

21st Century Policing Practices in South Bend



City of South Bend
Indiana

Today's Agenda

- Background on 21CP report
- Implementation
- Accomplishments
- Next Steps



Background



21st Century Policing Solutions (21CP)

21CP Solutions' mission is to help law enforcement agencies and communities effectively tackle the challenges of delivering safe, effective, and constitutional policing in the 21st Century.

Public Agencies & Companies Served

- AirBnb
- Aurora, CO
- Baltimore, MD
- Bridgeport, CT
- Cincinnati, OH
- Cleveland, OH
- Grand Rapids, MI
- Harvard University
- Oklahoma City, OK
- Sacramento, CA
- State of Minnesota
- State of Vermont
- Raleigh, NC
- Tacoma, WA
- Yale University



21CP: South Bend Report

- **October 2019:** The City commissions 21CP report to assess the South Bend Police Department across six focus areas
- Focused on development of forward-looking recommendations that would enhance SBPD's operations, procedures, and approaches.

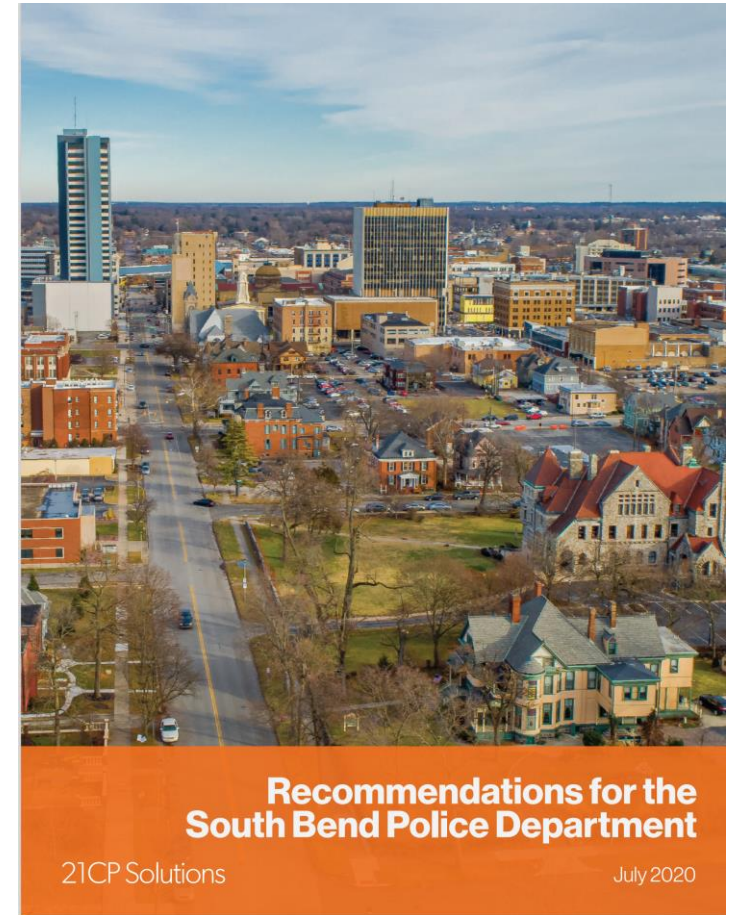
Report Focus Areas:

1. Use of Force & De-Escalation
2. Body-Worn Cameras
3. Bias-Free Policing
4. Accountability
5. Community Engagement & Participation
6. Officer Well-being, Recruitment, Retention, and Developing the Narrative



21CP: South Bend Report

- **November 2019 – February 2020:** 21CP conducts assessment
- **July 2020:** Recommendations report completed and presented to the City
- Included 54 recommendations across the six focus areas



Implementation



Working Groups for Implementation



Policy



Training



Accountability



Data &
Reporting



Community



Officers



Progress Report

54

Recommendations

46

Fulfilled

8

In Progress

85%

15%



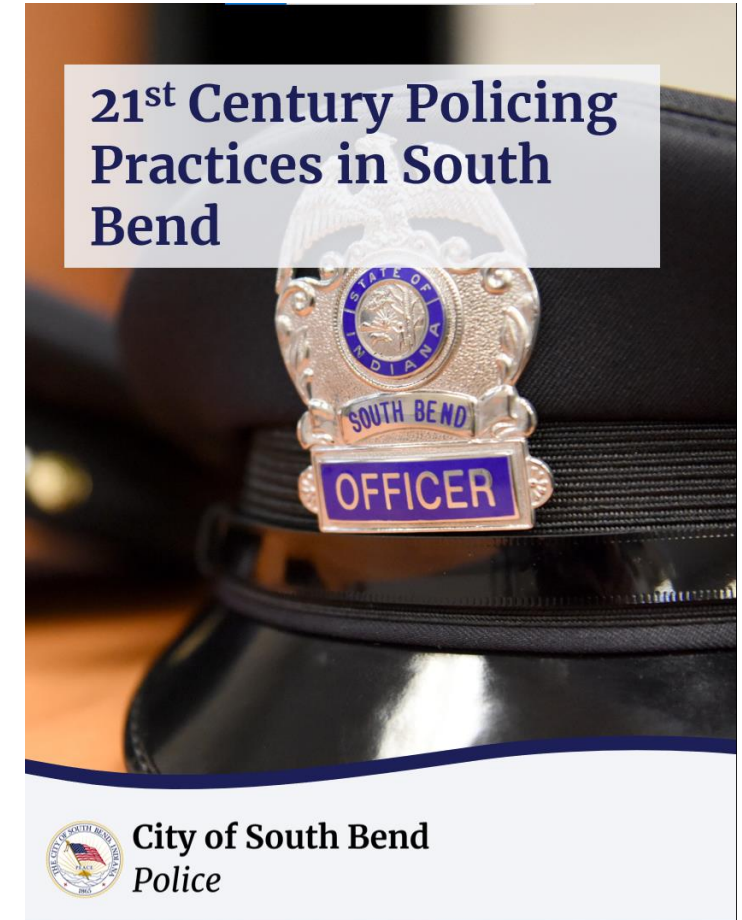
Community Engagement

- Community engagement has been a key part of acting on various recommendations
 - Since August 2019, 14+ public Community Action Group (CAG) meetings have been held on various law enforcement issues



21CP Companion Document

- Detailed information about actions taken since the 21CP report to fulfill recommendations
- Organized by focus area
- Physical copies available & posted publicly on the City website
 - southbendin.gov/21CPCompanionDoc



Highlights: Key Actions & Accomplishments

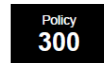


Use of Force (UOF) Policy Updates

June 2021: New UOF policy approved by Board of Public Safety

Key Updates:

- Clear definitions of objective reasonableness, necessity, and proportionality
- Clear prohibition of chokeholds or strangleholds
- Clarified that deadly force only used as a last resort
- Emphasis on officer duty to intervene & report violations
- Emphasis on de-escalation



South Bend Police Department
Policy Manual

Use of Force

300.1 PURPOSE AND SCOPE

This policy provides guidelines on the necessary and reasonable use of force. Every member of this department is expected to use these guidelines to make such decisions in a professional, impartial, necessary, reasonable, and ethical manner, as trained.

All officers of the South Bend Police Department ("SBPD") shall recognize and respect the value of all human life and dignity without prejudice. SBPD acknowledges the responsibility behind vesting officers with the authority to use reasonable and necessary force and to protect the public welfare, which requires monitoring, evaluation, and a careful balancing of all interests.

300.1.1 DEFINITIONS

Definitions related to this policy include:

Deadly force – Force that creates a substantial risk of serious bodily injury. (I.C. § 35-31.5-2-85). This is the highest level of force and is authorized only as a last resort.

De-escalation – Actions to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources are available to resolve the situation through the voluntary compliance of subjects, when feasible, and to reduce or eliminate the necessity of force.

Feasible – Reasonably capable of being done or carried out under the circumstances to achieve the lawful objective successfully without increasing risk to the officer or another person.

Force – The application of physical techniques or tactics, chemical agents, or weapons by an officer to another person in performance of official duties, including the intentional aiming of a firearm at a person. Minimal force is excluded from this definition, such as when a person is searched, escorted, handcuffed, or restrained.

Imminent threat – An officer's objectively reasonable assessment of impending risk of death or serious bodily injury to the officer or another person from any action or outcome that may occur during an encounter. A person may pose an imminent or impending threat even if the person is not at that very moment pointing a weapon at the officer. For example, the person is reaching for a weapon, is running for cover with a weapon or to a place where the officer reasonably believes a weapon is available to gain a tactical advantage, or is attempting to cause serious bodily injury or death without a weapon and has an objectively reasonable ability of doing so. A person poses an imminent threat if the officer reasonably believes that the person has the present means, opportunity, and ability to complete the threat and that the threatened action is ready to take place, regardless of whether the threatened action has been initiated.

Minimal Force – Physical interaction meant to separate, guide, or control that is reasonably unlikely to cause pain or injury.



City of South Bend
Indiana

Use of Force (UOF) Review Process

- Aligns with policy
- Multiple layers of review

UOF occurs

Officer must complete UOF report

Review 1

Before end of shift, supervisor reviews footage & report that they align, and policy was adhered to

Review 2

Every UOF automatically sent to Internal Affairs by the report-writing system

Review 3

Every UOF is forwarded to the UOF review board, which reviews the report and footage

Review 4

- If the review board finds that there was a violation (or even if it's questionable) it prompts a more serious investigation and it's escalated to the Chiefs



Crisis Intervention Partnerships

Emphasis on responding appropriately to individuals experiencing mental health crises and having various response options.

- 18 Crisis Intervention Team (CIT) officers at SBPD
 - Requires 40 hours initial training + Ongoing training
- Working agreement with Oaklawn Mobile crisis response team (formed 2022)
- Funding agreement with Oaklawn to establish a 24/7 Behavioral Health Crisis Center



Strategic Recruitment, Hiring, Retention Plan

- Expanded job marketing
- Pay adjustments and added incentives
- Increased efficiency in hiring process
- Prospect Days
- Recruitment a year-round effort
- Has paid off: SBPD significantly increased staffing levels
 - November 2023: 245 sworn officers



Discipline Matrix

- **July 2020:** Adopted by Board of Public Safety
- Creates consistency & predictability
- **Matrix Outlines:**
 - Violation Levels I – VI (each level indicates increased severity)
 - Clear examples of what falls into a level
 - Discipline guidelines for each violation level

Levels	Description	Examples of Violations	Presumptive Discipline		
I	Single minor policy violation Minimal negative impact on Department image or operations, relationships with other officers, or the community	<ul style="list-style-type: none"> • Seatbelt violation • Non-criminal traffic infractions • Low-speed at-fault traffic collision without injury • Rude comments, gestures, or lack of courtesy • Tardiness • Clothing or uniform violations • Loss or damage of City or public property with little or no value • Loss of Badge • Failure to advise of address or telephone change 	<i>Consider prior 3 years for Level I</i>		
			1st violation: Oral Reprimand	2nd violation: Written Reprimand	3rd violation: 2-day unpaid suspension
II	Repeated minor policy infraction More than minimal negative impact on Department image or operations, relationships with other officers, or the community	<ul style="list-style-type: none"> • Repeated violations from Level I • Property damage/loss of department property • Preventable at-fault collision with minor injury • Failure to have secondary employment approved • Late submission of report • Using Dept. equipment during secondary employment without prior authorization • Failure to follow proper procedures in recovery or collection of evidence • Failure to respond to radio • Failure to properly maintain issued equipment or gear • Failure to follow procedures for preliminary or follow-up investigations • Absent without leave or permission • Failure to appear in court or lack of preparedness for court • Unauthorized ride-a-long • Sleeping on duty • Improper pursuit without injury or damage • Failure to follow chain of command or obtain supervisor's approval 	<i>Consider prior 5 years for Level II</i>		
			1st violation: Written Reprimand	2nd violation: 3-day unpaid suspension	3rd violation: 5-day unpaid suspension

Levels 1 & 2 of the updated Discipline Matrix



Community Resource Officers

- **September 2023:** SBPD added 2 new Community Resource Officers (CROs)
 - CROs serve on the front lines of community-police relations
- Increased staffing levels supported this effort
 - Also creates more opportunity for foot & bike patrols and unassigned time for officers to engage w/ community



South Bend Police Department

14 September at 09:15 · 🌐

SBPD ADDS TWO COMMUNITY RESOURCE OFFICERS

Connecting with the people we serve – it's one of our biggest goals as a police department. And now, we have a chance to grow those relationships in a much more impactful way.

We are excited to announce the addition of **TWO** new Community Resource Officers. Officers Joseph Cole and Brian Meador have transferred from the Patrol Division to join our Strategic Intel Office alongside Officer Jarveair Bourn, who has served as a Community R... See more



City of South Bend
Indiana

Training

De-escalation training:

- **May 2021:** Polis Solutions provided instructor training in de-escalation
- SBPD purchased a Virtra Simulator to provide officers with an immersive training solution that prepares them with skills needed to address the unexpected

Use of Force (UOF) training:

- Increased number of UOF trainings offered per year
- Emphasized in additional trainings including defensive tactics (6/year) and firearms training (5/year)



Training

Implicit Bias training:

- **August 2021:** Full department training
- Now a required training for all new officers

Customer Service training:

- Chiefs & Captains 8 hours
- Lieutenants & Sergeants 4 hours



Highlights: Upcoming Progress



Community Review Board

Work to date:

- **October 2020:** Ordinance 10721-20 establishes Community Police Review Office & Review Board.
 - Its purpose is to be an avenue for increased community participation in police oversight.
- **August 2021:** Ordinance 10804-21
 - Jurisdiction over the Community Review Office moved to Mayor's Office
- **2022:** Council led hiring process
- **April 2023:** Pastor Charles King III selected as Director of the Community Police Review Board.

What remains:

- The Common Council is working to seat the board of 9 community members.



Community Policing Feedback

South Bend residents,
share your ideas on community
policing in South Bend!

Take the survey

Leave a voicemail



City of South Bend
Indiana

Work to date:

- **October 2022 – April 2023:** Planning
 - Inventoried existing SBPD community engagement activities
 - Created plan for community feedback
- **May – July 2023:** Engagement
 - Resident & Officer engagement on how they'd like to see SBPD strengthen and build relationships
- **July 2023 - August 2023:** Internal analysis & review of feedback

What remains:

- Full report to be shared with public

Questions?

