



# SBStat | Police

2022 Quarter 2 | July 21, 2022  
City of South Bend





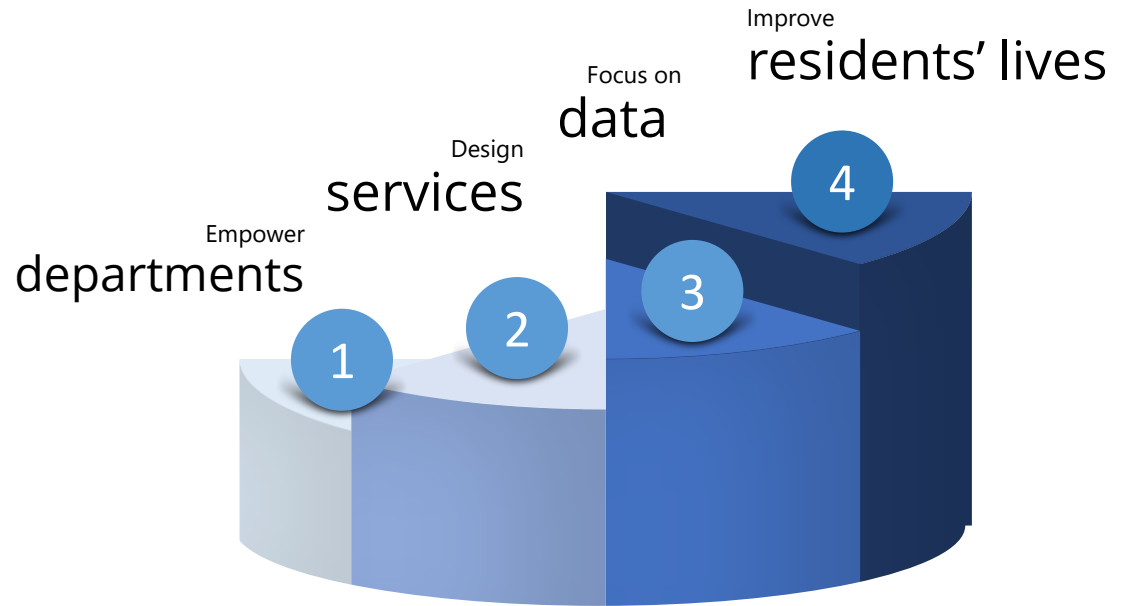
Why we're here

# Citywide Performance Management

## Our Goals:

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

## Our Process:



# Today's Agenda

## I. Data overview from previous Stat meeting

- Staffing study update

## II. Deep-dive analysis & discussion

- Police recruitment update
  - Performance targets and trends
  - Tactics to test

## III. Celebrating our values

# 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.

# 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

# Data overview from previous Stat meeting

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

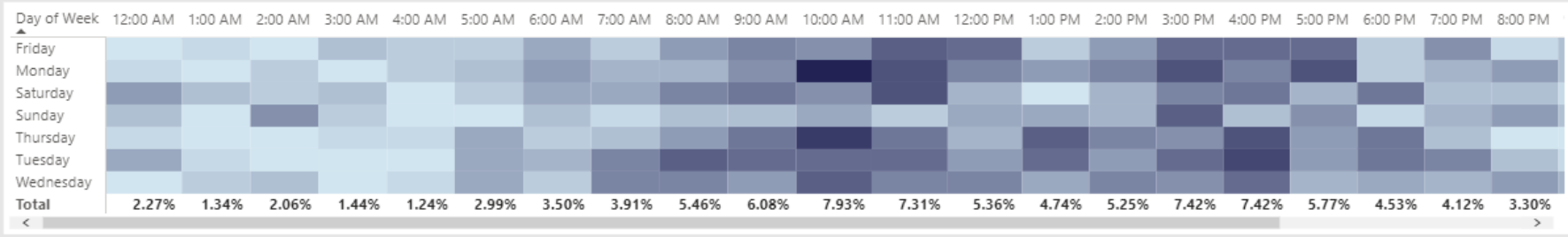
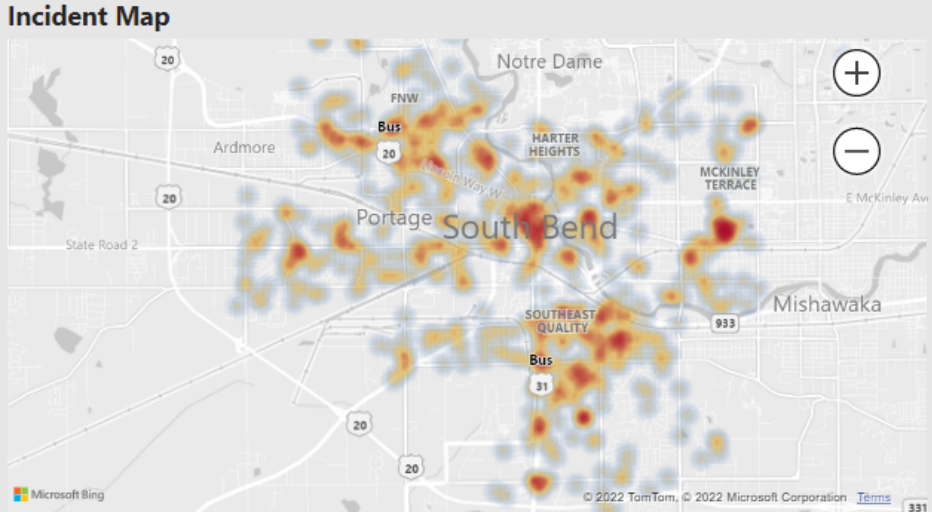
# 2022 Q1 KPIs

## Crime + Community Satisfaction

**Date** 1/1/2022 3/31/2022 |
 **Beat** All |
 **District** All |
 **Crime Sub Category** All

**Satisfaction Survey Responses:**  
 (Blank)  
 Feeling of safety  
 (Blank)  
 Police Protection  
 (Blank)  
 Police Visibility  
 (Blank)  
 Prevent Crime  
 (Blank)  
 As a Place to Live  
 (Blank)  
 Police Response Time

<b>Total Serious Crimes:</b>		
<b>971</b>		
<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
180	159	424
<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
116	14	41
<b>Emergency Level</b>	<b>Average of Response Time</b>	
All	8.29	



# 2022 Q2 KPIs

## Crime + Community Satisfaction

**Date** 4/1/2022 6/30/2022
 **Beat** All
 **District** All
 **Crime Sub Category** All

### Satisfaction Survey Responses:

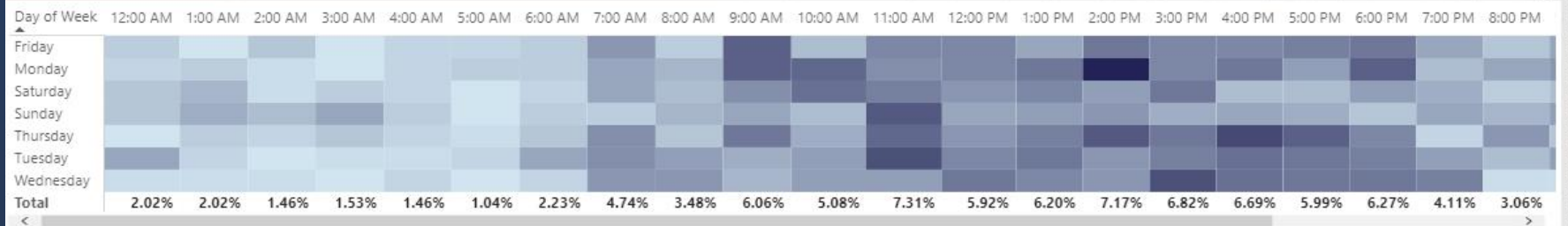
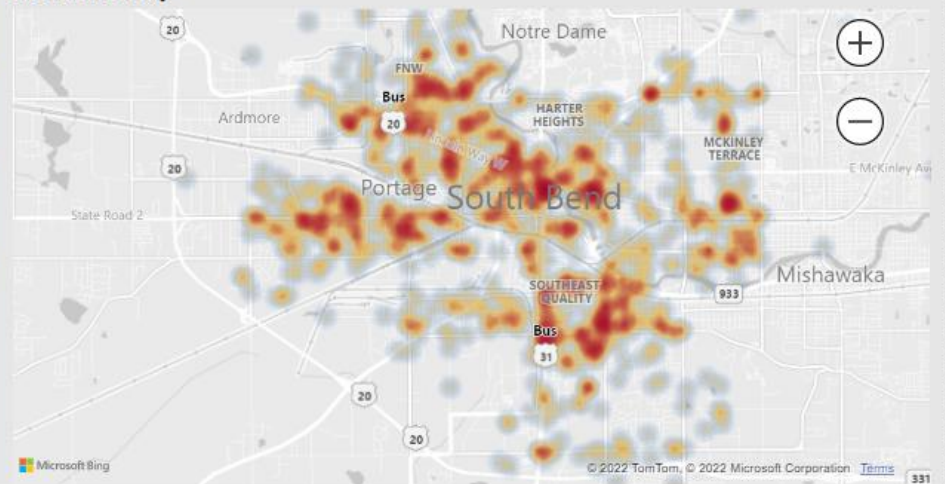
- (Blank)
- Feeling of safety
- (Blank)
- Police Protection
- (Blank)
- Police Visibility
- (Blank)
- Prevent Crime
- (Blank)
- As a Place to Live
- (Blank)
- Police Response Time

**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**

### Incident Map





# 2021 Q2

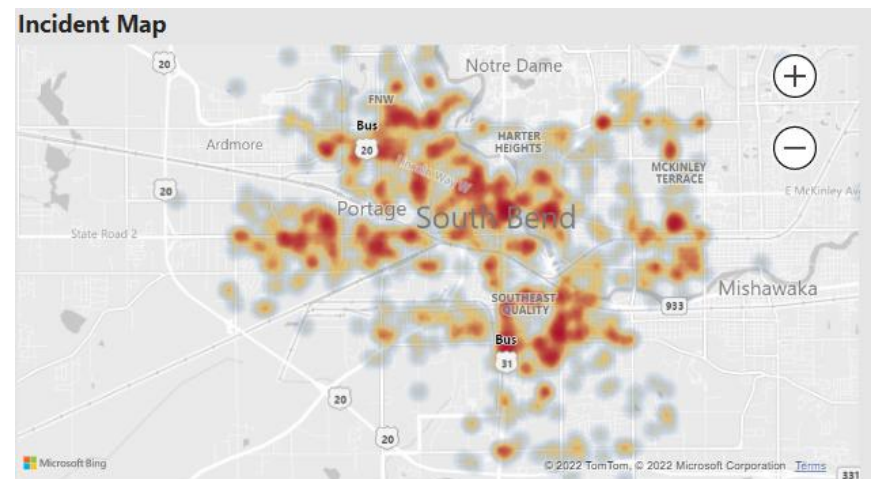
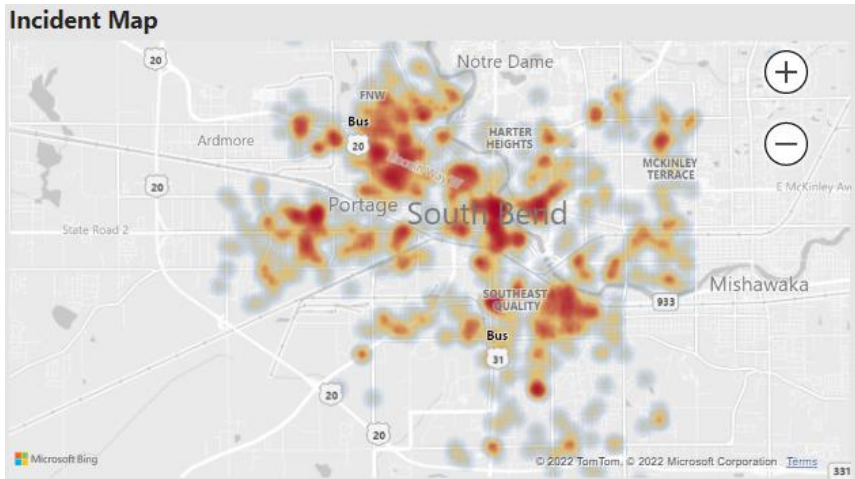
April 1, 2021 – June 30, 2021

Total Serious Crimes:		
1241		
<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
317	126	563
<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
143	42	48

# 2022 Q2

April 1, 2022 – June 30, 2022

Total Serious Crimes:		
1436		
<b>Agg Assault</b>	<b>Burglary</b>	<b>Larceny</b>
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<b>Motor Vehicle Theft</b>	<b>Robbery</b>	<b>Sex Offense</b>
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# 2021 Q2

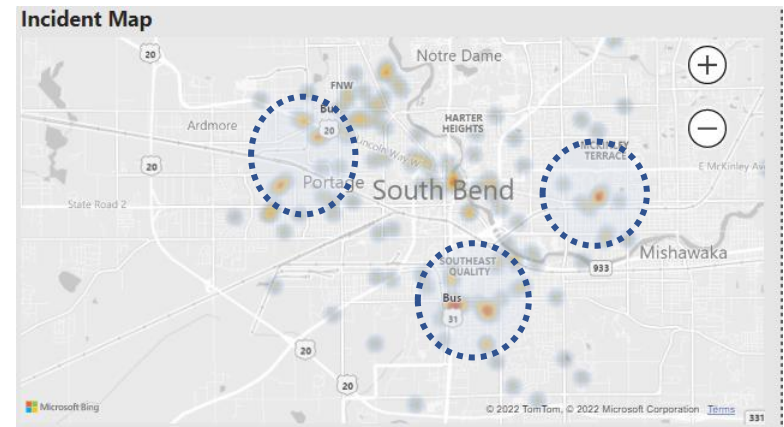
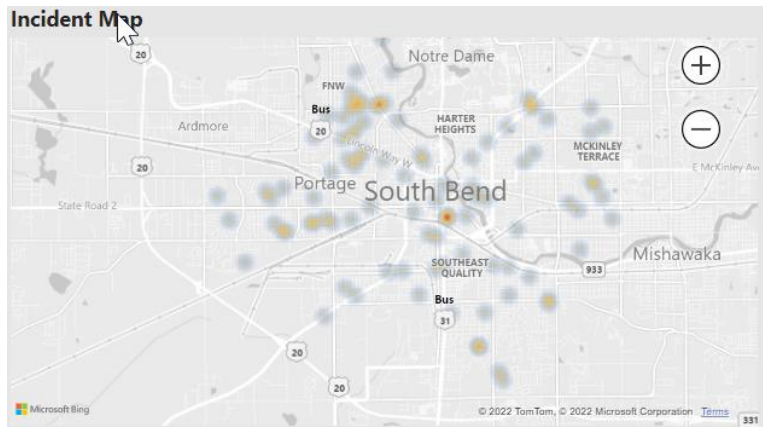
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138	33	49



# Staffing Study Update

Cumulative Officers by Hour

	⊕ First	⊕ Second	⊕ Third
<b>Weekday</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
Monday	12	16	10
Tuesday	14	15	14
Wednesday	16	13	13
Thursday	14	17	17
Friday	17	15	14
Saturday	11	12	19
Sunday	15	13	18
<b>Total</b>	<b>22</b>	<b>26</b>	<b>25</b>

Officers Required to Meet 60% Utilization Rate

	⊕ First	⊕ Second	⊕ Third
<b>Weekday</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
Monday	14.38	28.40	15.82
Tuesday	30.99	24.94	14.00
Wednesday	18.54	48.00	11.58
Thursday	15.77	33.53	20.47
Friday	17.09	29.57	21.49
Saturday	12.39	20.23	41.46
Sunday	13.93	23.22	34.54
<b>Total</b>	<b>26.16</b>	<b>44.17</b>	<b>33.87</b>

# Retirement & Resignations Update

Metric	As of June 30, 2022
Officers able to retire (20+ Years)	44
Officers able to retire and draw	21
Retirements this past quarter	5
Resignations this past quarter	3
Known Upcoming/Declared Retirements by year end (2022)	4
Known Upcoming/Declared Retirements by end of next year (2023)	4

# Deep-dive analysis & discussion

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

- Police Recruitment Update + Performance Targets
- Staffing Study Update



# Improving Police Recruitment

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DEFINE THE PROBLEM AND  
ESTABLISH PERFORMANCE  
TARGETS



PROCESS IMPROVEMENT  
EFFORTS IN PROGRESS



INTERVENTIONS AND WAYS  
TO TRACK PROGRESS

# Problem Definition

## *The Problem*

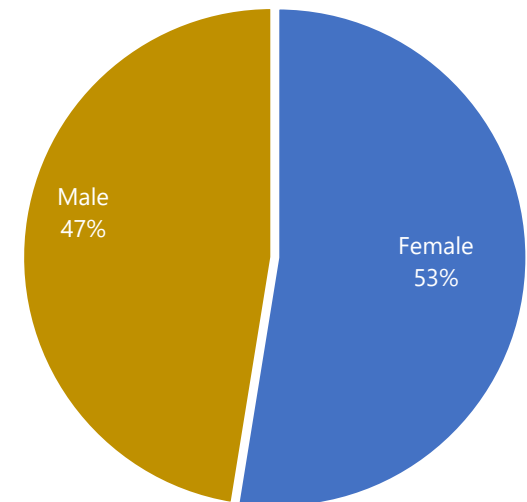
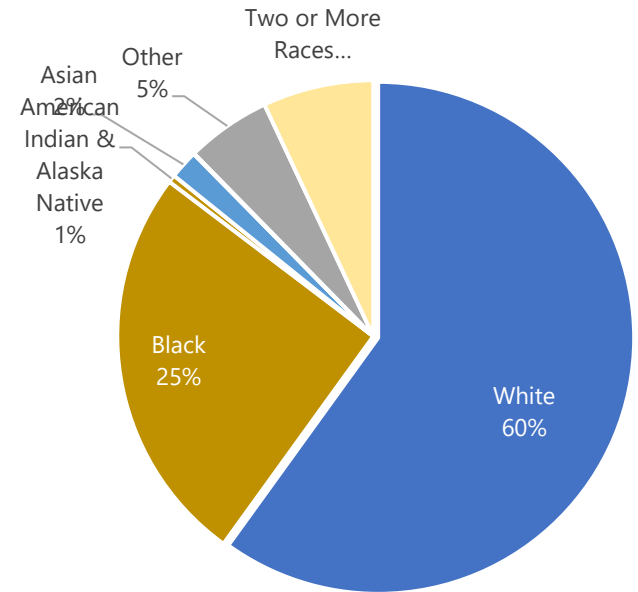
SBPD has about 214 sworn officers in its current staffing, which is about 30 officers below a staffing level equipped to address current calls for service levels.

Also, SBPD does not match community demographics, with the police force about 20 percent whiter than the City overall and about 40 percent more male than the City overall.

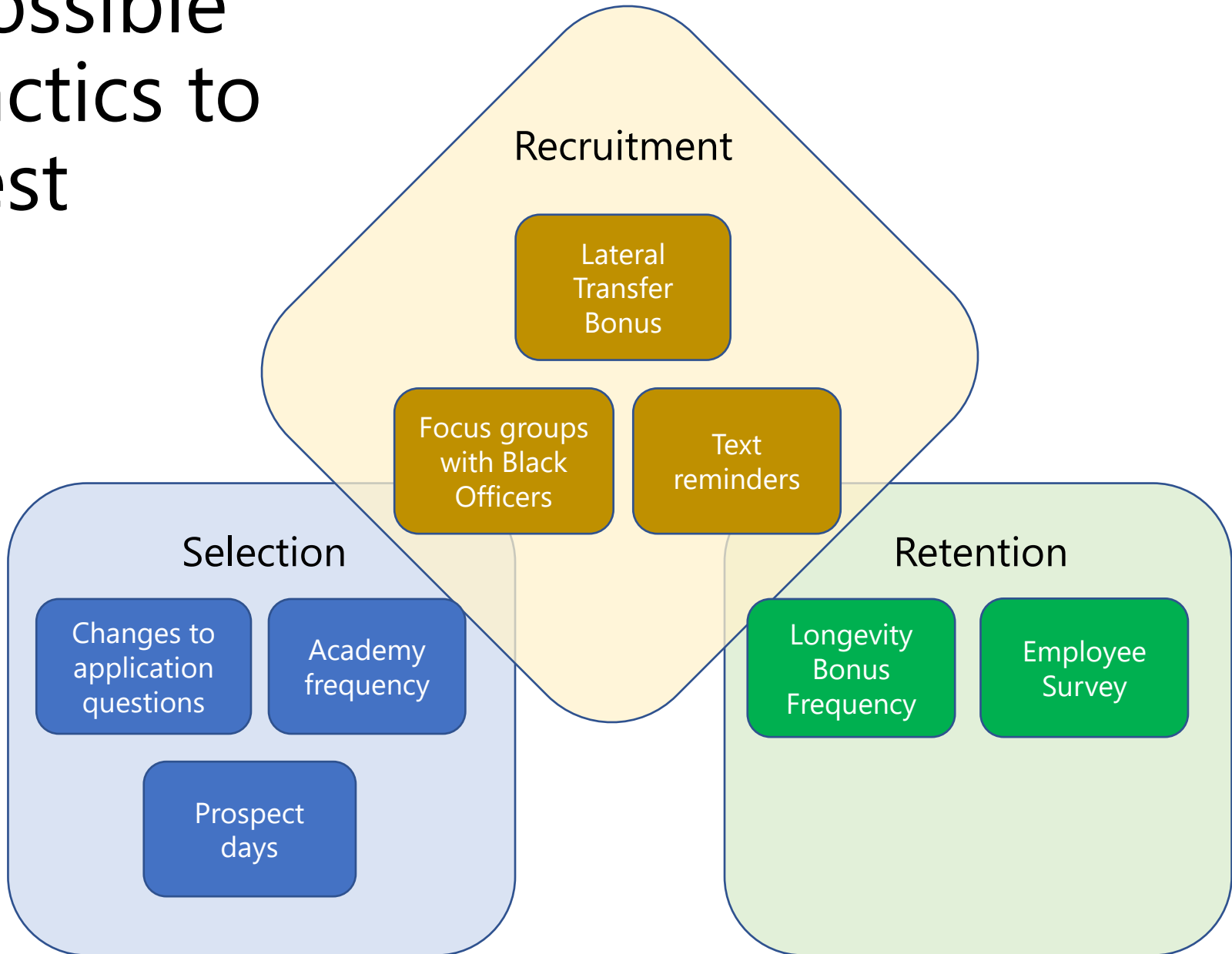
## *Research questions*

1. At what steps in the application process do we see large numbers of minority candidates get removed?
2. What process changes and/or strategies could be tested in South Bend to drive improvement in staffing?

South Bend Police Department  
Ethnicity & Gender Breakdown (current)



# Possible tactics to test

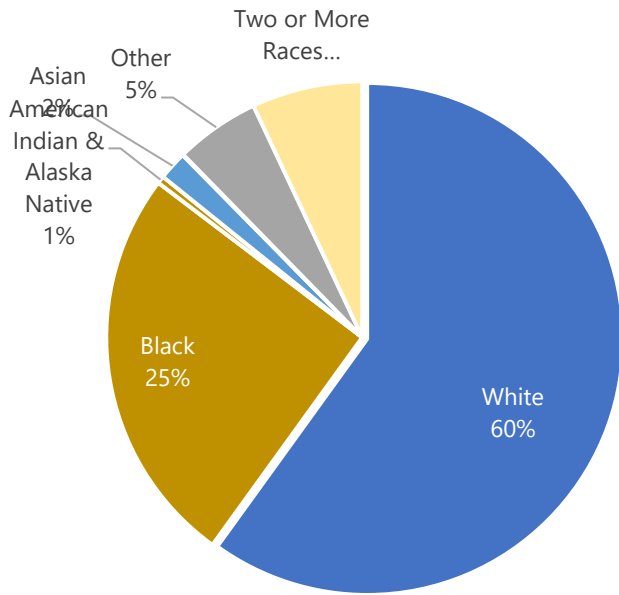




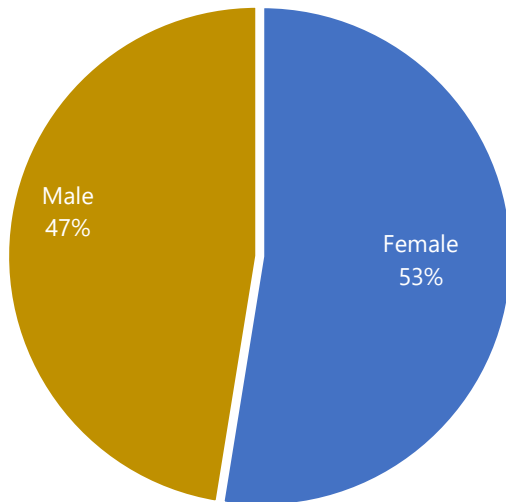
# Current State

# City Demographics

## Ethnicity Breakdown (2020)

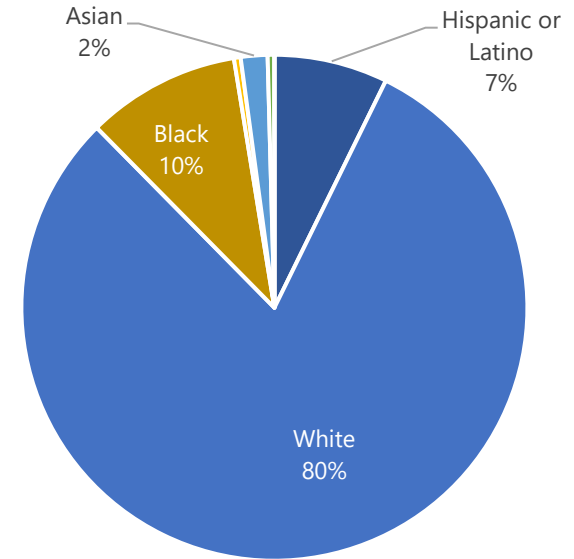


## Gender Breakdown (2020)

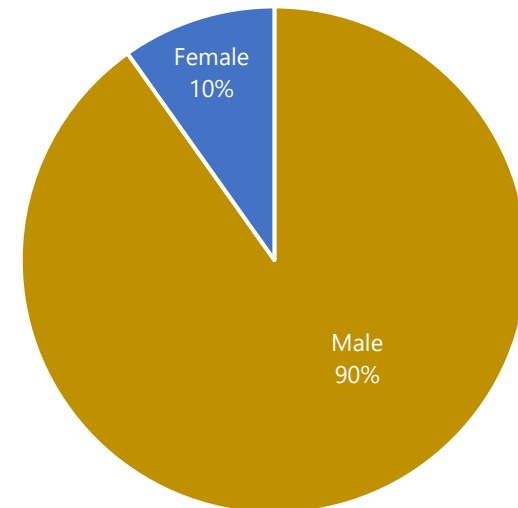


# SBPD Demographics

## Ethnicity Breakdown (2022)



## Gender Breakdown (2022)



# Performance Targets – “Match the City’s demographics”

## Gender

Gender	Current Police Force (as a percent)	City at Large (as a percent)	Performance Gap	Officers Needed to Close Gap
Female	10%	53%	(43%)	106

## Ethnicity

Ethnicity	Current Police Force (as a percent)	City at Large (as a percent)	Performance Gap	Officers Needed to Close Gap
Black	10%	25%	(15%)	38
Hispanic	7%	6%	1%	-
American Indian & Alaska Native	1%	1%	-	1
Asian	2%	2%	-	1
Native Hawaiian & Other Pacific Islander	1%	1%	-	1
Other	0	1%	(1%)	1

# How many police agencies match their community's demographics in gender?

*Police agencies across the country, regardless of size, struggle to hire enough female officers to come close to matching their community's overall demographics. South Bend is about two percent behind the average for cities with 100,000 to 249,999 residents.*

## **Full-time Law Enforcement Employees**

Percent Male and Female, 2017

City Population Group	Total Officers	Percent Male	Percent Female
Cities with 250,000 residents and over	155,692	83.2	16.8
Cities with 100,000 to 249,999 residents	47,814	88.1	11.9
Cities with 50,000 to 99,999 residents	47,850	89.6	10.4
Cities with 25,000 to 49,999 residents	45,672	90.6	9.4

# How many police agencies match their community's demographics in ethnicity?

*Police agencies across the country struggle to match their community demographics. Although SBPD has considerable gains to make to match the City's overall demographics, it performs relatively well in this area compared other major U.S. cities.*

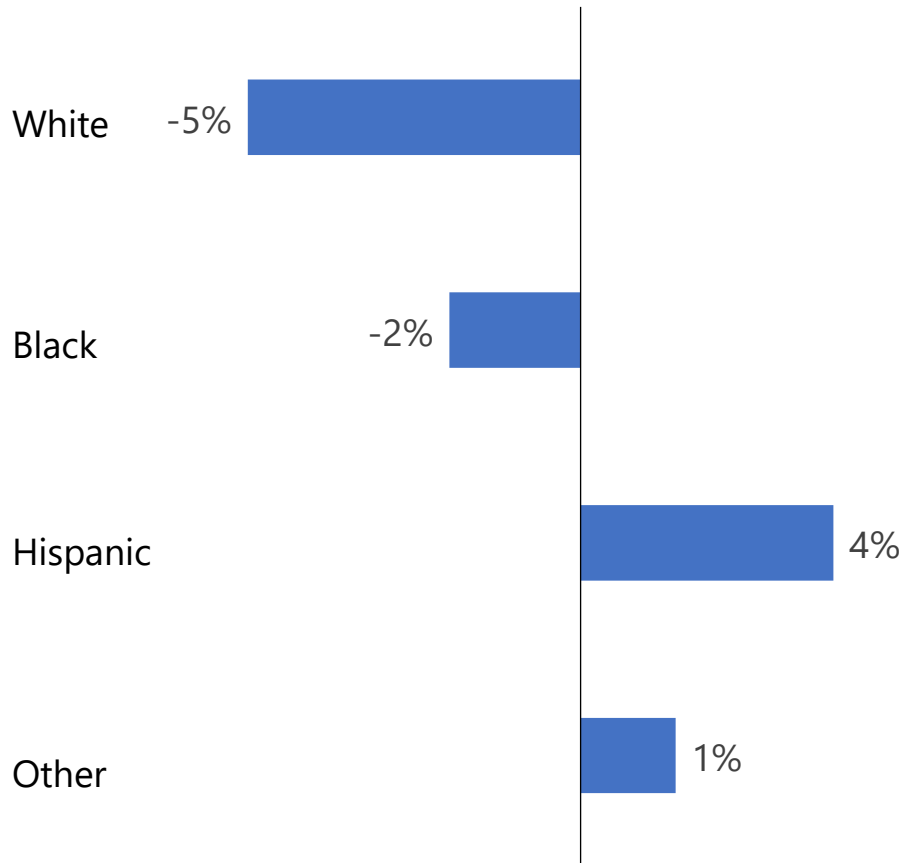
## Largest U.S. police departments, 2020 (excluding South Bend)

City	Population	Percent more white
Las Vegas	626,637	25%
Philadelphia	1,575,522	23%
Baltimore	614,700	22%
Houston	2,295,982	21%
Dallas	1,318,806	21%
Chicago	2,718,555	19%
New York City	8,443,713	18%
South Bend	102,686	15%
Miami-Dade	2,715,516	7%
Los Angeles	3,959,657	5%
Washington, D.C.	684,498	-1%

## Departments that became closer to the racial makeup of their communities, 2007 vs. 2016 (excluding South Bend, 2012 vs. 2022)

City	Population	Percent more white
Chester	33,977	36%
Pomona	152,494	36%
El Monte	115,669	30%
North Bergen	61,970	25%
Pine Bluff	43,840	18%
South Bend	102,686	15%
West New York	52,477	8%
North Miami	61,435	8%
Union City	68,362	3%
Dearborn	95,089	-14%
Fulton County	1,021,902	-16%

# Ethnicity change in SBPD officers over time, 2022 vs. 2012

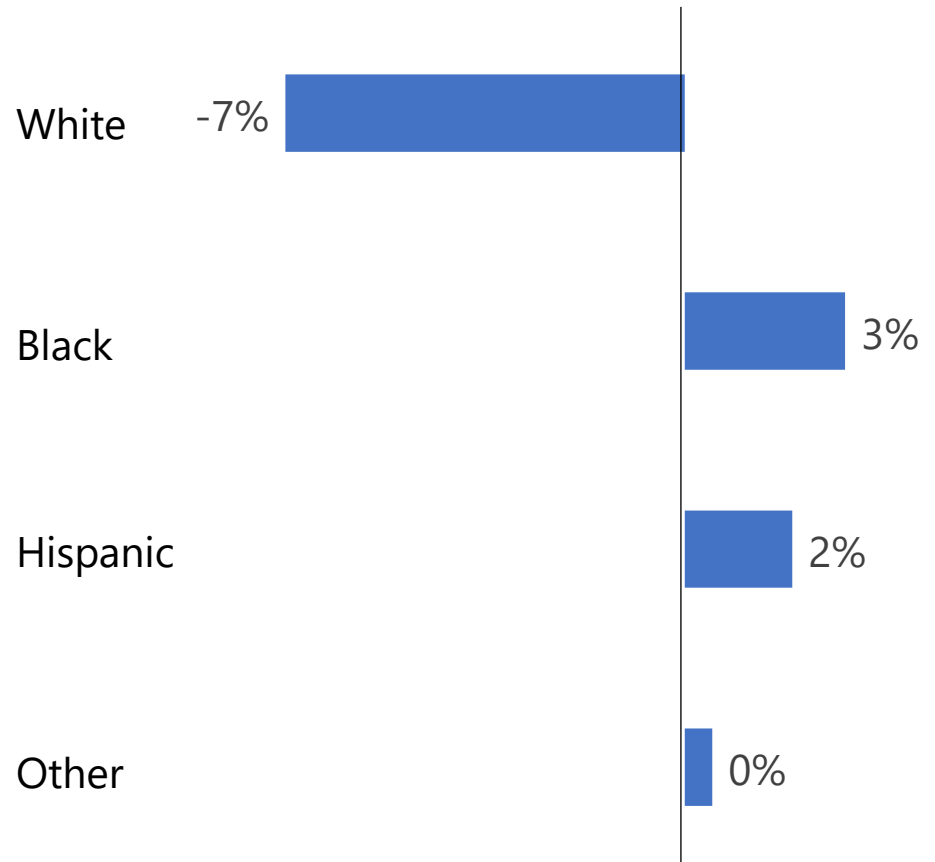


The South Bend Police Department has grown more diverse in ethnicity over the past 10 years, with a three percent increase of minorities in the police force.

However, the department has become less black since 2012, while seeing growth among Hispanics and Asian Americans.

# Ethnicity change in SBPD officers over time, 2022 vs. 2018

That said, this trend has improved in recent years, showing a three percent increase in Black officers as a percent of SBPD since 2018.



# Performance Targets – National Benchmarks

*Using national benchmarks and industry context, below are updated performance SBPD targets for the ethnicity and gender make up of the department. An area South Bend clearly trails national peers is how far behind it is in the percent of Black officers that make up the department.*

## Gender

Gender	Current Police Force	Top U.S. Cities National Average Gap Percentage	Officers Needed to Close Gap
Female	10%	11.9%	6

## Ethnicity

Ethnicity	Current Police Force Gap Percentage	Top U.S. Cities National Average Gap Percentage	Officers Needed to Close Gap
Black	(15%)	(3%)	31
Hispanic	1%	(9%)	-
All Others	(1%)	(4%)	-



# Recruitment + Selection

# 21<sup>st</sup> Century Policing Improvements to Recruitment

➤ Make application dates and testing information available on SBPD's social media and webpage.



➤ Contact applicants who did not follow through with the testing process and encourage them to reapply



➤ Agility Testing / Advertising / Outreach programs and Recruiting Events / Media Relations



➤ SBPD Media Liaison will increase the advertisement of recruiting efforts on social media by posting position openings and testing dates with intermittent reminder posts on all SBPD social media platforms.



➤ Enhance the SBPD recruitment page to include:



- Representing diverse members of the SBPD enforcement community.
- Emphasis in recruitment statements to include the desire to hire qualified candidates without regard to race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy.
- Current salary and benefit information.








➤ Expanded the take-home car program.



➤ Continue/Enhance employee referral and recruitment incentive program to encourage current police personnel to engage in the recruitment of applicants.



# 21<sup>st</sup> Century Policing Improvements to Selection

- Conducting several hiring processes per year by starting a new process when 100 applicants are received. 
- Reduced process timeline goal from 6 months to 3 months. 
- Increase availability of written tests and agility tests to include evenings/mornings/weekdays/weekends. 
- Move to email and texting communication for applicants in place of mail service. 
- Change from using 1 Polygraph examiner to multiple Computer Voice Stress Analysis examiners to alleviate scheduling difficulties. 
- Add several background investigators to the hiring process team to process several applicants at once. 
- Allow applicants an opportunity to retest without reapplying should they not pass certain testing portions in the process. Also allow them to start back up where they left off. 
- Lateral/Certified Officers accelerated process:
  - Lateral process stays continuously open and begins as soon as a Lateral/Certified Officer applies. 
  - Lateral transfer applicants who are certified in the state of Indiana no longer retake PERF mandated tests
  - Lateral process timeline goal reduced from 12 weeks to 6 weeks.



# SBPD

## SUMMER PROSPECT DAY

**COMPLETE A MAJORITY  
OF THE HIRING PROCESS IN JUST ONE DAY!**

PHYSICAL AGILITY | WRITTEN TEST | PERSONAL INTERVIEW  
| ORAL BOARD | FINGERPRINTS | SCHEDULE MEDICAL &  
PSYCHOLOGICAL EVALUATION | MEET WITH  
BACKGROUND INVESTIGATOR FOR PRELIMINARY REVIEW

**JOIN US:**

**SATURDAY, JULY 16**

LUNCH PROVIDED

**APPLY NOW & LEARN MORE:**

**[SBPOLICEJOBS.COM](https://sbpolicejobs.com)**

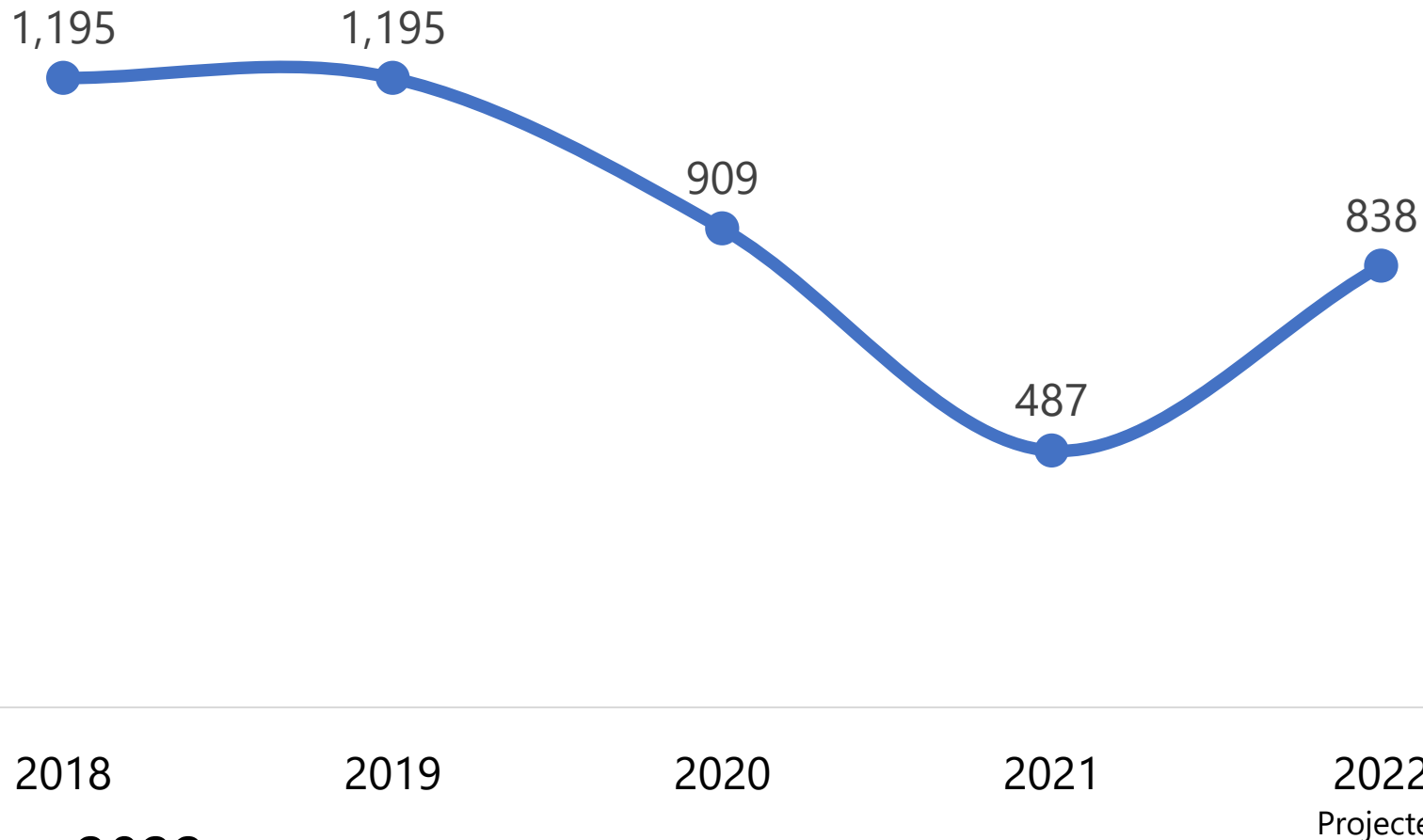
APPLICATIONS MUST BE COMPLETE BY **7/11**

As of May 31,  
2022:

'Extra &  
Overtime' line  
item is projected  
to have  
approximately  
**\$275,000**  
remaining at the  
end of the year.

# Police officer applications over time

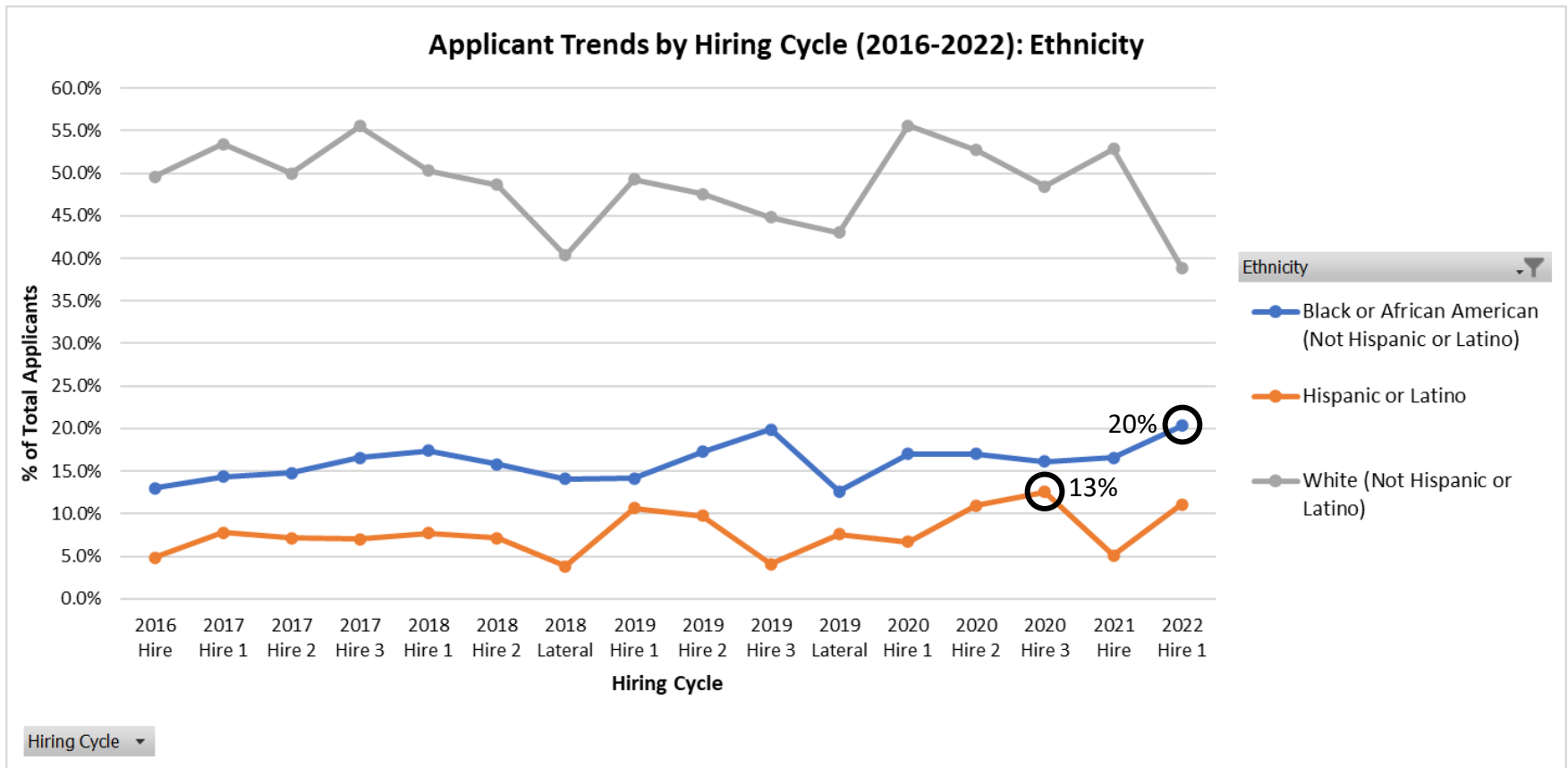
*In 2021, SBPD increased its marketing efforts and uses about \$120,000 a year for advertising police recruitment, largely in digital media. Since that time, the number of applicants to police officer positions has recovered dramatically, with a fifty percent increase in applicants so far this year compared to 2021.*



# Applicant Pool Trends: Ethnicity

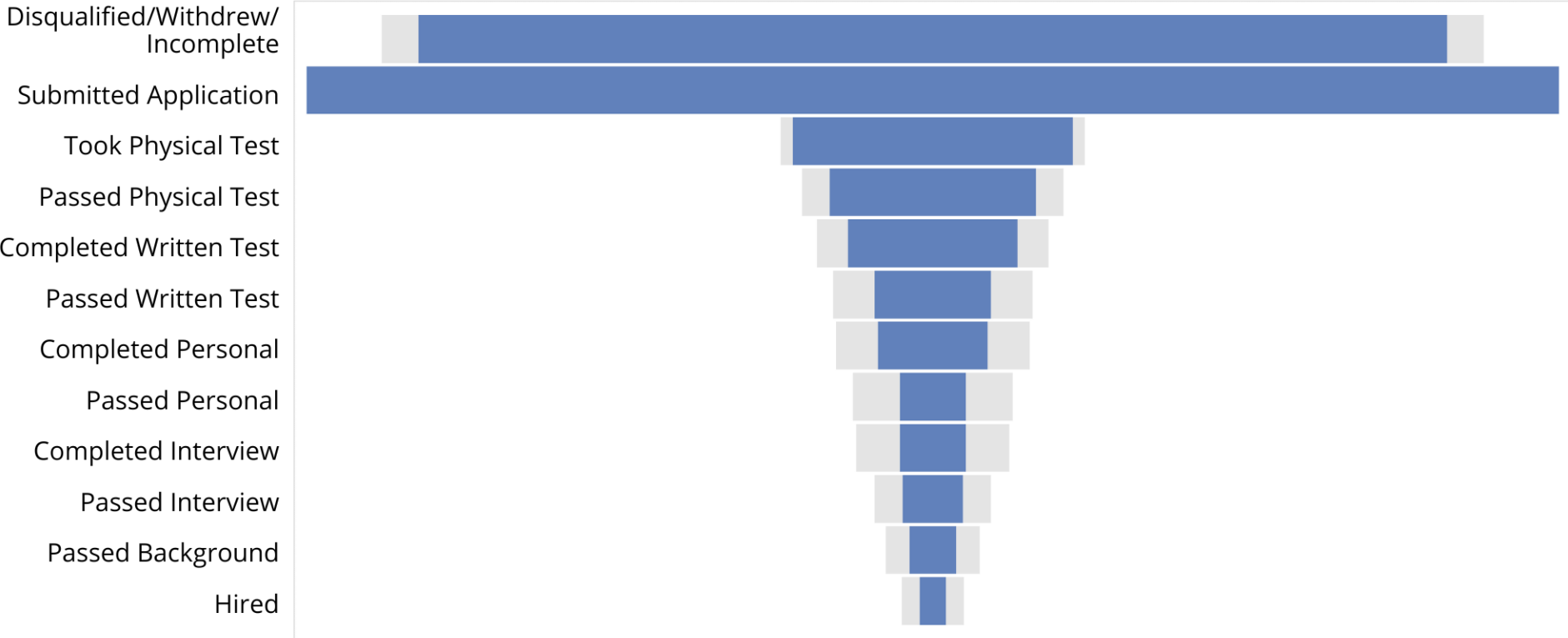
The following chart shows trends in the police applicant pool, focusing on Black/African American applicants and Hispanic/Latino applicants with White applicants displayed as a point of comparison. Across the 2016-2022 hiring cycles, these 3 groups comprised 74% of total applications.

Peak hiring cycles for Black/African American applicants and Hispanic/Latino applicants are circled on the chart with the % of applicants noted.



# Applicant Drop-Off Points

### Percentage of Black Applicants Moving Across Hiring Stages



Black or African American

White

# Applicant Drop-Off Points

*Black applicants tend to fall out at a higher rate in the earlier hiring stages as compared to White applicants. There are three hiring stages where this is most apparent, and these are highlighted in light blue. Overall, the hiring rate for the Black applicant pool for the 2016-2022 hiring cycles was 1.2% as compared to 2.6% for the White applicant pool.*

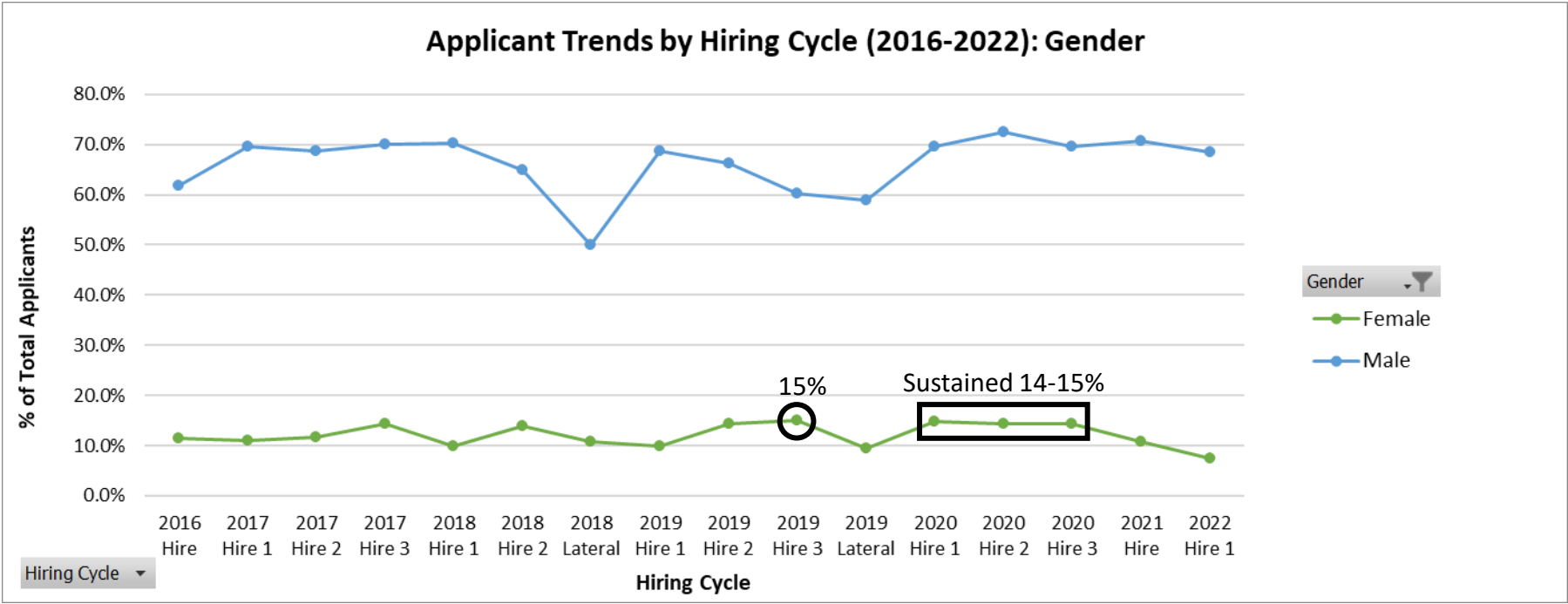
Last Hiring Stage	White	Black or African American	Difference from White
Disqualified/Withdrew/Incomplete	46.8%	45.1%	-1.7%
Submitted Application	40.3%	42.6%	2.3%
Took Physical Test	1.8%	3.2%	1.4%
Passed Physical Test	1.3%	1.6%	0.3%
Completed Written Test	1.4%	2.3%	0.9%
Passed Written Test	0.2%	0.3%	0.1%
Completed Personal	1.5%	1.9%	0.4%
Passed Personal	0.3%	0.0%	-0.3%
Completed Interview	1.6%	0.3%	-1.3%
Passed Interview	0.9%	0.6%	-0.3%
Passed Background	1.4%	0.9%	-0.5%
Passed Polygraph, Medical, Psych, and Hired	2.6%	1.2%	-1.4%



# Applicant Pool Trends: Gender

Across the 2016-2022 hiring cycles, Males represented 67% of total applicants and Females represented 13% of total applicants. Hiring Cycle 3 of 2019 represents the peak hiring cycle for Female applicants.

- In all 2020 hiring cycles, the % of Female applicants consistently fell between 14-15%.
- Hiring Cycle 1 of 2022 represents the lowest percentage of Female applicants (7%) out of all the analyzed cycles.



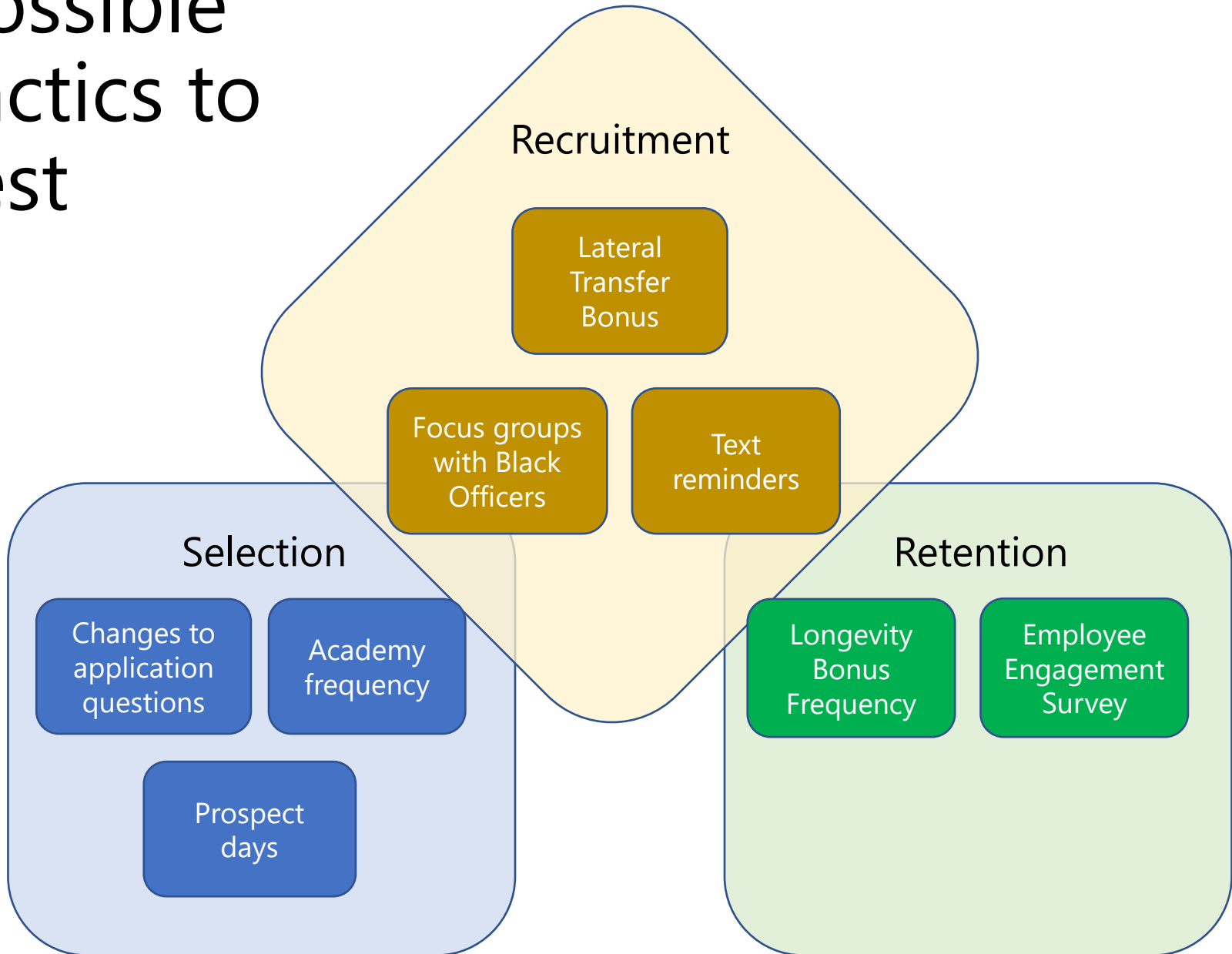
# Applicant Drop-Off Points

*During the hiring process, female applicants fall out at a higher rate than male applicants at the point of taking the physical test and passing the physical test. However, across all subsequent hiring phases female applicants perform equal to or better than male applicants resulting in the same percentage (2.1%) of applicants being hired from each pool.*

Last Hiring Stage	Male
Disqualified/Withdrew/Incomplete	45.7%
Submitted Application	40.8%
Took Physical Test	1.7%
Passed Physical Test	1.8%
Completed Written Test	1.8%
Passed Written Test	0.4%
Completed Personal	1.8%
Passed Personal	0.2%
Completed Interview	1.3%
Passed Interview	0.9%
Passed Background	1.3%
Passed Polygraph, Medical, Psych, and Hired	2.1%




Female	Difference from Male
45.9%	0.2%
42.0%	1.1%
5.4%	3.7%
0.2%	-1.6%
0.9%	-0.9%
0.0%	-0.4%
0.6%	-1.3%
0.0%	-0.2%
0.7%	-0.5%
0.9%	0.0%
1.3%	0.0%
2.1%	-0.1%





# Possible tactics to test



# Retention

# 21<sup>st</sup> Century Policing Improvements to Retention

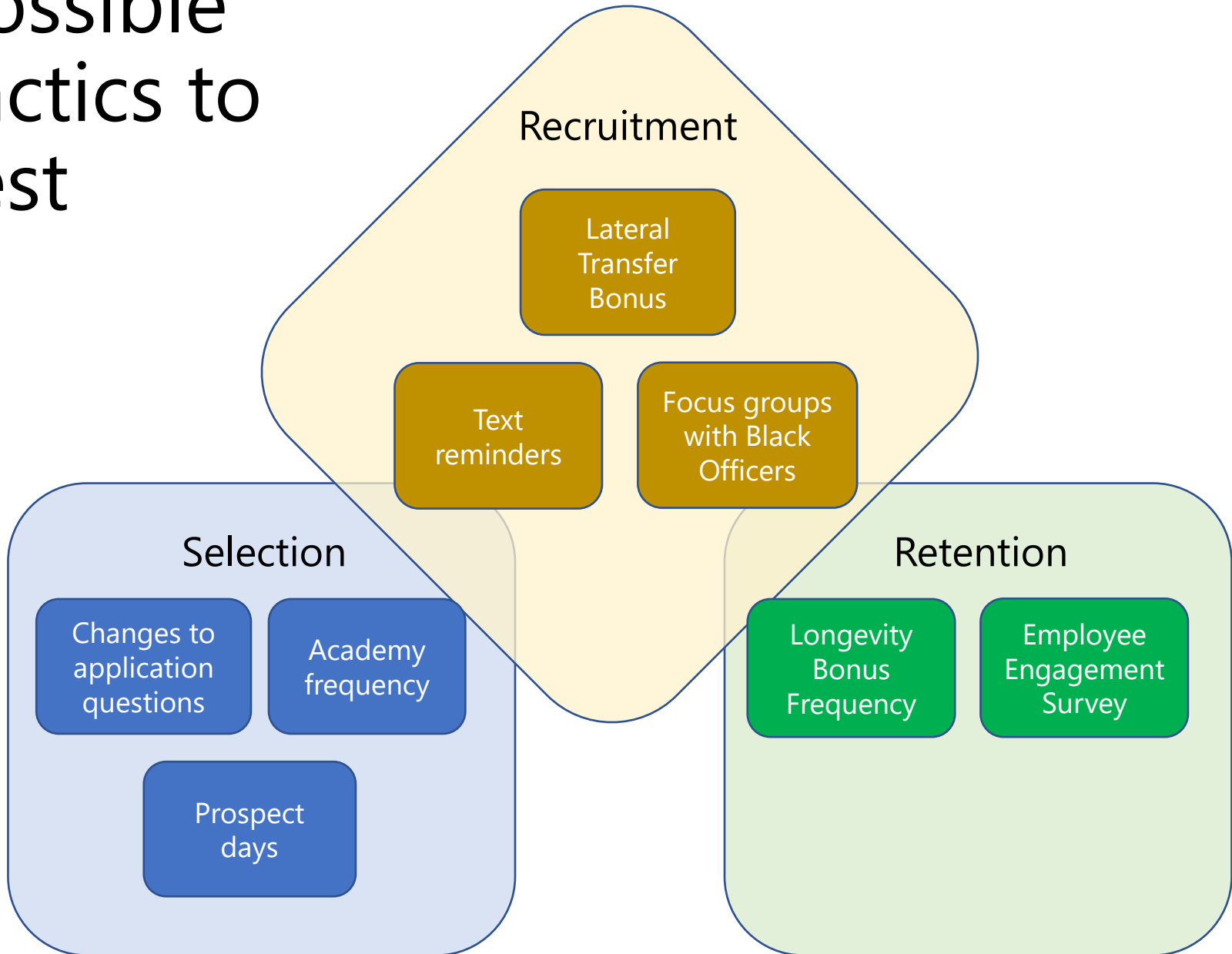
- Conduct analysis for planned attrition (retirement) and unplanned turnover (review average number of persons who resigned in the past 24 months) and combine staffing projection, current vacancies, and estimated turnover to provide an approximation of the number of new officers that must be recruited. 
- Identify turnover trends by tracking when officers resign. 
- Identify why officers are leaving through the development of confidential personal interviews and/or focus group exit interviews. 

- Increased longevity incentive pays for veteran officers to retain experienced individuals. 
- Expanded the take-home car program. 
- Improved timely recognition of exemplary performance, good behavior. 
- Enhance department wide acknowledgement of both team and individual accomplishments. 

# Retirement & Resignations Update

Metric	As of June 30, 2022
Officers able to retire (20+ Years)	44
Officers able to retire and draw	21
Retirements this past quarter	5
Resignations this past quarter	3
Known Upcoming/Declared Retirements by year end (2022)	4
Known Upcoming/Declared Retirements by end of next year (2023)	4

# Possible tactics to test



# Discussion



# Improvements & possible interventions

## Already Underway

Lateral  
Transfer  
Bonus

Academy  
frequency

Prospect days

## Basic Process Improvements

Text  
reminders

Changes to  
application  
questions

## Possible Interventions

Focus groups  
with Black  
Officers +  
Marketing

Employee  
Engagement  
Survey

Longevity  
Bonus  
Frequency

Legend

● Selection

● Recruitment

● Retention

# Discussion questions before closing out the topic

1. How might we increase the number of Black applicants in the applicant pool? What does outreach look like for this community?
2. Retention (or a lack thereof) is a key driver of the staffing issue – are there any tactics we should test here?
  1. Longevity bonus frequency? Employee engagement survey?
3. What risks are there for the City to institute more regular longevity-based bonuses?

# Celebrating our values

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

# Celebrating our Values



South Bend Police Department

July 15 at 5:40 PM · 🌐



**Congratulations** to Officer Antwon Jones on your retirement from the South Bend Police Department!

Officer Jones served SBPD for more than 21 years, with the past eight spent as a School Resource Officer at Adams High School.

Thank you, Officer Jones, for your service to our community and for impacting countless students as an SRO! Best of luck in your next chapter!



South Bend Police Department

11h · 🌐



Congratulations to Sergeant Dan Moryl, who has worked his final shift as a South Bend police officer!

Sgt. Moryl is retiring after 30 years of service to our city and SBPD.

Sgt. Moryl joined our department in 1992... and worked on midnights for his entire career.... [See more](#)





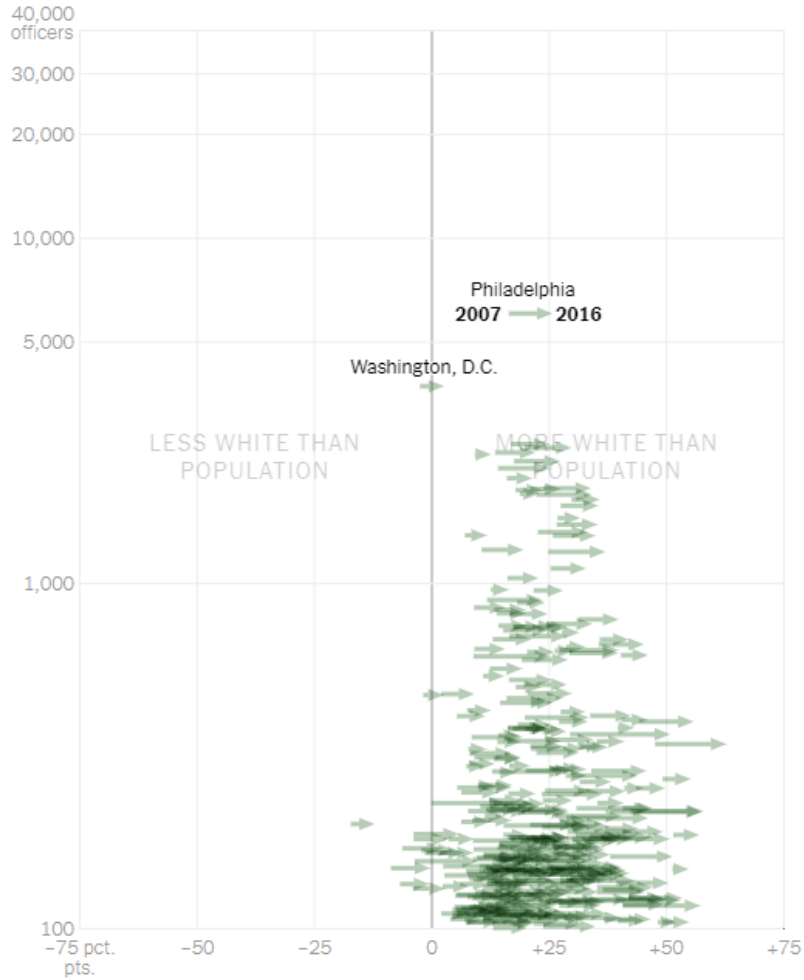
# SBStat | Police

2022 Quarter 2 | July 21, 2022  
City of South Bend

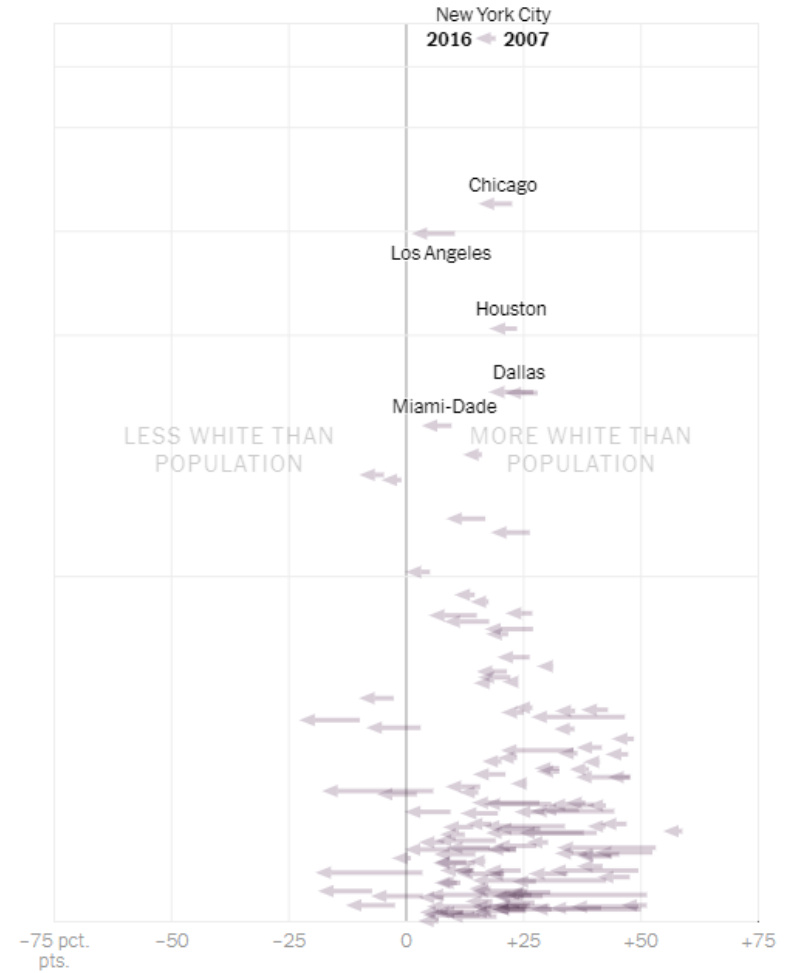


# Appendix

### Departments that became more white relative to the population



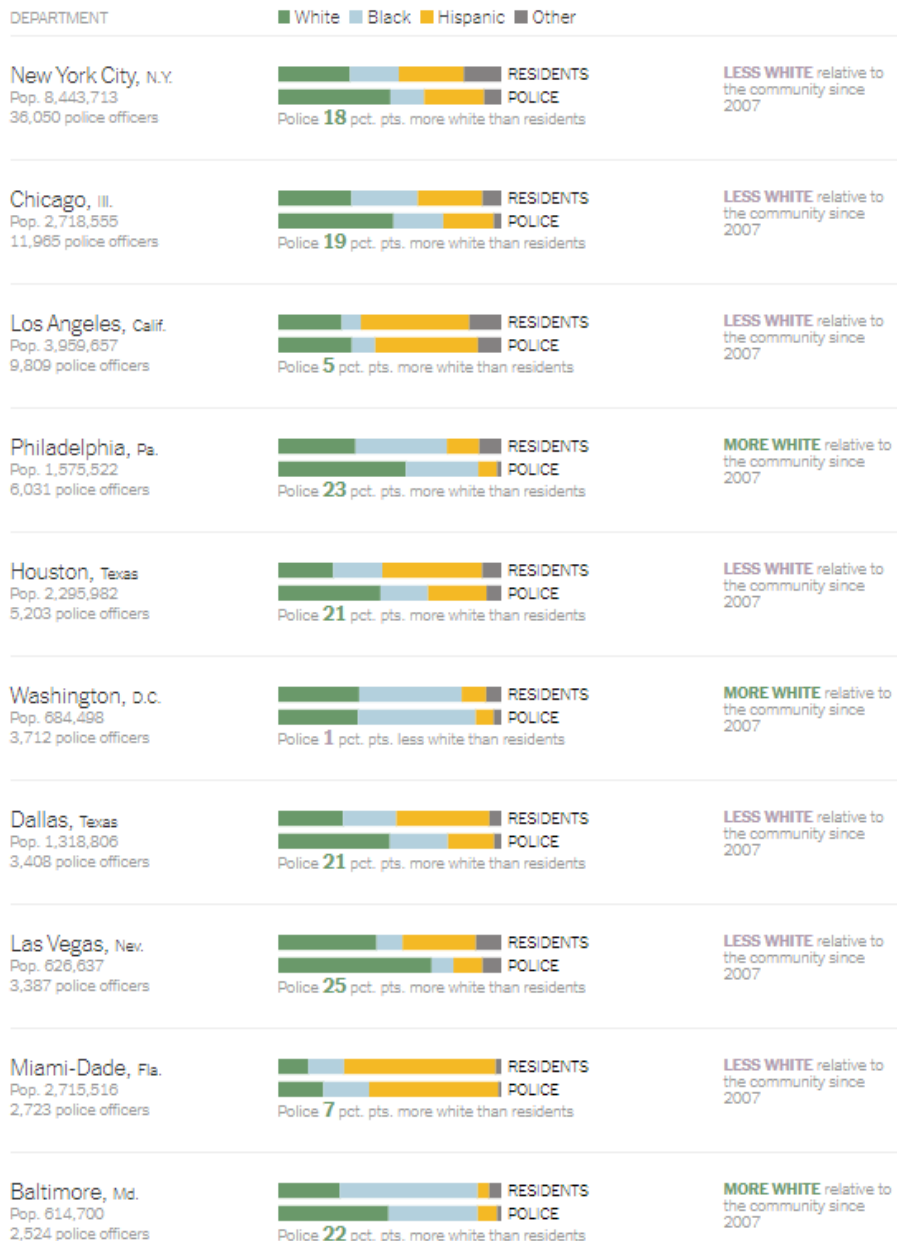
### Became less white relative to the population



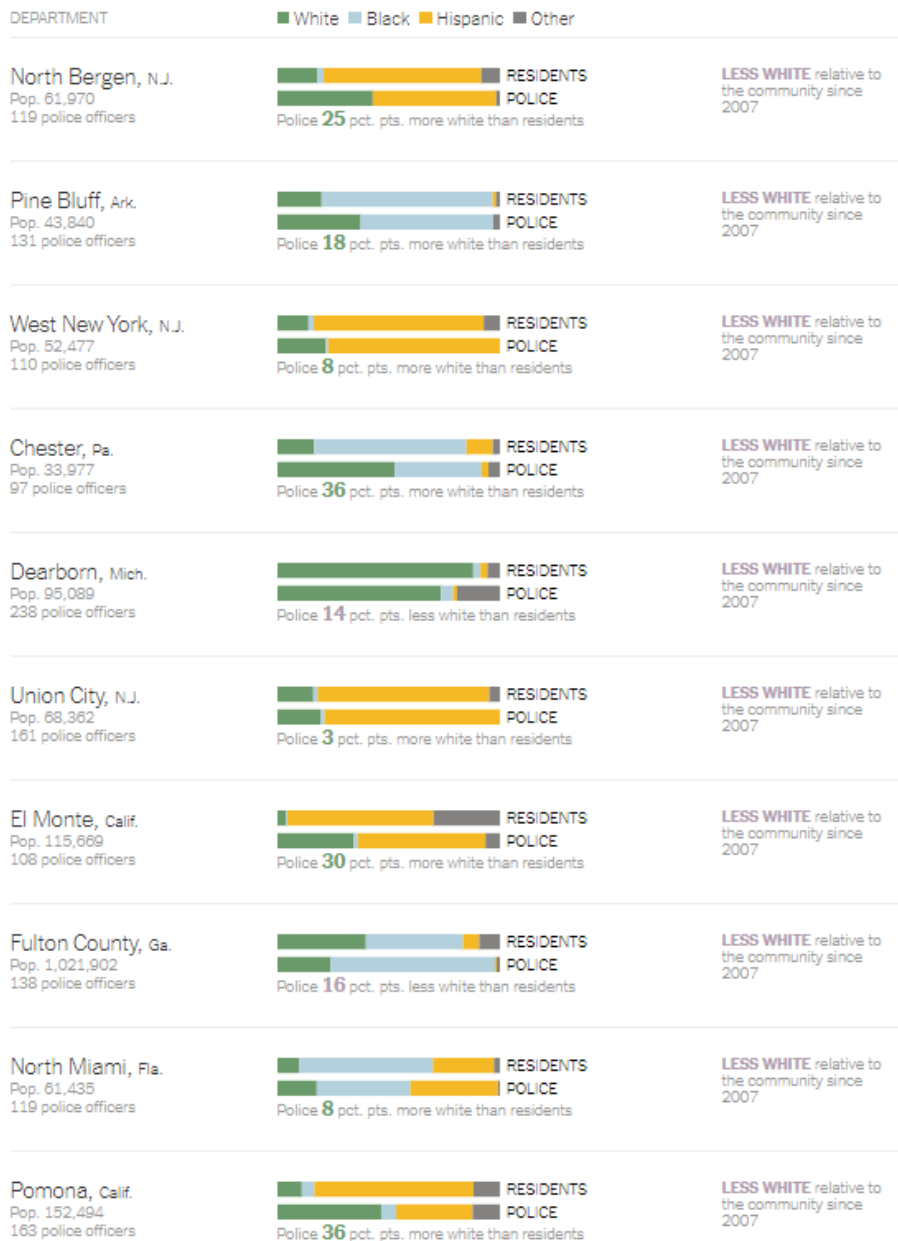
Note: The data shown includes local police departments with at least 100 full-time sworn officers. It does not include state departments or sheriff's offices or agencies serving special jurisdictions like schools, airports or parks.

<https://www.nytimes.com/interactive/2020/09/23/us/bureau-justice-statistics-race.html>

## The country's largest police departments in 2016



## Departments that became closer to the racial makeup of their communities, 2007 vs. 2016





## Change in share of officers, 2013 vs. 2016

