# 21st Century Policing Practices in South Bend

**City of South Bend**
*Police*

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# Letter from the Mayor

Dear Neighbor,

In 2019, the City of South Bend engaged 21CP Solutions to evaluate our Police Department with the goal of enhancing and ensuring safe, effective, and just policing practices in South Bend.

In July 2020, 21CP presented the City with an implementation guide and 54 recommendations. Over the past three years, the City team has been hard at work to implement these recommendations to fit the needs of our residents.

The 54 recommendations from 21CP fell into six categories: use of force and de-escalation; body-worn cameras; bias-free policing; accountability; community engagement and participation; and officer well-being, recruitment, retention, and developing the narrative

Throughout these three years, we have held more than 15 Community Action Group (CAG) meetings, engaging hundreds of residents on topics like the Use of Force policy, the public safety discipline matrix, and community policing practices.

Additionally, we surveyed our residents and our officers on the topic of Community Policing. More than 300 residents and more than 140 officers responded.

We hope that throughout this report, residents will see their own feedback reflected in the changes we have made.

While we have made significant progress over the past three years, we recognize that there is still work to be done.

We are committed to creating a safe City where all residents can thrive, and we will continue to build off the progress we have made with resident and expert feedback at the forefront of any changes that we make.

Sincerely,

James Mueller
Mayor, City of South Bend

# Executive summary

## Introduction

In October 2019, the City of South Bend commissioned 21st Century Policing Solutions (21CP) to assess the South Bend Police Department (SBPD) in six key topic 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**

A key focus of this request was the development of forward-looking recommendations that would enhance SBPD's operations, procedures, and approaches.

From November 2019 – February 2020, 21CP consulted with city stakeholders, reviewed Use of Force (UOF) and misconduct records and evaluated policy materials and performance data.

This culminated in a [final report](#), released July 2020, outlining 54 recommendations across the six topic areas.

## Implementation

Recommendations were broken out into unique tasks, each of which had an implementation plan, listing interim steps and timeline for completion. In some case cases a particular task encompassed multiple recommendations.

To complete the tasks, 6 working groups with specific focuses were formed. These focus areas included policy, training, accountability, community, data & reporting, and officers. In some cases, the working group focus directly aligned with one of the 6 topic areas from the 21CP report (ex: Accountability). However, in other cases the working group was based more on the type of work that needed to be completed, for example policy updates, and therefore tasks that fell under that working group's purview spanned across multiple recommendation areas.

Even before the final report was presented in July 2020, SBPD had begun work on implementing changes. Namely, holding public feedback meetings to solicit resident feedback on a range of law enforcement issues and policy updates.

**6**

**Key Topic Areas**

**54**

**Recommendations**

**85%**

**Goals Addressed**

# Section 0: Navigating the Document

## Document Abbreviations

**21CP – 21st Century Policing**

**BPS – Board of Public Safety**

**CAG – Community Action Group**

**CEW/CED– Conducted Electrical Weapon; Conducted Energy Device**

**CIT – Crisis Intervention Training/Team**

**CRO – Community Resource Officer**

**FOP – Fraternal Order of Police**

**GVI – Group Violence Intervention**

**IA – Internal Affairs (also referred to as the Office of Professional Standards – OPS)**

**ICMA – International City/County Management Association**

**LESS – Law Enforcement Strategy Session**

**SBPD – South Bend Police Department**

**SB Stat – Refers to the City's quarterly performance management meetings**

**The City – Refers to the City of South Bend**

**The Department – Refers to the South Bend Police Department**

**UOF – Use of Force**

# Section 0: How to Read the Document

## Section Numbering & Naming

Sections are numbered and named to match numbering and naming conventions of the key topic areas in the original 21CP Report.

## City Actions Table

In each section you'll find a table that provides details on actions that the City has taken to fulfill each of the individual recommendations from 21CP. Below is an example that overviews the information you'll find in each part of the table.

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Here you'll find a condensed version of the 21CP recommendation.<br><br>*In Italics you'll find a reference to the specific Recommendation section and number as it appears in the original 21CP report.*<br>*Ex: UOF & De-Escalation: 1.1* | Here you'll find details about the specific actions that the City has taken to make progress on the 21CP recommendation. |

On the left side of each recommendation there is a Status Bar. The Status Bar is color coded to represent the status of progress/action on a particular recommendation. Below is a key for the color coding.

## Status Color Codes

| Color Code | |
|---|---|
| | Recommendation fulfilled* |
| | Recommendation implementation in progress & on track |

*Please note that SBPD often continues to do ongoing work in these areas and didn't just check the box and discontinue the work.

# Section 1:
# Use of Force & De–Escalation

# Section 1: Use of Force & De-Escalation

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Revise Use of Force (UOF) policy to emphasize:<br>• Reasonableness<br>• Necessity<br>• Proportionality<br><br>*UOF & De-escalation: 1.1* | The UOF policy, Policy 300, was revised over the course of the first half of 2021. The policy underwent 4 iterations that incorporated community feedback from the December 2020 CAG meeting and BPS feedback. The updated policy was approved by BPS on 6/16/21. All policy drafts and the final version are available on the BPS website under the Use of Force Policy paragraph header.<br><br>Key Updates/Policy Notes:<br>• Clear definitions of objective reasonableness, necessity, and proportionality<br>• Clear prohibition of chokeholds or strangleholds<br>• Clarified that deadly force only used as a last resort |
| Revise Use of Force (UOF) policy to emphasize:<br>• Officer duty to intervene<br>• Officer duty to report<br><br>*UOF & De-escalation: 1.2* | The UOF policy, Policy 300, wording was modified from "should" to "shall" in terms of:<br>• Officer **duty to intervene** if they observe another officer using force that is beyond what is objectively reasonable and necessary in the situation or is in violation of SBPD policy.<br>• Officer **duty to report** to a supervisor if they observe or have direct/indirect knowledge of another officer using force that exceeds the degree of force permitted by law, training, or ethics.<br>    • Failure to report is a policy violation and will result in disciplinary action.<br><br>Shall means will from a legal standpoint and clearly outlines officer requirement to intervene and report. |
| Revise Use of Force (UOF) policy to explicitly:<br>• Address de-escalation<br><br>*UOF & De-escalation: 1.3* | The UOF policy was revised to prominently address de-escalation (300.3.1). De-escalation is defined as 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.<br><br>Key Updates/Policy Notes:<br>• Officers required to de-escalate situations and use de-escalation tactics when safe and feasible<br>• Examples of de-escalation techniques provided |

# Section 1: Use of Force & De-Escalation

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Address what could appear as an overreliance on Tasers (CEWs) & provide practical training about if Taser is best tactical choice<br><br>*UOF & De-escalation: 1.4* | Training involving CEWs incorporates the principles of proportionality and scenario-based instruction.<br><br>The CED policy, Policy 303, notes that:<br>• There should be a verbal warning before using the CEW<br>• Officers shouldn't use multiple CEWs on an individual<br>• CEW use should be avoided against certain individuals (pregnant, elderly, children, handcuffed, etc.)<br><br>For added context, 2017-2022 SBPD averaged 26 CEW uses per year compared to 2,047 arrests per year over the same timeframe.<br><br>CEW use is considered a UOF and is subject to all UOF reporting and review. |
| Explore opportunities for clarifying and streamlining UOF post-incident reporting<br><br>*UOF & De-escalation: 1.5* | The UOF form was revised in alignment with the revised UOF policy. The form was added to the report writing system (ADSi) in June 2021, making it more accessible and streamlined. The Vehicle Pursuit form underwent a similar process.<br><br>Additionally, a City analyst worked with SBPD to map some of the most high priority and complex post-incident processes (Evidence processing, DUIs, and Aggravated Assaults) to identify where there were unnecessary inefficiencies that could be removed from the reporting process while still ensuring that all needed information was captured. Details about this mapping process can be found in the SB Stat Q2 2021 and Q3 2021 slides. |
| Ensure that the UOF review process aligns with the policy, rather than just law<br><br>*UOF & De-escalation: 1.6* | SBPD UOF Review Process (also applies to Vehicle Pursuits)<br>• When a UOF occurs, an officer must complete a UOF report<br>• **In all cases,** the report and associated body camera footage are reviewed by a supervisor before the end of the shift to ensure:<br>  • That the report and footage align<br>  • That policy and law was adhered to<br>• Every UOF is automatically sent to Internal Affairs through the report-writing system (ADSi)<br>• Every UOF is forwarded to the UOF review board, which reviews the report and footage to ensure compliance with policy and law<br>• If the review board finds that there was a violation (or even if it's questionable) it turns into an advisory, which is a more serious investigation, and it is escalated to the Chiefs |

# Section 1: Use of Force & De-Escalation

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Expand and institutionalize after-action report process to improve training<br><br>*UOF & De-escalation: 1.7* | 21CP noted that in focus groups with officers they heard positive feedback about the after-action report process.<br><br>As of March 2021, SBPD formalized shift level post-incident debriefings. These apply to vehicle pursuits and UOF. Debriefings were not happening at full shift level before. Internal supervisor email group and shift briefs are also used as key forms of internal communication. |
| Relaunch the Crisis Intervention Training (CIT) program to ensure appropriate response to individuals experiencing behavioral health challenges<br><br>*UOF & De-escalation: 1.8* | Portions of the existing crisis intervention Existing Crisis Intervention policy was reviewed and portions of it added to the UOF policy.<br><br>As of September 2023, there are 18 CIT certified officers at SBPD. Obtaining CIT certification requires completion of an initial 40-hour training and ongoing training. Linked is an example of training topics from CIT Indiana.<br><br>Another key component of CIT is having mental health professionals who can be involved in crisis situations. The City is forming partnerships to push this forward.<br><br>In 2022, the City established a working agreement with Oaklawn mental health center for its mobile crisis response team to be dispatched to certain calls that are more appropriate for mental health professionals to respond to.<br><br>Additionally, in January 2023 the City announced a funding agreement with Oaklawn to establish a 24/7 Behavioral Health Crisis Center which will be located at Memorial Epworth.<br><br>More details about the Behavioral Health Crisis Center can be found here: Crisis Center \| Oaklawn. |

# Section 1: Use of Force & De-Escalation

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Provide ongoing practical, scenario-based training<br><br>*UOF & De-escalation: 1.9 – 1.10* | By February 2022, SBPD had:<br>• Purchased a Virtual Simulator (VirTra) for training purposes. The simulator provides immersive scenarios that mimic real-life incidents an officer may encounter on the job.<br>• Trained officers to be trainers for the simulator (July 2021).<br>• Incorporated decision-based exercises into firearm proficiency trainings.<br><br>Use of the training simulator is ongoing. Thus far, it's been used for 3 department-wide training courses and is used regularly for shift-level training and remedial training. |
| Community participation in identifying training priorities<br><br>*UOF & De-escalation: 1.11* | Feedback from the community on training priorities has come through a few different avenues:<br>• A Community Training Priorities survey which was shared with residents in Summer 2021 and asked about what police training priorities were most important to them.<br>• Community Action Group meetings, which have been held on a variety of law enforcement topics (more details under Recommendation 4.7)<br>• The Community Policing Plan Survey (Recommendation 5.1-5.2) |
| Supervisor training on investigation and review of UOF<br><br>*UOF & De-escalation: 1.12* | When an officer is promoted to a supervisory position, they go through a 3–5-day training that is conducted by Internal Affairs.<br><br>Some of the key topics that are covered in that training relevant to this recommendation are:<br>Ensuring that supervisors have full knowledge of department policies and procedures. This includes the Department's UOF policy and procedures for reporting and review.<br>• Ensuring that supervisors understand their responsibilities regarding review of UOF body cam footage and the UOF report. This must be completed by the end the shift.<br>    o See Recommendation 1.6 for an outline of the full UOF review process. **Every UOF is reviewed beyond just the supervisor level.**<br>• Ensuring supervisors understand their responsibilities for more general audits of body-worn cameras, which are done monthly. 5-10 officer cameras are randomly audited to ensure that the camera is functioning properly, and that policy is being followed.<br>    o Recommendation 2.1 contains further information about body-worn cameras |

# Section 2: Body-Worn Cameras

# Section 2: Body-Worn Cameras

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Revise the Body Worn Camera policy and practices to ensure that:<br>• Activation requirements are clear<br>• Ensure that technical challenges are addressed<br><br>*Body-Worn Cameras: 2.1 – 2.2* | The Mobile and Portable Audio/Video Recorders policy (which applies to body worn devices), Policy 424, was revised in late 2019. The community contributed to policy development through CAG meetings hosted in October 2019. The updated policy was approved by BPS on 12/18/19.<br><br>Key Updates/Policy Notes:<br>• All uniformed officers are required to wear a body camera<br>• Department practice is that cameras are automatically activated:<br>   • By speed<br>   • By light bar activation<br>   • By the door opening<br>   • By proximity (determined through geofencing) to the call officer is dispatched to<br>      o The purpose of these activation adjustments is to ensure that camera activation/recording is an automatic process vs. manual or left up to officer discretion.<br><br>Policy Compliance:<br>Each month, 5-10 officer cameras are randomly audited to ensure that the camera is functioning properly, and that policy is being followed. |

# Section 3: Bias-Free Policing

# Section 3: Bias-Free Policing

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Strengthen Bias-Free Policing policy to:<br>• Expand the guiding principle<br>• Emphasize officer duty to report<br><br>*Bias-Free Policing: 3.1* | An update to the Bias-Free Policing policy, Policy 401, was approved by BPS on 1/19/22.<br><br>Key Updates/Policy Notes:<br>An expanded guiding principle that highlights SBPD's commitment to law enforcement that is equitable, fair, objective and non-discriminatory.<br>• A requirement that officers both intervene to prevent any bias-based actions by another member AND report any suspected or known instances of bias to a supervisor. |
| Require documentation of Terry stops, traffic stops, and field interviews (non-voluntary law enforcement interactions)<br><br>*Bias-Free Policing: 3.2* | Information about stops and searches are logged in SBPD's record management system. Given the recent increased staffing and the expanded ability to handle more traffic stops, the Department is looking at ways to collect and analyze this non-voluntary category of data better than our current system allows. |

# Section 4: Accountability

# Section 4: Accountability

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Ensure that all officer misconduct is investigated<br><br>*Accountability: 4.1* | As is outlined in Policy 1007, Personnel Complaints, all instances of officer misconduct—whether flagged by a community complaint or administrative advisory (allegations from a fellow officer or supervisor) are accepted and addressed by SBPD.<br><br>Recommendations 4.1.1-4.1.3 provide further details on the sub-points included in this recommendation and work that has been completed to fulfill it. |
| Internal Affairs (IA) should serve as the hub for investigation of officer misconduct<br><br>*Accountability: 4.1.1* | This recommendation is consistent with existing SBPD policy (Policy 1007). All community complaints and administrative advisories (allegations from a fellow officer or supervisor) are filed with and undergo an inquiry phase with Internal Affairs. If the complaint or advisory is found to have merit after the inquiry, it undergoes an investigation by IA. |
| Write standardized documentation on processes and procedures for IA to ensure investigations conducted in full, fair, timely manner<br><br>*Accountability: 4.1.2* | By August 2021 SPBD:<br>• Formed an internal PD working group developed and led by the Internal Affairs Captain.<br>• Developed an Internal Affairs Manual that standardizes various processes and procedures for commanders and designated supervisors. Use of this manual is ongoing and ensures that investigations are conducted in a consistent manner. It also ensures that institutional knowledge of processes is not lost if there is turnover within Internal Affairs. |
| Ensure that IA personnel undergoes regular training<br><br>*Accountability: 4.1.3* | This recommendation is consistent with existing SBPD practice. One example is that IA regularly attends the National Internal Affairs Investigators Association annual conference. |

# Section 4: Accountability

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Ensure that IA investigations are well-documented in terms of review, adjudication, and justification<br><br>*Accountability: 4.2* | SBPD's Personnel Complaints policy, Policy 1007.6.3, outlines an Administrative Investigations format to ensure that investigations are thorough and complete. The format is as follows:<br><br>• Introduction: Include the identity of the members, the identity of the assigned investigators, the initial date and source of the complaint.<br>• Synopsis: Summary of the facts that prompted the investigation.<br>• Summary: List of each of the allegations, including the applicable policy sections and a summary of the evidence relevant to each allegation. A separate recommended finding should be provided for each allegation.<br>• Evidence: Each allegation should include details of the evidence that applies to it, including comprehensive summaries of member and witness statements. Other evidence related to each allegation should also be detailed in this section.<br>• Conclusion: A recommendation regarding further action or disposition should be provided.<br>• Exhibits: A separate list of exhibits (e.g., recordings, photos, documents) should be attached to the report. |
| Ensure reasonable officer standard is the basis of officer performance review<br><br>*Accountability: 4.3* | See Recommendation 4.1; Creation of the Internal Affairs manual establishes standardization across review(s). |
| Adopt a Police Discipline Matrix to:<br>• Create fairness and predictability in discipline actions<br><br>*Accountability: 4.4* | The Police Discipline Matrix was developed and modified from October 2019 – July 2020 with input from community members, SBPD, FOP, and BPS. BPS adopted the new Discipline Matrix on 7/9/20. The aim of the Discipline Matrix is to create consistency and predictability in discipline actions.<br><br>What the Matrix provides:<br>• Violation Levels I – VI; Each level indicates increased severity<br>• A description of the Violation Level<br>• Clear examples of violations that would fall into each Level<br>• Guidelines for discipline for each Violation Level<br>    • Including guidelines for if it is a 1st, 2nd, or 3rd violation |

# Section 4: Accountability

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Create a user-friendly complaints process<br><br>*Accountability: 4.5* | Beginning August 2020, anonymous, hassle-free reporting made available online on the SBPD website. Additionally, complaint forms are publicly available in library branches and fire stations.<br><br>Formation of the Civilian Review Board, which is currently in progress, will create an additional avenue for complaints to be addressed. Further information about the board can be found under Recommendation 4.11. |
| Establish protocols and timelines for information release following critical incidents<br><br>*Accountability: 4.6* | As of February 2021 SBPD:<br>• Formed internal working group led by Media Liaison and added Prosecutors Office to media meetings.<br>• Adopted critical/high profile incident info release format.<br>• Expedited release process so info can go out prior to prosecutor's office releasing charges; flagged as "charges pending." |
| Establish meaningful opportunities for policy feedback from the community<br><br>*Accountability: 4.7* | Beginning in 2019, the City began using the Community Action Group (CAG) format to engage residents and gather feedback on a variety of law enforcement issues. CAG meetings are:<br>• Open to the public<br>• Focus on a particular topic/policy<br>• Formatted so residents engage in moderated table discussion and each table then reports out to the group their key ideas<br>• Attended by relevant city staff members<br><br>Since August 2019, SBPD has held 14+ CAG meetings to seek resident input on law enforcement issues.<br><br>Establishing meaningful and accessible feedback avenues is an area that SBPD, and the City at large, must continually assess and adapt to residents where they are. |

# Section 4: Accountability

| 21CP Recommendation | City Actions Since Report |
|---|---|
| **Create more consistency in Open Data Portal & Transparency Hub updates**<br><br>*Accountability: 4.8* | As of January 2021, the Police Transparency Hub underwent a full update ([details linked](#)). Additionally, clearer internal schedules have been set for weekly and monthly updates of dashboards and datasets. |
| **Make all SBPD policies publicly available on the website**<br><br>*Accountability: 4.9* | At the time of review, 21CP noted that only some SBPD policies were publicly available on the website. Since then, the [full SBPD manual](#) has been posted to the City of South Bend's website and is current through 2023. |
| **Make Board of Public Safety (BPS) meeting records more accessible to the public**<br><br>*Accountability: 4.10* | BPS meeting agendas, minutes, recordings, and a link to join the monthly meetings are available on the [City's BPS webpage](#). However, as 21CP notes, because of the static PDF nature of meeting agendas and minutes these can be difficult to navigate or locate information of interest within.<br><br>Making meeting notes and materials is a general opportunity for growth across various City boards and commissions. The City is currently exploring software solutions/web solutions that could help fill the gap with the goal of implementing a new solution in 2024. |

# Section 4: Accountability

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Establish a civilian oversight body<br><br>*Accountability: 4.11* | In October 2020, Common Council passed Ordinance 10721-20 which established the Community Police Review Office & Review Board. The purpose of the board is to involve residents in independent investigations of alleged police misconduct, identify if there are patterns of misconduct, and make policy recommendations to enhance SBPD practices and reduce such incidents.<br><br>In August 2021, Common Council passed Ordinance 10804-21 which moved jurisdiction over the Community Review Office to the Mayor's Office.<br><br>In March of 2022, the City outlined an updated hiring process for the Community Review Board Director that was Council led and incorporated increased public input. This included soliciting initial feedback from the public on the desired qualifications and characteristics of a future director and holding a public forum with the final 5 candidates.<br><br>Following the public forum, the Council voted on a resolution recommending 3 candidates to the Mayor. In April 2023, Pastor Charles King III was selected as Director of the Community Police Review Board.<br><br>The Common Council is working to seat the board of 9 community members, who will represent the public and review cases, as quickly as possible. |

# Section 5: Community Engagement & Participation

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Develop a community policing & problem-solving plan with involvement from residents and officers<br><br>*Community Engagement & Participation: 5.1 - 5.2* | At the time of the 21CP assessment, SBPD had an existing Relationship-Based Policing Strategic Plan which outlined the department's various community engagement initiatives. In late 2022 the City began strategizing (see SB Stat Q3&4 2022 slides) about collecting feedback for an updated community policing plan.<br><br>From October 2022 – April 2023, City staff conducted research on best practices and outlined a plan for engagement in South Bend (see SB Stat Q1 2023 slides). Much of the best practice research came from a similar initiative at the San Francisco Police Department (SFPD), which was backed by the U.S. Department of Justice. View SFPD's report here.<br><br>From May – July 2023, the City collected community feedback from South Bend residents about how they would like to see SBPD build and strengthen relationships with the community. Feedback was collected through an online survey, 311 voicemails, and a CAG meeting. The purpose of this engagement was to assess:<br><br>• How residents want SBPD to show up in their community<br>• Resident awareness of existing community engagement efforts<br>• What PD touchpoints are most impactful<br><br>In the same timeframe, SBPD distributed a survey to sworn officers to get their perspectives on how they would like to interact with the community and what barriers may exist to doing that effectively.<br><br>At a quarterly performance management meeting ("SB Stat") in July 2023 the feedback results and analysis were shared with SBPD, the Mayor's Office, and other key stakeholders.<br><br>Remaining Work:<br>The goal of the Community Policing feedback, and final remaining item for this recommendation, is to write an updated Community Policing plan which is on track by the end of 2023. |

# Section 5: Community Engagement

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Increase foot, bike, and non-motorized patrol<br><br>*Community Engagement & Participation: 5.3* | SBPD hit its highest number of non-motorized patrols (NMP) in 2019 (12,000+). Pandemic restrictions reduced 2020-21 numbers. SBPD is working to restore NMP to earlier levels and has added more opportunities for foot patrols that count as credit for missions.<br><br>For context, "missions" are a method of resource routing officers to areas where their presence would be a positive deterrent. These areas are identified by the ShotSpotter software based on trends in where Part 1 crimes are happening. These adjust across shifts and over time based on crime trends.<br><br>Additionally, SBPD was recently awarded a Justice Assistance Grant from the federal government to get 10 e-bikes.<br><br>Being back at full staffing will also support officer's ability to engage in NMP. Further details about increased staffing can be found below in Recommendation 5.4. |
| Allow for regular, unassigned time for patrol officers to engage with the community<br><br>*Community Engagement & Participation: 5.4* | Per the ICMA "Rule of 60," patrol officer time should be split 60% responding to service calls/40% available for addressing community problems and serious emergencies. Using this methodology, City analysts found that 2nd shift (afternoon) was overburdened and spending over 60% of their shift responding to calls (see SB Stat Q2 2020 slides). This provided insight into where more patrol resources should be dedicated.<br><br>Rebuilding to increased staffing levels (in the 240s) is also a key element to fulfilling this recommendation. As of November 2023, the Department was back up to 245 sworn officers, with 160 in patrol. |

# Section 5: Community Engagement

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Effectively coordinate responses across city agencies<br><br>*Community Engagement & Participation: 5.5* | The essence of this recommendation is that public safety issues span beyond just the police, for example nuisance properties. Some key examples of SBPD collaboration with other City departments include (but are not limited to):<br><br>• Working with Venues, Parks, and Arts on their Parks Outreach and Engagement Teams (POETs), who act as park ambassadors and the first line of intervention if there are any park incidents. An SBPD shift captain meets weekly with POETs representatives to discuss any incidents.<br>• Working with Code Enforcement to augment the actions that can be leveraged against nuisance and chronic nuisance properties, which pose quality of life problems. This includes attending a cross-departmental "problem properties" working group. SBPD also has a Community Resource Officer who responds to all property complaints that are filed with the department. |
| Build partnerships to provide more mental health services to individuals impacted by crime<br><br>*Community Engagement & Participation: 5.6* | Information about the work SBPD and the City are doing to address individuals who are experiencing a mental health crisis is provided under Recommendation 1.8. This recommendation focuses more on victim services.<br><br>Service providers that the City has partnerships with include:<br>• The Family Justice Center, which is a one-stop help center for victims of domestic/family violence, sexual assault, and stalking.<br>• The CASIE Center, which works with children who may have been victims of abuse or have witnessed domestic violence or major crimes.<br>• The St. Joseph County Prosecutor's Office Victim Services, which offers advocacy, information, and support to crime victims who are navigating the criminal justice system. |

# Section 5: Community Engagement

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Strengthen and continue upon the Group Violence Intervention (GVI) strategy<br><br>*Community Engagement & Participation: 5.7* | GVI is a national strategy that aims to reduce group-related violence and crime in communities. It's driven by the concept that most violence is driven by a small subset of the population. GVI involves collaboration between 3 key groups: law enforcement, community members, and social services & outreach.<br><br>21CP emphasized the importance of SBPD maintaining its GVI partnership and prioritizing communication of issues, ideas, and problems from the broader GVI group to command staff.<br><br>In South Bend, the GVI coalition holds monthly working group meetings and quarterly Core Group meetings, both of which are attended by the Lieutenant of the Strategic Focus Unit and the Operations Division Chief.<br><br>At SBPD, the Strategic Focus Unit, which focuses on crime prevention, analysis, and problem solving, is the central operations point for the GVI strategy. One of the ways that the department implements the strategy is through custom notifications. These are targeted visits to convey the GVI message to specific individuals who are at highest risk of committing or experiencing violence. SBPD's custom notifications are tracked in a dashboard on the City website. |
| Ensure that SBPD's community engagement is rooted in openness and collaboration<br><br>*Community Engagement & Participation: 5.8* | This recommendation emphasizes SBPD connecting with the community in a way that supports informed community policing.<br><br>In addition to other community policing initiatives, a key way that SBPD is putting this into action is through the creation of Community Resource Officer (CRO) positions. The role of a CRO is to serve on the front lines of community-police relations. This involves attending various neighborhood meetings, planning outreach events, and helping to address quality of life issues like nuisance properties.<br><br>As of September 2023, SBPD has 3 CROs and they can be reached at SBPDOutreach@southbendin.gov. |
| Implement community engagement and problem-solving training<br><br>*Community Engagement & Participation: 5.9* | Creating the updated community policing plan is still in progress, see Recommendations 5.1- 5.2 and 5.8. |

# Section 6: Officer Well-Being, Recruitment, Retention & Developing the Narrative

# Section 6: Officers

| 21CP Recommendation | City Actions Since Report |
|---|---|
| **Ensure that SBPD is attracting and retaining top talent**<br><br>*Officers: 6.1* | Recommendations 6.1.1-6.1.5 provide further details on the sub-points included in this recommendation and work that has been completed to fulfill it. |
| **Have a professional development program for SBPD officers to access educational opportunities and enhance their skills**<br><br>*Officers: 6.1.1* | SBPD has a Training Bureau housed within the Operations Division. The bureau coordinates, implements, and tracks training/learning opportunities both inside the department and through external partners.<br><br>As a snapshot, during August 2023 SBPD:<br>• Internally held a: tourniquet refresher training, defensive tactics training, evidence collection training, CPR/Stop the Bleed training, Crisis Intervention Team (CIT) training, and received a presentation from Imani Unidad.<br>• Sent officers to a: regional background investigations training, Indiana Association of Hostage Negotiators training, and a national CIT conference. |
| **Adjust compensation and benefits to attract and retain talent**<br><br>*Officers: 6.1.2* | In 2020, the City conducted a compensation study that helped benchmark SBPD against other Indiana cities and pinpoint where adjustments needed to be made. It was a resource for key increases made in the 2021-2022 collective bargaining agreement. That agreement has been updated again for 2023-2025.<br><br>Notable updates include:<br>• Lateral transfer bonus to attract experienced officers, which went up to $10,000 for 2023-2025<br>• Increased residency incentive; Up to $3,500 for 2023-2025 for officers that live in South Bend city limits<br>• Base wages for Patrolman First Class officers (majority of the department) increased by 17.4% from 2020 to 2023 ($60,341 to $70,822)<br>• An expanded car take-home program that applies to St. Joseph County as well as the adjoining counties |

# Section 6: Officers

| 21CP Recommendation | City Actions Since Report |
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| **Explore revising the moratorium on beards and tattoos**<br><br>*Officers: 6.1.4* | Starting 2020, SBPD piloted a 1-year relaxation of the policy prohibiting beards and tattoos. 21CP suggested that this pilot be translated into formal policy change, as these disqualifying characteristics could be seen as a barrier to otherwise qualified candidates.<br><br>Following the 1-year trial period, Policy 1019: Personal Care Standards was revised and approved by BPS on 7/21/21. There are still clear guidelines about length of mustaches and beards, as well as a prohibition on tattoos that are obscene or discriminatory. |
| **Implement a strategic plan for recruitment and hiring that:**<br>• Is more time-efficient<br>• Expands recruiting efforts to be year-round<br><br>*Officers: 6.1.3, 6.1.5* | In 2021, SBPD researched recruitment and hiring best practices and developed a new strategy in alignment.<br><br>Notable updates include:<br>• Creation of Prospect Days, which are 1-day hiring events where applicants can complete multiple steps in the hiring process<br>  • 6 of these held as of October 2023<br>  • Held at various points throughout the year<br>• Police Officer Recruit applications accepted on a rolling basis<br>• Increased marketing for SBPD jobs through social media posts, radio and TV ads, and the creation of a standalone SBPD jobs website |
| **Comprehensive 360-degree officer wellness program**<br><br>*Officers: 6.2, 6.2.1, 6.2.2, 6.2.3* | Between August 2020—September 2021 SBPD:<br>• Added a Restorative Room.<br>• Added free visits to New Avenues (a mental health provider).<br>• Enacted Peer Support Group internal and referral procedures.<br>  • The Peer Support Group is made up of fellow officers in the department who are trained to debrief critical incidents and offer support during stressful times, confidentially.<br>  • There are Peer Support officers on every shift and their contact information is posted in the department. |

| 21CP Recommendation | City Actions Since Report |
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| Conduct exit interviews and employee satisfaction surveys<br><br>*Officers: 6.2.4* | SBPD tested out doing formal, scheduled exit interviews both internally and through the HR department but there were challenges in getting departing officers to opt in. SBPD has since adjusted its approach to have a shift captain or division chief conduct a more informal conversation with departing officers about what could have been better, what they would like to have seen changed, etc. This is particularly important for officers who leave after 5 years or less.<br><br>Employee satisfaction surveys are typically done annually and handled by the FOP. Command staff will sit down with labor representatives to discuss any notable trends in the feedback. |
| Implement a non-disciplinary early intervention system<br><br>*Officers: 6.3* | The essence of this recommendation focuses on intervening early to prevent any officer performance concerns from developing into larger or more serious issues.<br><br>Two key ways that SBPD does this is through:<br>• Corrective action forms: These allow supervisors to intervene quickly (e.g.: within the same shift) if they become aware of a performance issue with an officer. For example, a supervisor becomes aware that an officer committed a traffic violation by speeding. They could address that with the officer, and it would be noted in a corrective action form. Even if the initial intervention is just a verbal warning that will be documented.<br><br>• IAPRO: IAPRO is a professional standards software with an early warning system that flags if an officer is exhibiting trends in behavior(s) that could become problematic. Every UOF, vehicle pursuit, community complaint, administrative advisory (allegations from a fellow officer or supervisor) and firearm use are logged in the system for every officer. This software is managed by IA and the command staff. They can search an officer by name and see how they're performing. The system also triggers an alert if an officer meets a certain threshold of activity. Specifically, if 3 of the same action (ex: 3 community complaints) occur within 6 months or if 5 total actions that are logged in the system occur within 6 months. |

# Section 6: Officers

| 21CP Recommendation | City Actions Since Report |
|---|---|
| Increase opportunities for line officers to interact with senior leadership<br><br>*Officers: 6.4* | As of April 2022 SBPD:<br>• Emphasized open invitation to weekly Law Enforcement Strategy Sessions (LESS) where officers can interact with command staff.<br>• Chief of Police attends FOP meetings as requested.<br>• PD awards ceremony redeveloped for department wide interaction. |
| Officer participation in policy process<br><br>*Officers: 6.5* | • Fraternal Order of Police (FOP) working groups and topic experts regularly weigh in on policy changes.<br>• When possible, officers are directly surveyed. A specific example of this in practice is the officer survey that was distributed (via an email from the Chief of Police) as part of the community policing feedback (see Recommendations 5.1-5.2). That survey focused on officer perspectives on how they would like to interact with the community and what barriers may exist to doing that effectively. |
| Increase communication about what SBPD is doing<br><br>*Officers: 6.6* | Efforts to better communicate what SBPD is doing include:<br><br>Monthly Crime Stat Meetings<br>The 2nd Wednesday of each month, the public is invited to SBPD to review crime stats for the previous month, broken down by city regions. These are opportunities for dialogue between SBPD and the community to discuss community concerns, efforts SBPD is engaged in, and where adjustments may be needed. These paused during the Covid pandemic and resumed in May 2022.<br><br>Quarterly Public Safety Updates<br>Public Safety Update press conferences began in January 2022. These updates focus on providing information about gun violence, death investigations, and SBPD strategic programs for the previous quarter. They are also an opportunity for SBPD to share departmental announcements and events with the local media. Every update is recorded and posted publicly on the City's YouTube page.<br><br>Social Media<br>SBPD has increasingly leaned into social media, particularly Facebook, to share various department updates. SBPD's social media use is something that was highlighted by residents in the 2023 Community Policing survey as something they find useful and would like to see continue. |

# Section 7: Other Actions Taken

| Recommendation | City Actions Since Report |
|---|---|
| Revise the Vehicle Pursuit policy and practices | While not directly noted in a 21CP recommendation, the Vehicle Pursuit policy, Policy 306, was another key policy that was revised based on community input. The updated Vehicle Pursuit policy was approved by BPS on 3/16/22.<br><br>Key Updates/Policy Notes:<br>• Emergency lights and siren must be activated<br>• Pursuits are limited to 3 police vehicles<br>• An available supervisor must assume role of Command Supervisor, monitoring the pursuit via communications<br>• Officers engaged in the pursuit must take surrounding conditions into account when initiating or continuing a pursuit. Including:<br>    • Road, weather, and environmental conditions<br>    • Population density and surrounding traffic<br>    • Experience of the officer<br>    • Seriousness of the offense<br>• Every vehicle pursuit is reviewed |