



SBStat | Police

2022 Quarter 1, Mar 31st
City of South Bend





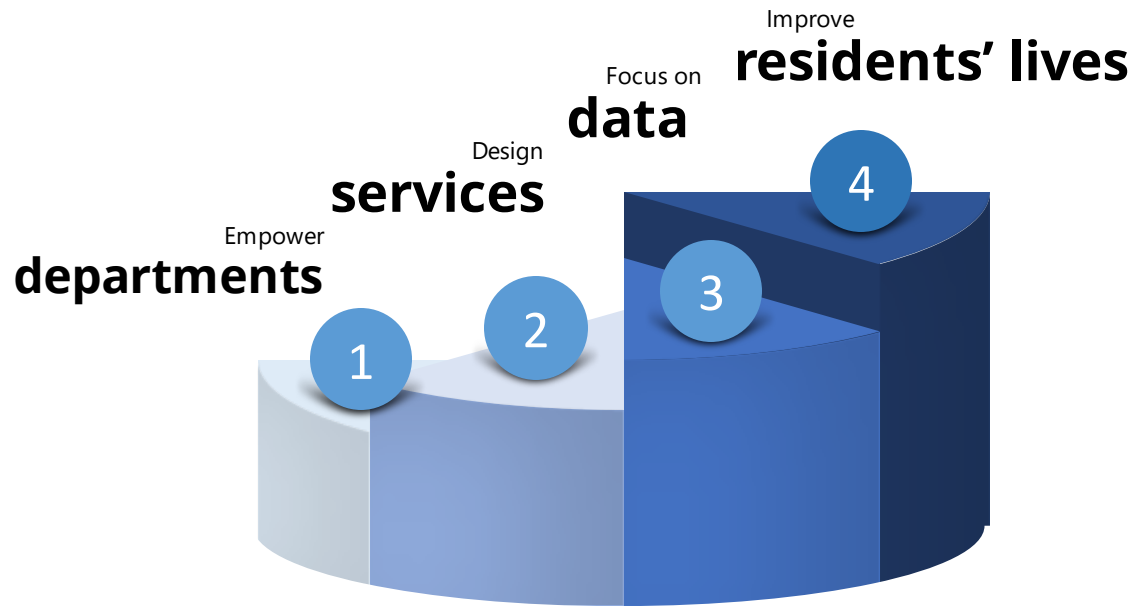
Why we're here

Citywide Performance Management

Our Goals:

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

Our Process:

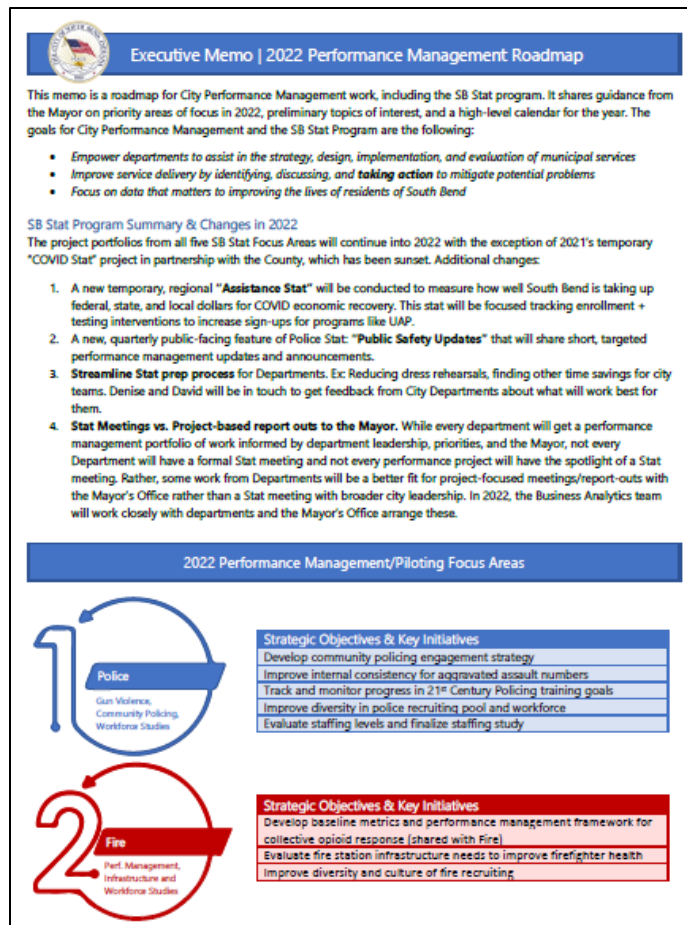


Our Values

Value	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.

Streamlined SB Stat

A few process changes to note for 2022



Executive Memo | 2022 Performance Management Roadmap

This memo is a roadmap for City Performance Management work, including the SB Stat program. It shares guidance from the Mayor on priority areas of focus in 2022, preliminary topics of interest, and a high-level calendar for the year. The goals for City Performance Management and the SB Stat Program are the following:

- Empower departments to assist in the strategy, design, implementation, and evaluation of municipal services
- Improve service delivery by identifying, discussing, and **taking action** to mitigate potential problems
- Focus on data that matters to improving the lives of residents of South Bend

SB Stat Program Summary & Changes in 2022
The project portfolios from all five SB Stat Focus Areas will continue into 2022 with the exception of 2021's temporary "COVID Stat" project in partnership with the County, which has been sunset. Additional changes:

- A new temporary, regional "Assistance Stat" will be conducted to measure how well South Bend is taking up federal, state, and local dollars for COVID economic recovery. This stat will be focused tracking enrollment + testing interventions to increase sign-ups for programs like UAP.
- A new, quarterly public-facing feature of Police Stat: "Public Safety Updates" that will share short, targeted performance management updates and announcements.
- Streamline Stat prep process** for Departments. Ex: Reducing dress rehearsals, finding other time savings for city teams. Denise and David will be in touch to get feedback from City Departments about what will work best for them.
- Stat Meetings vs. Project-based report outs to the Mayor.** While every department will get a performance management portfolio of work informed by department leadership, priorities, and the Mayor, not every Department will have a formal Stat meeting and not every performance project will have the spotlight of a Stat meeting. Rather, some work from Departments will be a better fit for project-focused meetings/report-outs with the Mayor's Office rather than a Stat meeting with broader city leadership. In 2022, the Business Analytics team will work closely with departments and the Mayor's Office arrange these.

2022 Performance Management/Piloting Focus Areas

Area	Strategic Objectives & Key Initiatives
1 Police Gun Violence, Community Policing, Workforce Studies	<ul style="list-style-type: none">Develop community policing engagement strategyImprove internal consistency for aggravated assault numbersTrack and monitor progress in 21st Century Policing training goalsImprove diversity in police recruiting pool and workforceEvaluate staffing levels and finalize staffing study
2 Fire Pelt Management, Infrastructure and Workforce Studies	<ul style="list-style-type: none">Develop baseline metrics and performance management framework for collective opioid response (shared with Fire)Evaluate fire station infrastructure needs to improve firefighter healthImprove diversity and culture of fire recruiting

Reducing dress rehearsals, pre-Stat formal meetings

- Save time for departments

Reduce general departmental project updates

- Allow Stat to focus cross-Departmental evaluation, innovation, analysis, and problem solving conversations across City Leadership

Today's Agenda

I. Data overview from previous Stat meeting

II. Deep-dive analysis & discussion

- Part I crimes audit

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	Area	Status
Public Safety Update	Quarterly public briefing on top priority public safety metrics and topics	Accountability	●
Diversity in Recruitment	Review of recruitment practices	Inclusion	●
Part I Crimes Audit	Audit of 2021 Aggravated Assault with Firearm victim counts	Deliver good government	●
21CP Progress Report	Compilation of steps taken to meet 21CP recommendations	Innovation	●

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration

Project Update 1 - Public Safety Update



- Next scheduled for Thursday May 26th, 2022
- Facebook stats:
 - 4,684 reach
 - 59 reactions
 - 12 shares
 - 213 one minute views
- 24 YouTube views

Discussion questions before closing out the topic

1. Are there any special topics or guests we want to include in this quarter's meeting?

Project Update 2- Diversity in Recruitment

Current + past initiatives:

- PAL pipeline
- Cadet and junior cadets
- WSBT <https://www.sbpolicejobs.com/> campaign
- Open houses
- Increased applicant follow-up for incomplete applications
- Job fairs



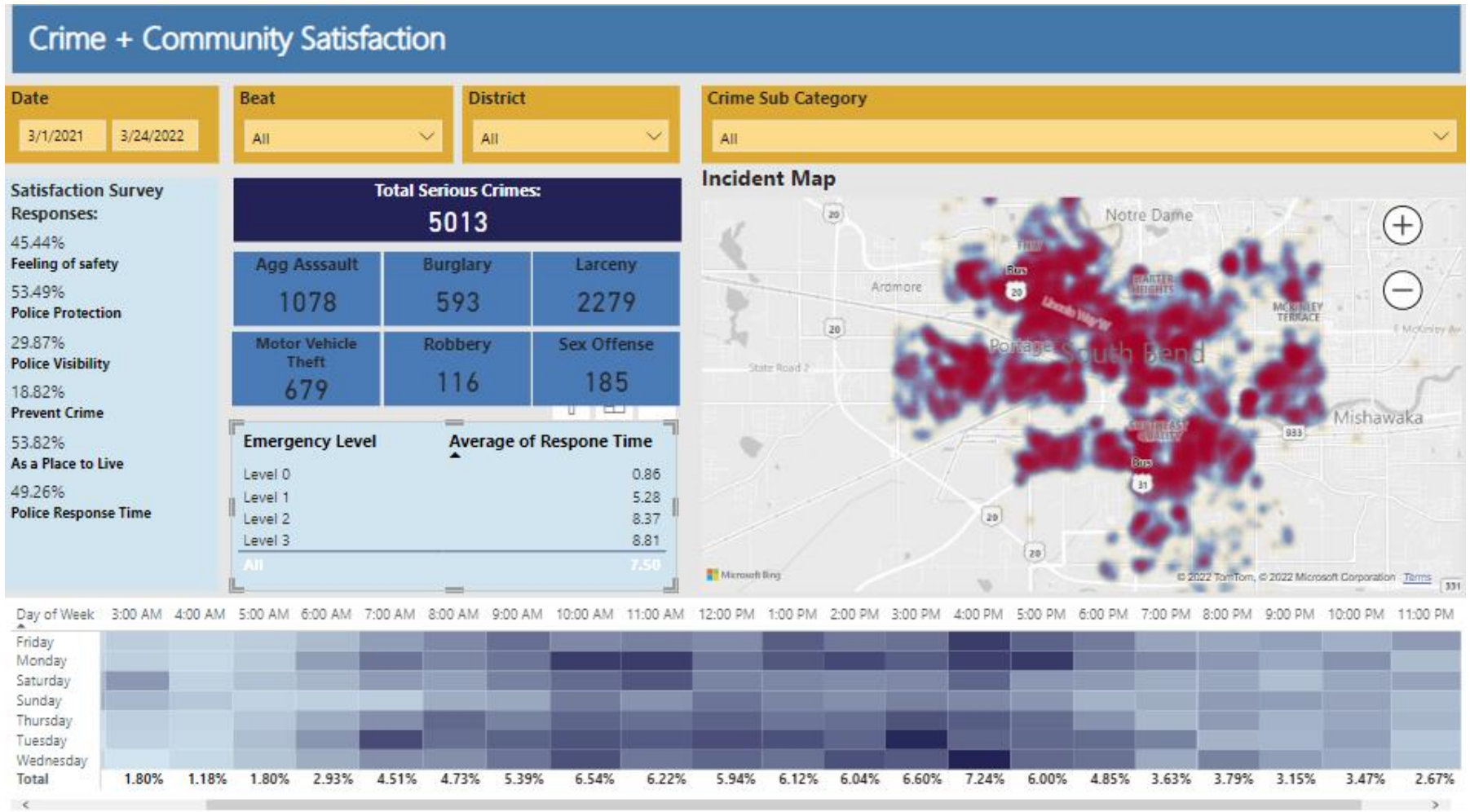
Discussion questions before closing out the topic

1. Are there any initiatives we think work particularly well at encouraging diverse applicants?
2. How can we expand on those initiatives or pilot new ones?

Data overview from previous Stat meeting

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

Crime + Community



Recruitment + Training

Proposal

Shift to a quarterly demographic breakdown of candidates and hires

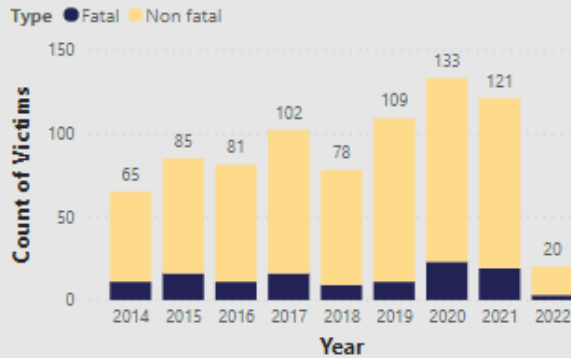
Metric questions

- What margin of difference is expected from the overall distribution of demographics in the community?
- Maintain/increase target demographics by what amount?

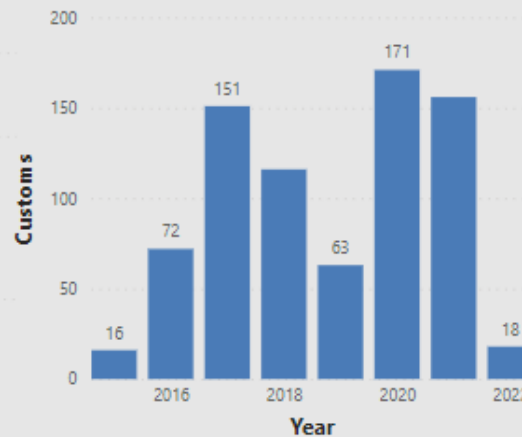
Group Violence Intervention

Group Violence Intervention

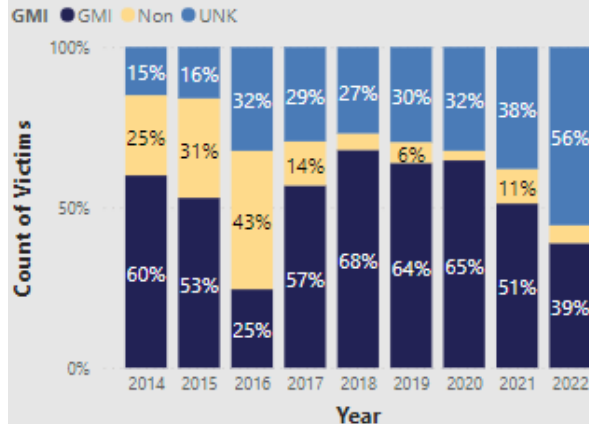
CAS Victims by Year and Type



Customs by Year



CAS Victims GMI vs Non by Year



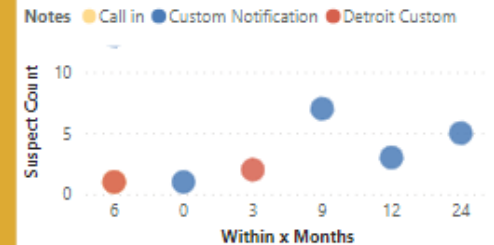
Police conducted custom notifications since January 2020 to Present

Custom Type	Custom Count
Influential Custom	28
Detroit Custom	45
Custom	278
Call in	5
Total	356

% Return as Suspects

16%

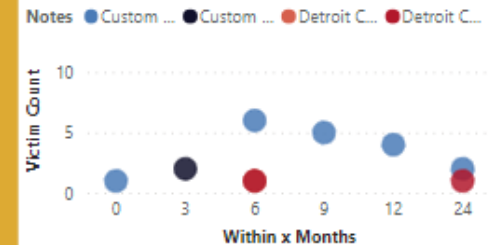
Suspect Count by Type



% Return as Victim

10%

Victim Count by Type



Deep-dive analysis & discussion

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

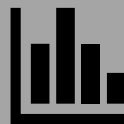
- Part I crimes audit



Part I Crimes Audit



BACKGROUND /
CONTEXT



AVAILABLE DATA &
ANALYSIS



OPTIONS TO IMPROVE
PERFORMANCE

Background + Context

Problem

SBPD was using a broad definition to classify aggravated assault with firearm victims that was not standard to other agencies

- Lead to inflated victim counts

Objectives

Audit 2021 cases to 1) understand scope of victim differences and 2) recommend actionable changes

Methodology

Example case

SUMMARY:

Victims, [A] & LaVille Barber Supply, report Vandalism by unknown suspect(s), on 2/28/2021 at [000] & [001] W. Ewing Ave.

NARRATIVE:

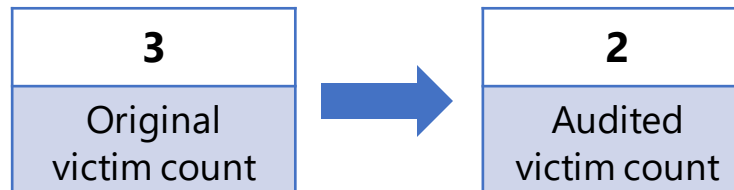
On 2/28/2021 at approx. 1916 hrs., while working as Unit 225, I, Ptl. Cruz was dispatched to [000] W. Ewing Ave., reference shots fired. Upon arriving I met & spoke w/[A] as he explained what happened. I was advised the neighbor across the street ([002] W. Ewing Ave.) might have video surveillance cameras that picked up the shots fired, I advised arriving units of this information to see if they could speak with anyone at that address.

[A] states he was laying down in bed getting ready to fall asleep when he heard approx. 4-5 gunshots. [A] states he checked on his son, [B], which was in the room next to his. [A] states [B] was not injured and he went to check on his wife, [C], in the living room. [A] states [C] was not injured either. [A] states he started looking at the exterior of his residence and noticed 2 bullet holes in the front (west side) of his residence. [A] states his vehicle, which was parked on the street in front of his residence, was also struck by gunshots. [A] states he did not see anyone nor did he see a vehicle leaving the scene.

[B] states he was laying down in his room, playing on his phone when he heard the gunshots. [B] states one of the projectiles entered through his bedroom wall (west side) but he was not hurt. [B] states he did not see anyone nor did he see a vehicle leaving the scene.

[C] states she was sitting in the living room, playing on her phone when she heard the gunshots. [C] states one of the projectiles entered through the living room wall (west side), hit a blade of the ceiling fan and continued through the kitchen wall, exiting the rear of the residence. [C] states she did not see anyone nor did she see a vehicle leaving the scene.

[...]



2021 Audit Results

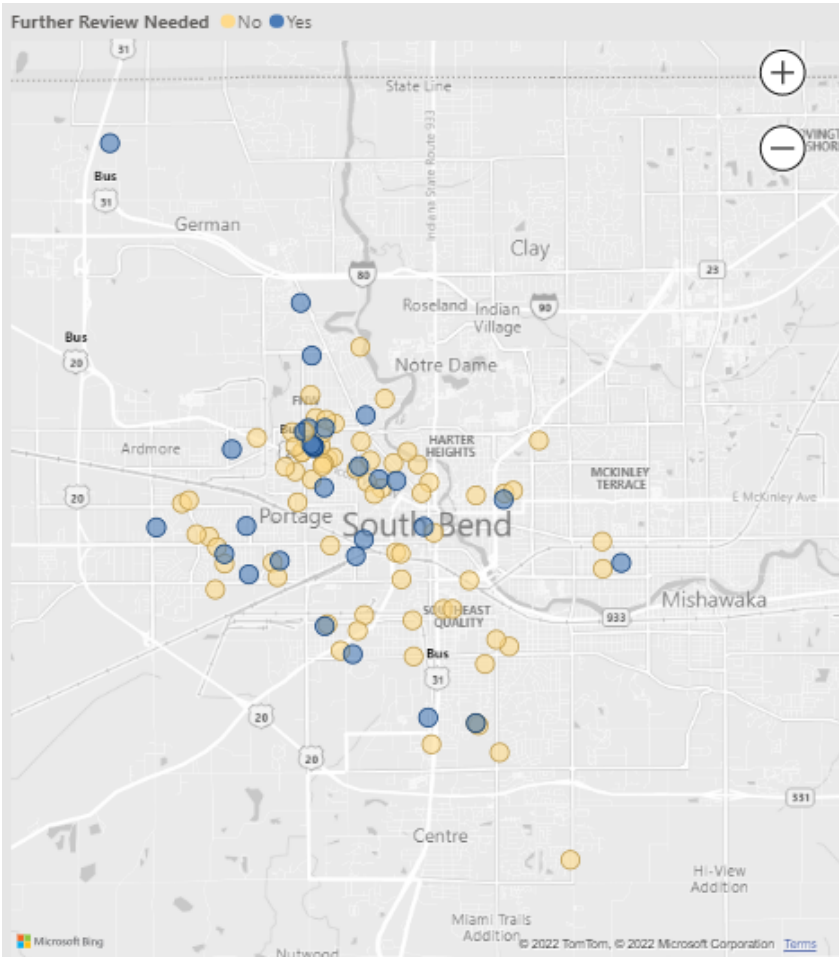
Of Aggravated Assaults with Firearm Victims

Month	Original Firearm Victims	Audited Firearm Victims	Percent Change
Jan	70	39	-44.3%
Feb	68	30	-55.9%
Mar	77	39	-49.4%
Total	215	108	-49.8%

Note: Oct – Dec of 2021 were already reviewed prior to audit

Correlations/Relationships

Analysis for key influencers

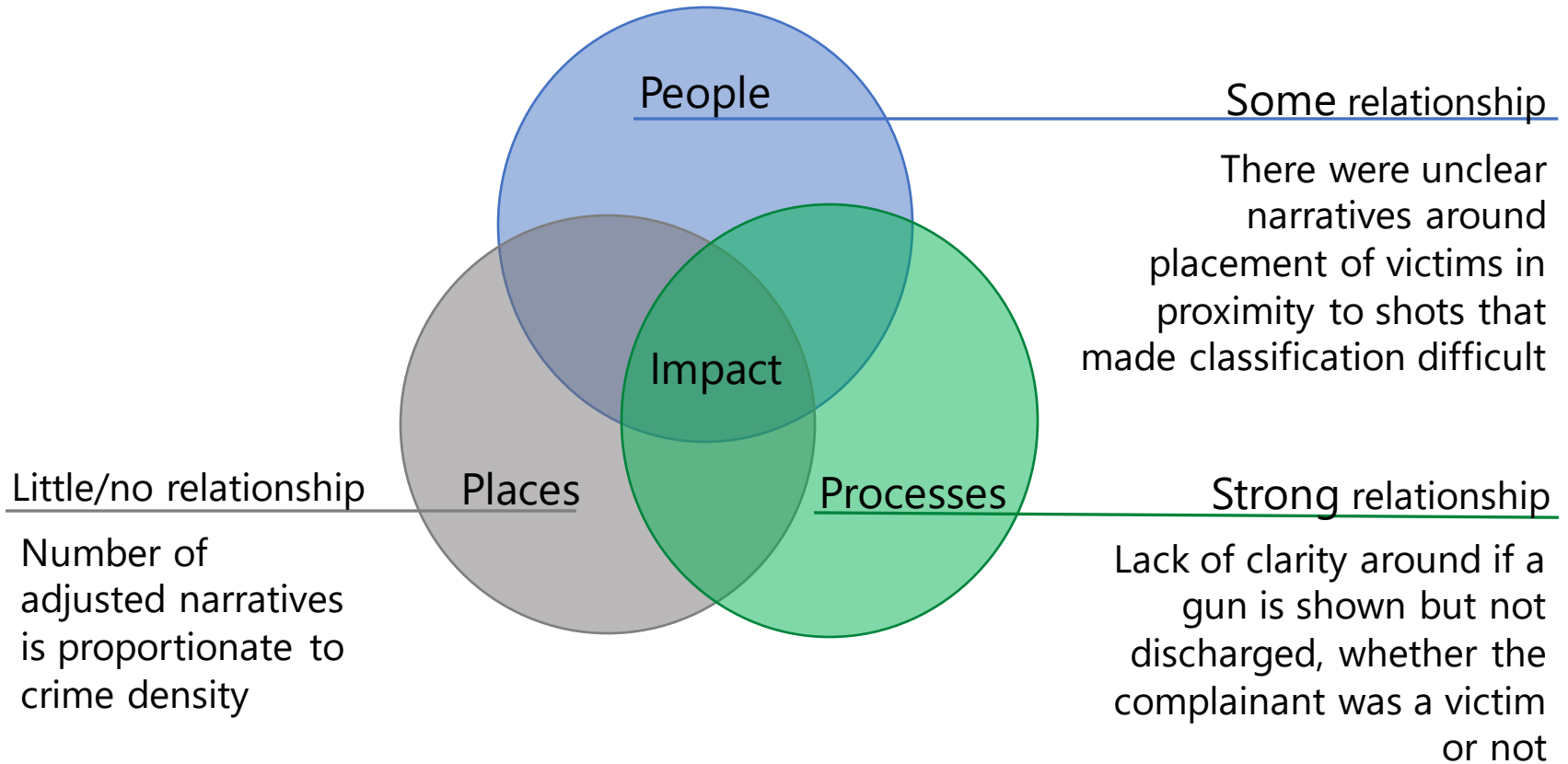


Officer	No	Yes
2299 - THOM,GABRIEL	100.00%	
2300 - YANOK,BRADLEY		100.00%
2302 - ONNINK,MARSHALL	100.00%	
2303 - AIRY,BRETT	50.00%	50.00%
2304 - CONKLIN,JAMES	100.00%	
2306 - BIES,JOHN	50.00%	50.00%
2308 - DIGGINS,JALIN		100.00%
2309 - HARRIS,LARRY	100.00%	
2310 - LEE,JALEN	100.00%	
Total	72.00%	28.00%

Officer	No	Yes
2298 - STANTZ,KRISTIN		1
2299 - THOM,GABRIEL	1	
2300 - YANOK,BRADLEY		2
2302 - ONNINK,MARSHALL	2	
2303 - AIRY,BRETT	1	1
2304 - CONKLIN,JAMES	1	
2306 - BIES,JOHN	4	4
2308 - DIGGINS,JALIN		2
2309 - HARRIS,LARRY	4	
Total	72	28

Insights

The Three Ps



Implications



Substantial Change

- Projected ~50% decrease of victims after full audit
- Smaller gap between Records' and the SFU gun victim counts



Public Perception

- Skepticism of results
 - "Why now?"
 - "Why not sooner?"
 - "Can we trust this?"
- Lower crime rate going forward



Reporting

- Historic Data will be unreliable for comparative reporting, depending on scope
 - UCR
 - Transparency Hub,
 - Board of Public Safety numbers

Discussion questions before closing out the topic

1. Are these audit results surprising or anticipated?
2. How will we disseminate this information to the public in a transparent way?

Prospective Project Pitch

How do we close the gap between Records' and Police Leadership's process and maintain consistency?

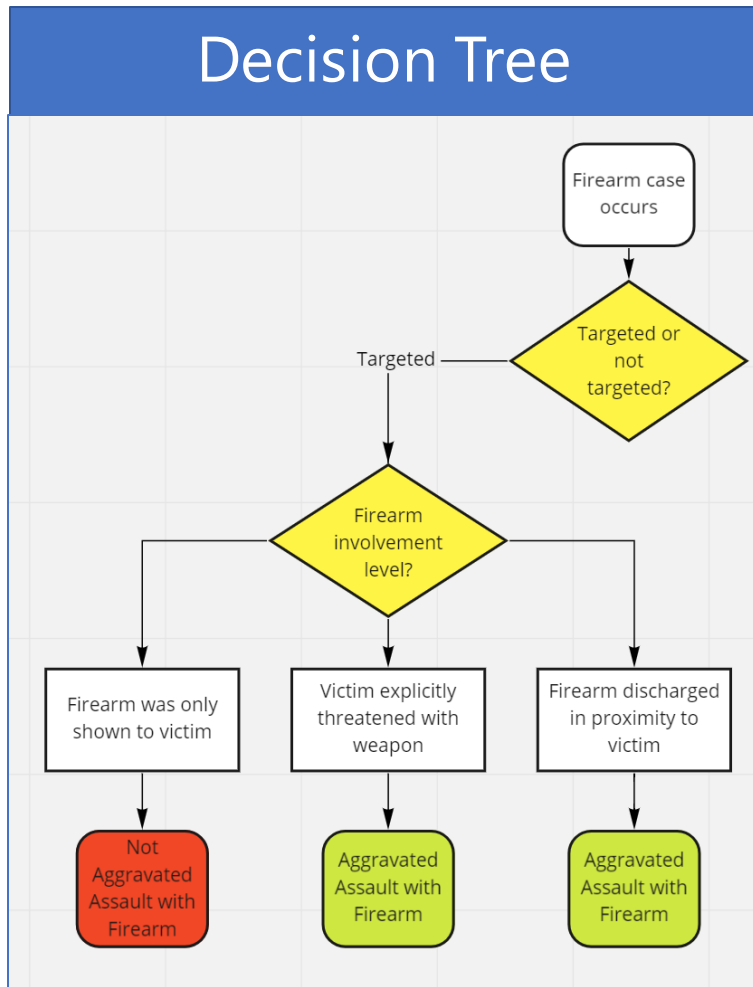
Aggravated Assault Documentation

- Create standard operating procedure documentation for the Aggravated Assault with Firearm
- Close gap between Records and Police Leadership counts and definitions
- Establish officer narrative consistency



Proposed Approaches

Decision Tree



SOP and FAQ

Aggravated Assault with Firearm

Definitions:

An aggravated assault with a Firearm is defined as [...]

Reasonable Proximity is defined as [..]

Example cases:

1. The suspect lifts their shirt to tell the complainant that they have a gun but, they do not grab it or threaten them.

A: This is not an aggravated assault

Taking Action

Part I Crimes Audit

The problem

There is a gap between Records' and Police Leadership's process of counting Aggravated Assaults with a Firearm

Decision points for the Mayor

- Proposed approach approval and feedback

Next Steps

- Complete 2021 Audit
- Create standardized operating procedures
- Potential blog post and press release drafts about audit and changes
- Test documentation with Records

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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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