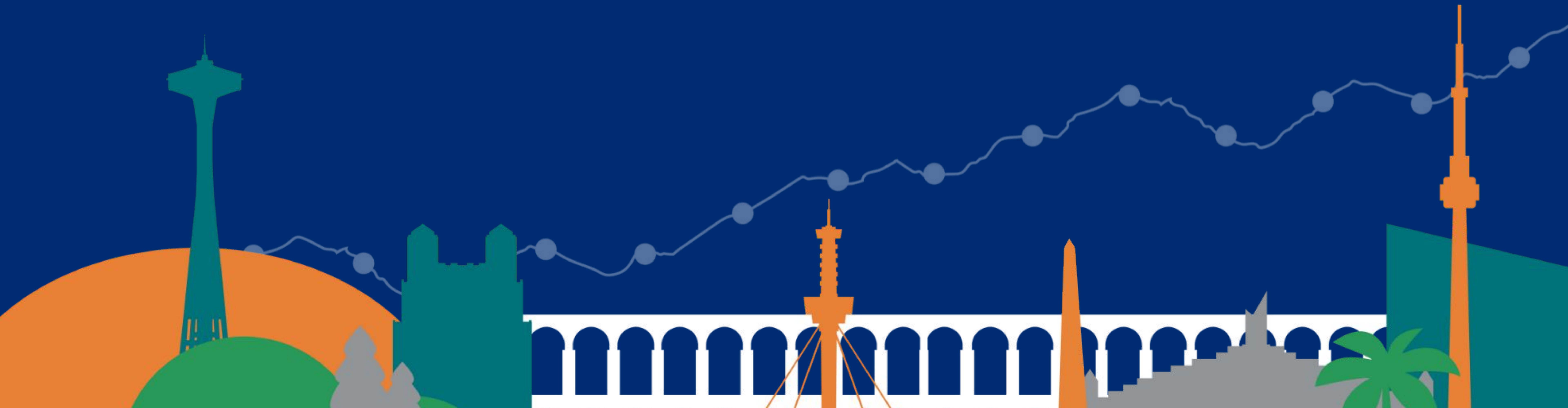


Governing for Impact:

How Data Governance Powered South Bend's Violence Intervention Evaluation

Presented by the City of South Bend and Bloomberg Philanthropies What Works Cities



Speakers



Tessa Bryant

Manager, City Experience

Bloomberg Philanthropies

What Works Cities



David Finley

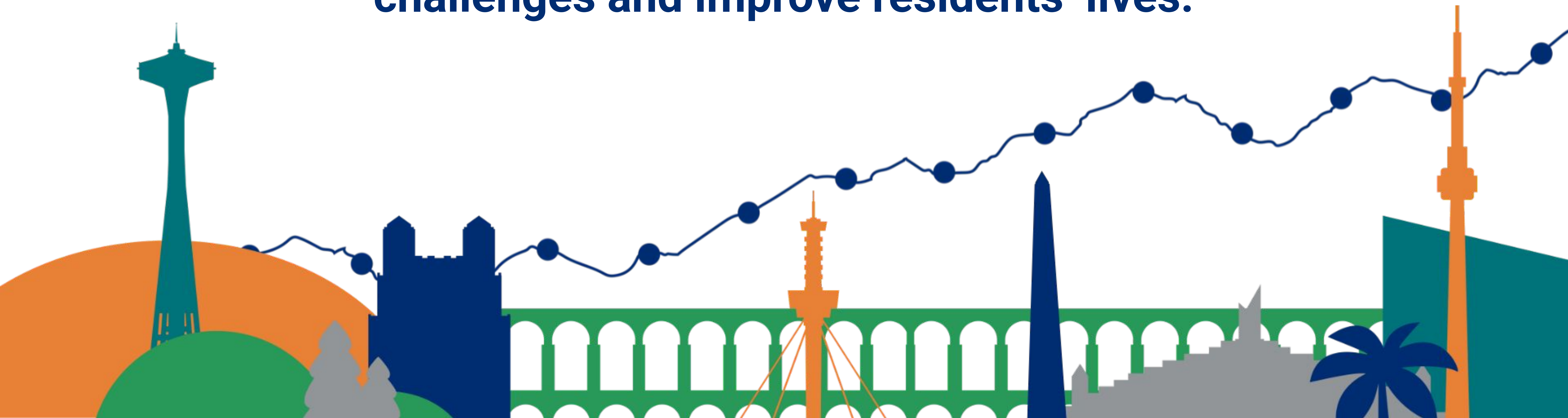
Director of Data & Performance

City of South Bend





What Works Cities Certification, founded by Bloomberg Philanthropies and led by Results for America, helps local governments use data and evidence at scale, to tackle their most pressing challenges and improve residents' lives.



286

Cities in the WWC
Network

3,000+

City staff

100+

Certified
cities



WWC Standard of Excellence: An International Benchmark

43 Criteria in 8 Foundational Practices:



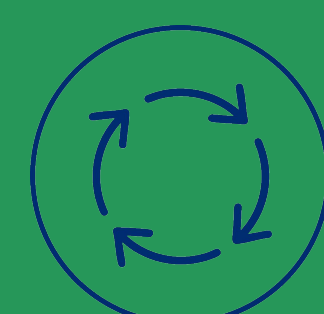
Data Management



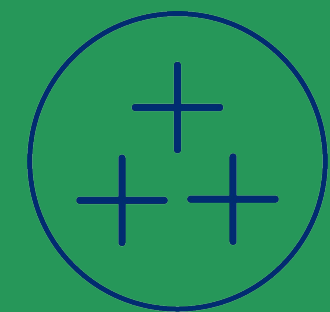
Performance & Analytics



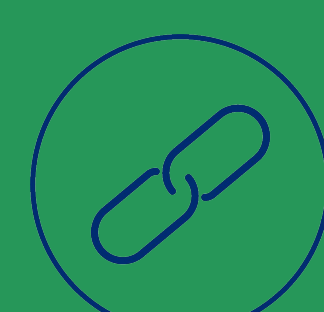
Rigorous Evaluations



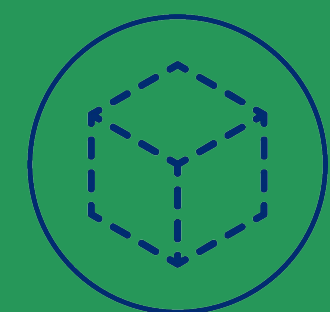
Data Driven Budget & Finance



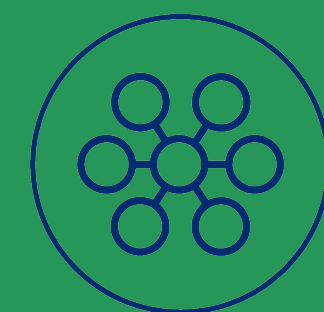
Leadership & Capacity



Results-Driven Contracting



Open Data



Community Impact

The program's criteria outline the building blocks of a data-driven local government.

- Are city staff making decisions based on data?
- Are frameworks in place to sustain data practices over time?
- Are systems supporting reliable and accurate data use?



What Works Cities Criteria in South Bend



**Data
Sharing**



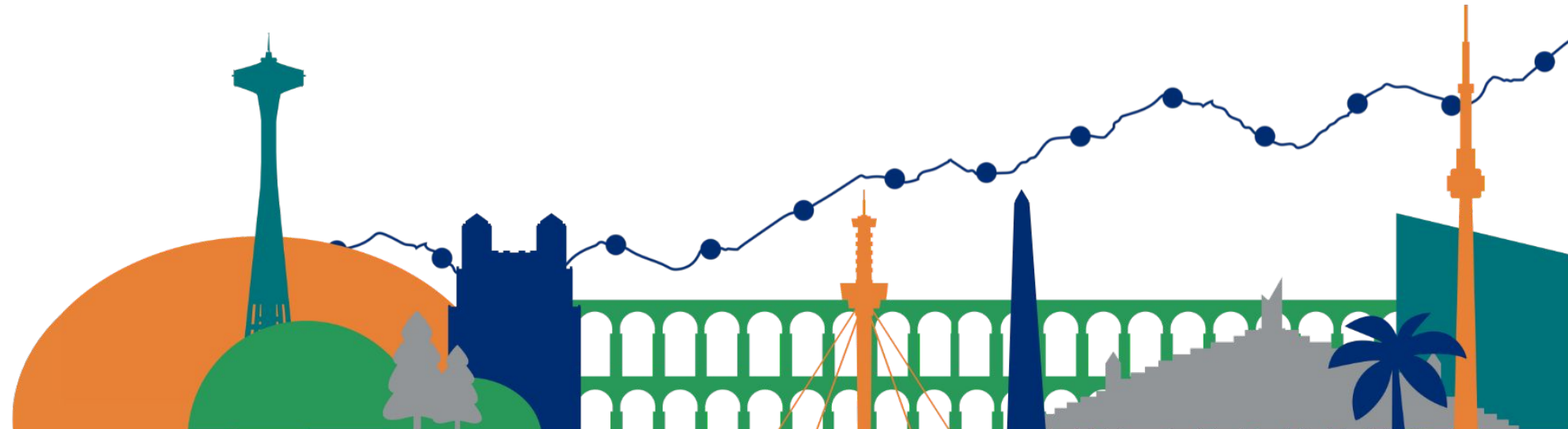
**Data
Quality**



**Executive
Commitment
to Data**



**Community
Data Training
&
Collaboration**



Case Study: The City of South Bend Group Violence Intervention



About the South Bend Group Violence Intervention Strategy

Since 2014, the South Bend Group Violence Intervention (SBGVI) strategy has **promoted direct, sustained engagement with the primary groups driving gun violence.**

SBGVI is administered by a core group that is made up of representatives from law enforcement, the community, and social services and outreach.

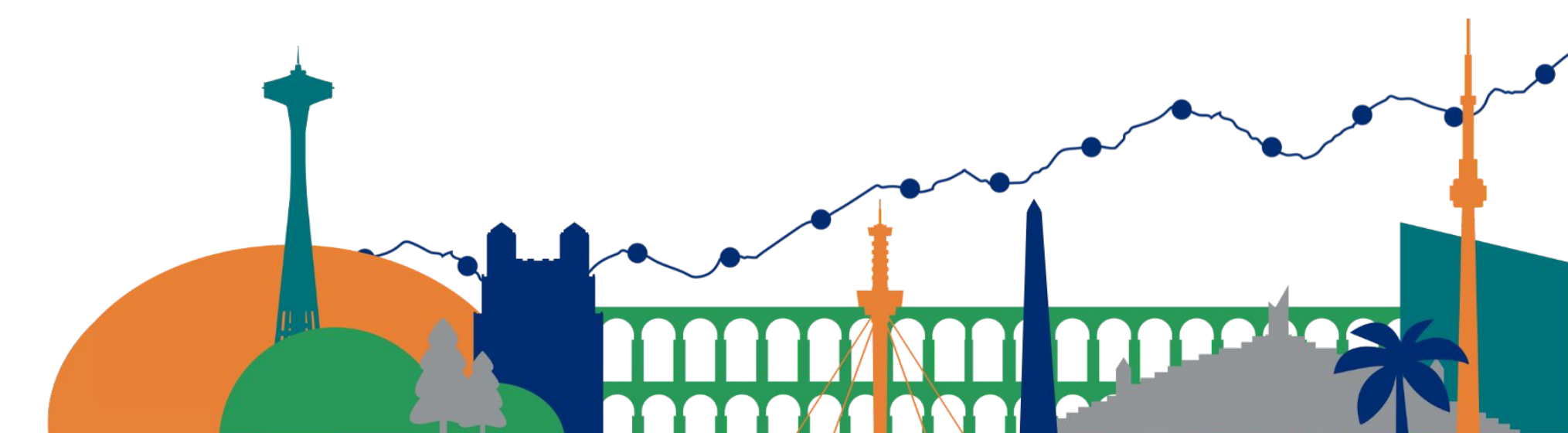


The Problem

The City of South Bend lacked reliable, consistent and accurate data from social service partners in the GVI. Outreach data was unrecorded or trapped in non-profit spreadsheets.

Without good data:

- Hard to know if violence prevention strategies were working
- Created a gap between effort and impact



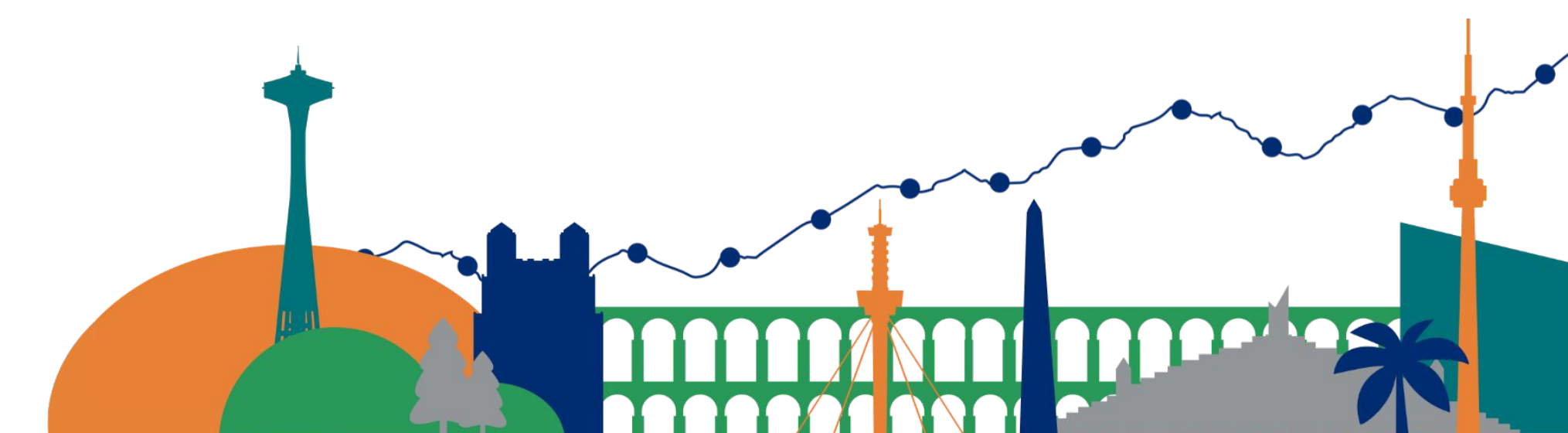
The Change

South Bend aligned its data practices with the What Works Cities Standard of Excellence to provide a rigorous governance framework. The WWC Standard helped the City develop:

- a clear logic model
- standardized data definitions across independent non-profits
- automated reporting workflows to ensure data integrity and longitudinal tracking.



Unified Group Violence Intervention Data Hub



SBGVI Data Hub Goals



All GVI Data in **one place**



Automate processes so we **save time**



Standardize data collection so we have **data we can trust**



Generate reports that show program **impact and how we can get better**



SBGVI Data Hub Overview

Access Outreach Trackers, Custom Notification Lists

View Standard Operating Procedures, other documentation

SBGVI Internal Data Home Referrals & Custom Notifications Lists Documents Conversations Notebook Recycle bin Edit Private group Following 4 members

+ New Page details Preview Analytics Published 6/24/2025 Share Edit

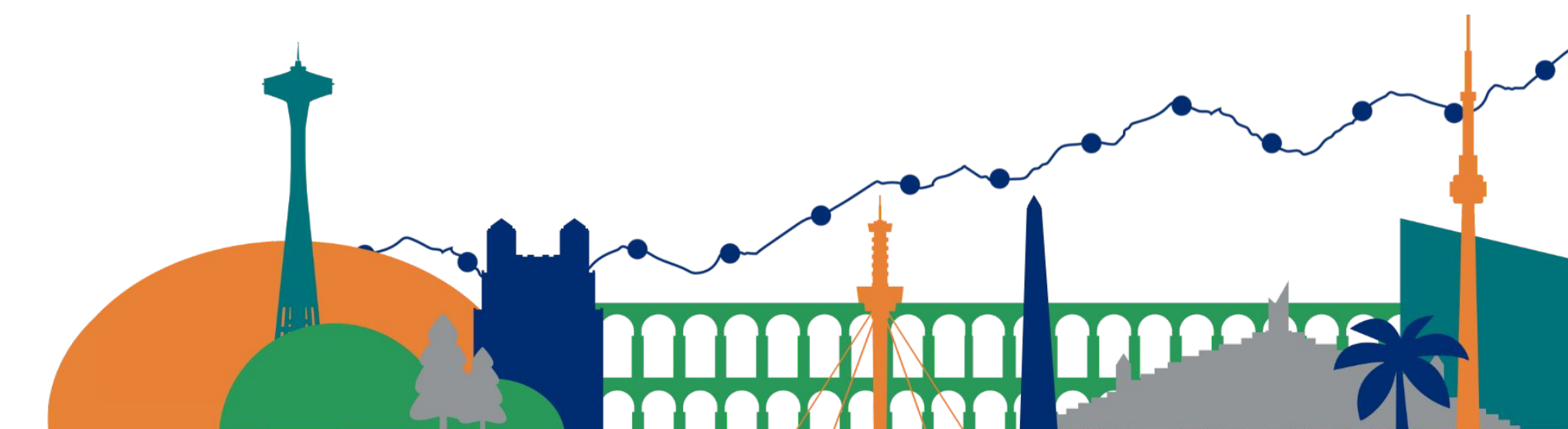
Welcome to the South Bend Group Violence Intervention Internal Data Site

This site serves as a centralized location for internal GVI data, designed to streamline access and support efficient reporting. Access is restricted to the GVI Project Manager, South Bend Police Department (SBPD) stakeholders, the Outreach Manager, Social Services Manager, and City Innovation & Technology (I&T) support staff.

Site Resources

Referrals & Custom Notifications Lists

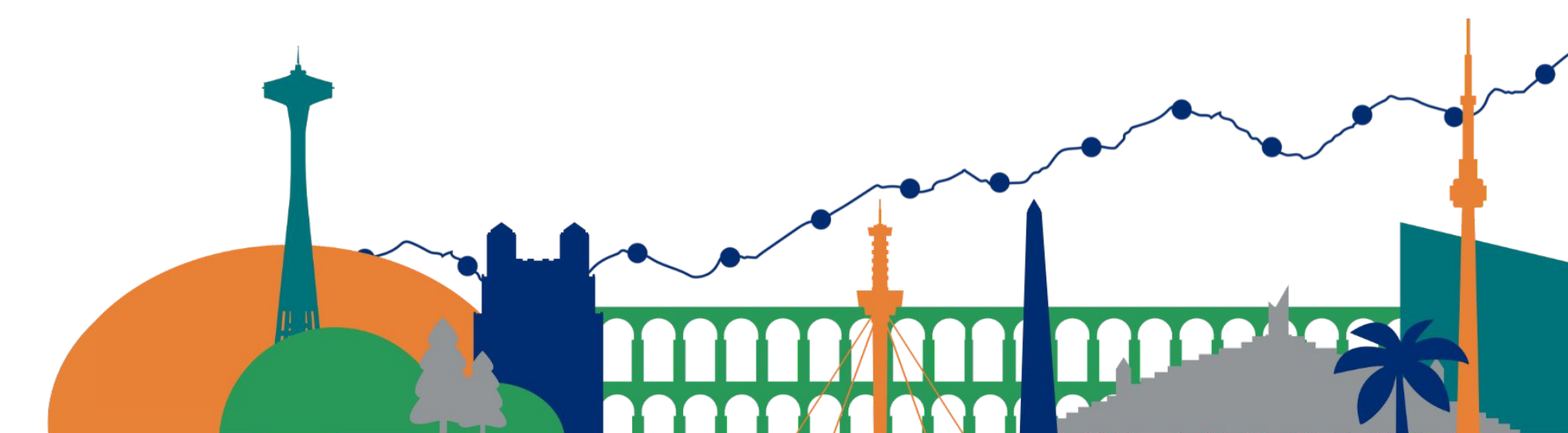
- LESS Referrals List**
List of all referrals originating from SBPD LESS meetings.
- Probation & Parole Referrals List**
List of referrals of GMI associated individuals on Probation/Parole.
- Custom Notifications List**
List of all Custom Notifications logged via the Custom Notifications Form.



Unlocking Program Insights

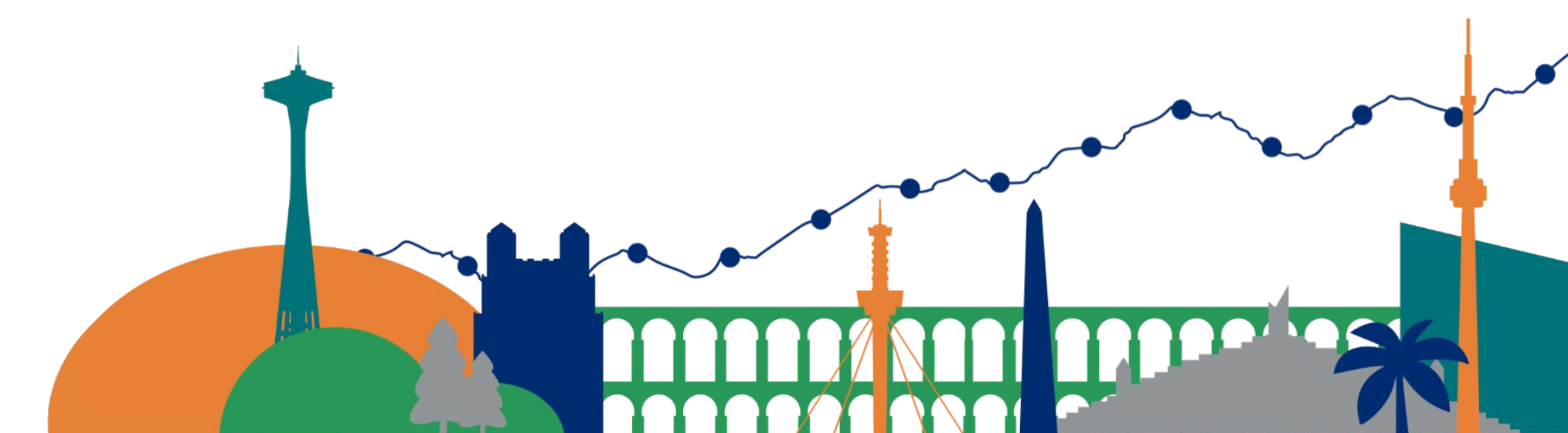
- **56** Criminally Assaulted Shooting (CAS) victims in 2025, continuing a downward trend since 2023.
- **32%** of GVI individuals with identifications had prior GVI identifications = GVI reaching recurring population
- **61%** of referrals were unreachable or disengaged after initial contact, reflecting barriers with the referred population, not a lack of effort by service providers. Sustained engagement by referrals remains low.
- **~4%** (14 individuals) were arrested* post-identification, mostly for weapons violations

**Specifically, arrests for incidents that involve guns*



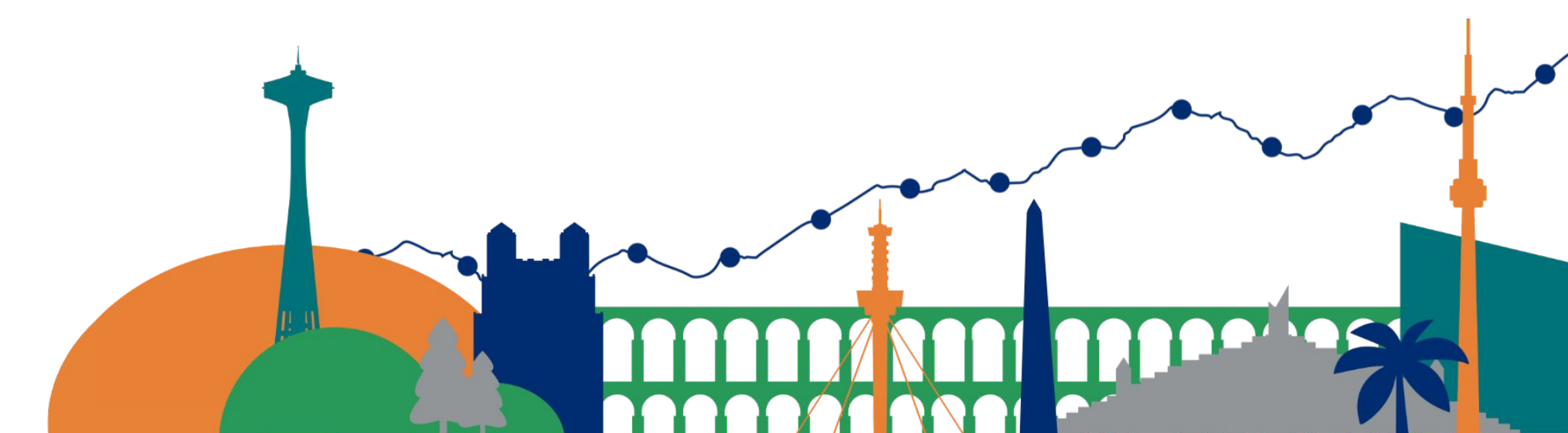
Uncovering Obstacles

- **No unique person ID across datasets** → derived match-key methodology → prior referral and gun violence reappearance counts should be interpreted as approximate and useful for identifying general patterns
- **No control group:** Randomized designs are generally difficult for violence-intervention work. Some cities compare intervention neighborhoods to similar non-intervention areas, but this is not feasible in South Bend because the strategy is deployed citywide.
- **Geographic limits:** Available data is limited to South Bend and does not include incidents from other jurisdictions.

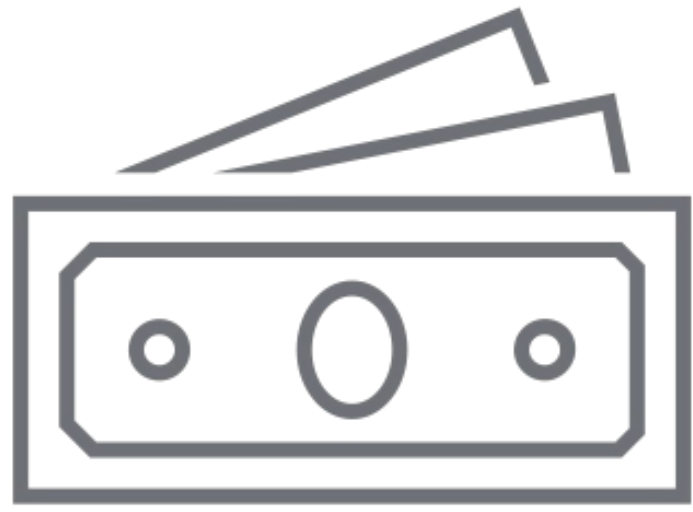


What's Next

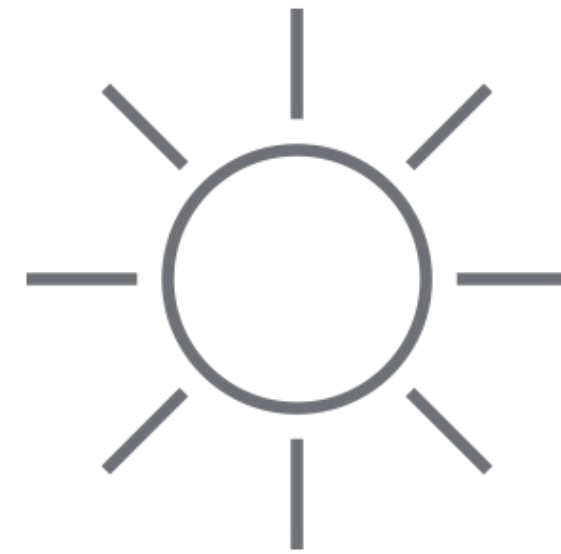
- Explore impact study using a synthetic control group, possibly with academic research partner.
- Areas for Improvement
 - Data: Increase ongoing tracking (regular data check-ins, contact attempts) and consider external research partnerships for deeper evaluation.
 - Process: Standardize workflows with clear SOPs, clarity expectations for engagement attempts, and smoother handoffs between Outreach and Social Services.
 - Program: Improve engagement by understanding non-participation and clearly defining the services and support



Evidence-Based Solutions for Residents



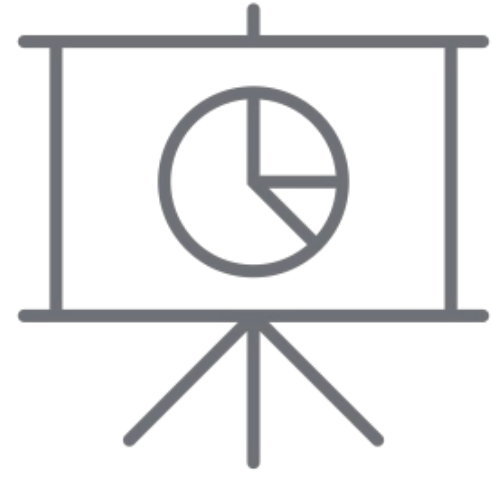
**Budgeting &
Fiscal Health**



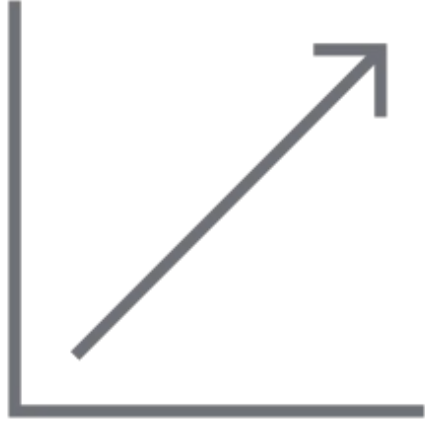
**Climate &
Environment**



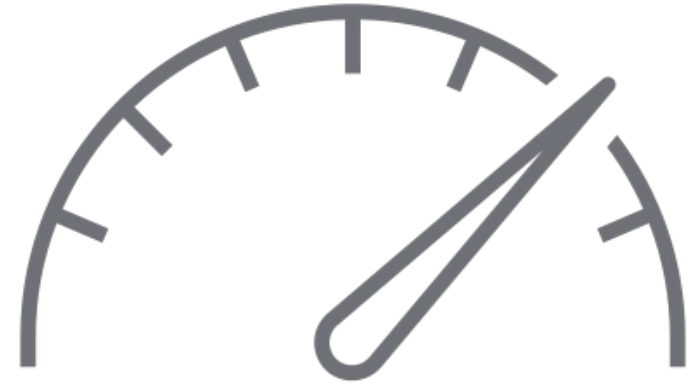
**Crisis
Response**



**Data Transparency &
Management**



**Economic
Growth**



**Government
Performance**



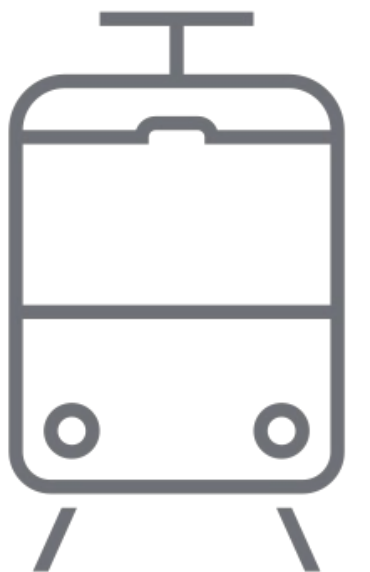
**Health &
Human Services**



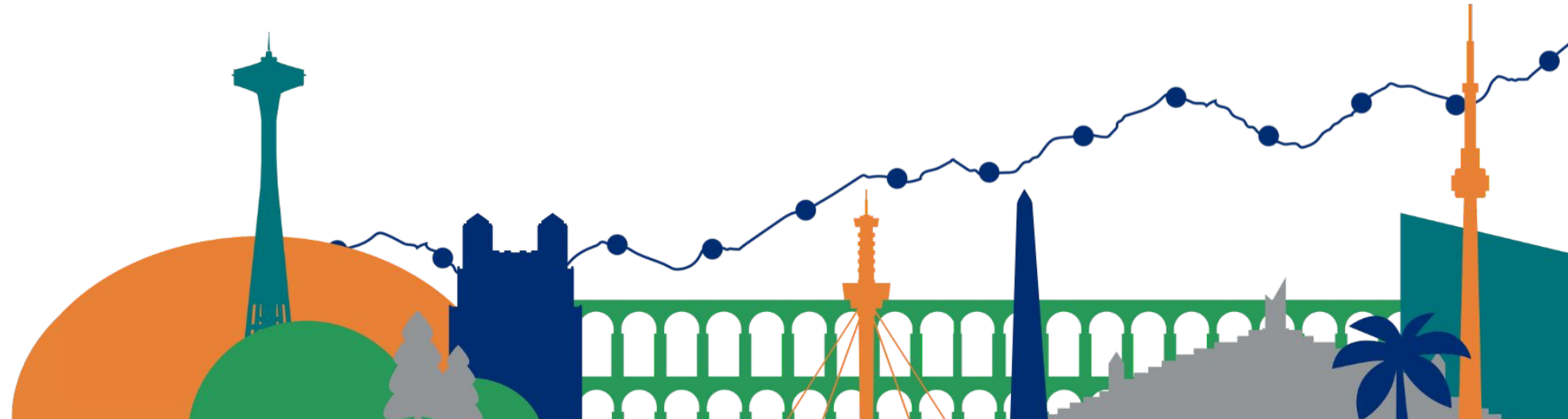
**Infrastructure &
City Services**



**Public
Safety**



Transportation



Thank you

Join South Bend and strengthen your city's data capacity through What Works Cities.

