picture:

## Evaluating process improvements & Software needs

- Season Pass Project + Monthly meeting discussions have indicated a potential need to explore software replacement options that could provide a more robust feature set than current solutions.
- **Future consideration (into 2024):**
  - Exploring cross-functional software(s) that can sustainably support VPA activities
  - Place to start: More robust Recreation Experiences Software
- **Example:**
  - Recreation team pursuing better membership (season pass) tracking
  - The Dream Center potentially has membership management needs



# Proposed Action Plan



## Short-term action items

- Continue working on in-house pass solution for this skating season
- Conduct retrospective on new solution (*Successes, Improvements, Future Sustainability*)

## Medium-term action items

- Review existing software subscriptions & contracts
  - *What do we already have? Where is there room for consolidation?*
- Identify where existing processes aren't working
  - *Is the solution an internal process improvement? Or is there a software need?*
- Conduct business requirement gathering session across VPA teams
- Conduct market landscape analysis for available software that meets business requirements

# III. Changes to SBStat in 2024

Starting in 2024, we'll be taking a less meeting-centric approach to performance management.

## We're going from this...

- Regular, quarterly meetings with a big group
- Focus on cross-departmental performance management projects directed by the Mayor's Office
- Work delivered and championed by I&T
- Overall, very strategically focused performance management program

## ...to this

- Automated email-based dashboards, reports (with an option to meet if needed)
- Mix of Mayoral projects and Department-specific projects
- Work delivered by I&T and championed by the Department
- Overall, more operationally focused performance management program

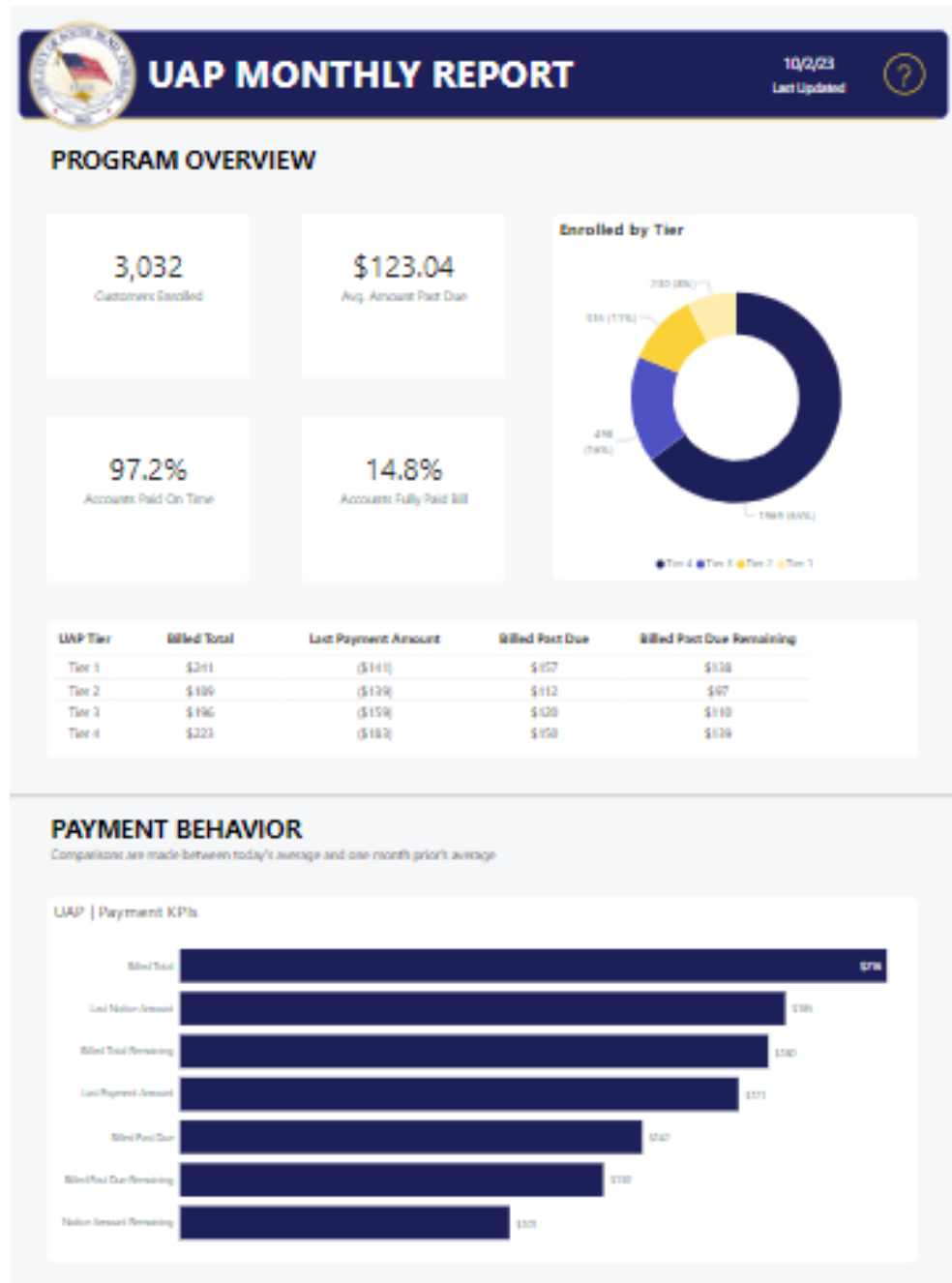
# Why the Change?

- **Efficiency.** Less meetings! Less Decks! Less scheduling, more services!
- **Better fit for our data culture.** Unlike other cities, our data culture is more democratized across departments and at every level of government and we want the program to mirror and respect that. These conversations don't just happen on the 14th floor of CCB.

We'll do more of this >>>

The UAP Dashboard is a monthly email that goes to a cross-section of Public Works, A&F, Mayor's Office and I&T to monitor the health of UAP and utility delinquencies.

When delinquencies go too high or the UAP program gets close to red, we trigger a meeting.



# Next Steps

Department and Division Heads should think about your Department-specific goals for next year.

- What data and teams do you want to focus on?
- What change do you or one of you Directors/managers want to champion?

We can give you the templates/maps/reporting you need to drive that change.

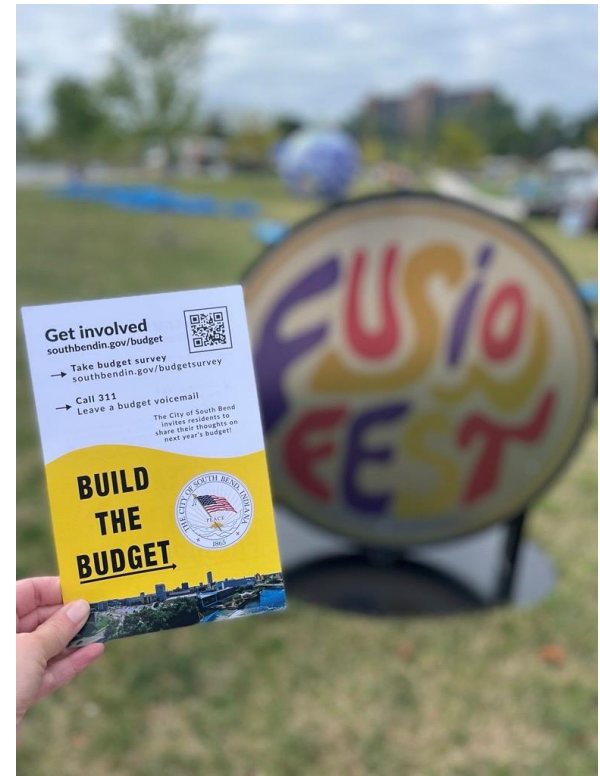


# Celebrating our values

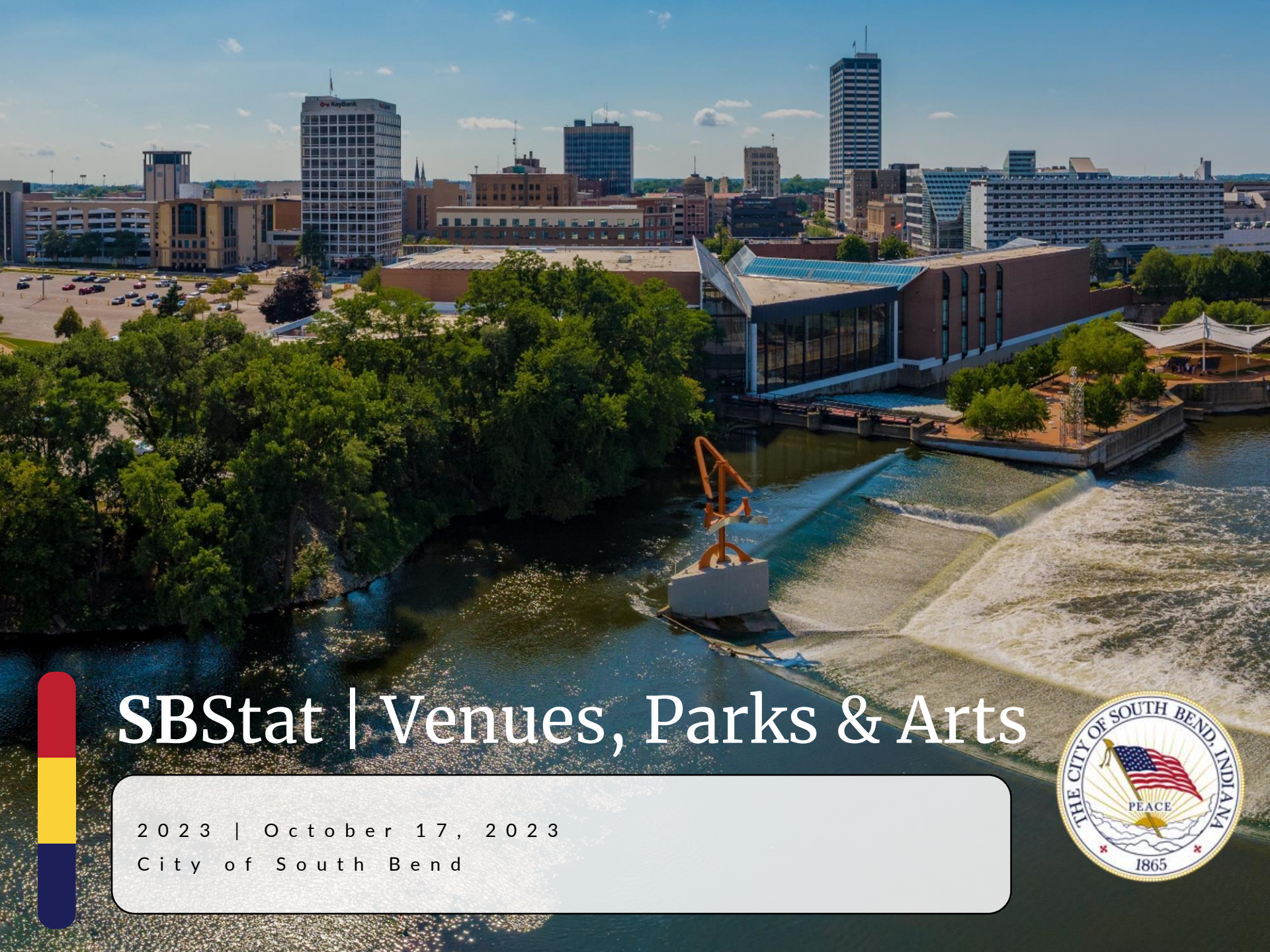
This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed

# VPA Events x Build the Budget

- Of the 8 in-person events that the Build the Budget table went to, 5 were VPA hosted/co-hosted
- VPA-related events accounted for 75% of our in-person envelope wall participants
  - 323/433







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# Appendix section