

James
Mueller
DEMOCRAT FOR MAYOR

REFORMING PUBLIC SAFETY

**JAMES MUELLER'S PLAN
TO MAKE US ALL SAFER**



“South Bend must be a place where everyone feels safe in their homes, neighborhoods, and walking down the street. Even one death or shooting is one too many. Crime and violence have no place in our city.

As Mayor, I will focus on building trust between the community and law enforcement and providing opportunities for our at-risk youth. Together, we can make South Bend a safer, stronger home for all of our residents.”

James Mueller
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REDUCING VIOLENCE

BACKGROUND

By the time a shooting or other violent act occurs, it's too late. To mitigate the pressures that crime and violence exerts on both the work of police and city at large, we must be proactive at the community level. To decrease crime over the long term, we need to connect more of our residents to better opportunities, particularly at-risk youth. As we expand opportunity, we must also continue direct interventions like Group Violence Intervention and implement national best practices and proven policing strategies. The Group Violence Intervention approach is a proven strategy that relies on a community coalition and close engagement among social services, faith leaders, law enforcement, and the entire community. This program has saved lives and needs to be expanded to reduce violence in our city.

My written plan for the city focuses on how to expand opportunities for everyone by accelerating our growth; repairing, rebuilding, and reimagining our neighborhoods; establishing cradle-to-career learning, and lowering barriers to accessing opportunities. Although national trends are not directly within the city's control, I will also advocate for funding and beneficial policy changes for South Bend, including common sense gun regulations at the state and federal levels. I will also look to build off of successful community policing efforts, such as the Police Athletic League, neighborhood meetings, and school walking patrols.

Our prevention and intervention strategies build off our neighborhood-focused approach to policing. My platform prioritizes programs and strategies that have a track record of success and place an emphasis on serving people. We will implement and expand these programs and strategies that help prevent crime and create pathways to success. In addition to making high-quality pre-K accessible, we must implement programs for our young residents that open new doors like summer employment, mentoring initiatives, and the Police Athletic League. It is important to receive input directly from our young residents, which is why I will also enhance our South Bend Youth Task Force.

As Mayor, I will focus on connecting our youth to more opportunities and implement proven strategies to reduce violence in our city.



MUELLER'S PLAN TO REDUCE VIOLENCE

- Expand the Group Violence Intervention (GVI) Strategy to incorporate additional community leaders and mentors and ensure that different levels of government are fully aligned
- Work with city and county partners to incorporate the current metro homicide unit into a major crimes unit to realize greater efficiency and effectiveness in investigations and crime prevention
- Focus more resources on crime analytics and focused deterrents
- Create a dedicated GVI program coordinator position within a city office that reports directly to the Mayor
- Enhance S.A.V.E. outreach program and pursue the integration of Peacemaker Fellowships, in partnership with faith leaders and Faith in Indiana, to complement existing programs
- Increase resources for the Police Athletic League to engage the community and build relationships between officers and our youth
- Institute summer youth employment program to provide youth with training and mentorship experiences
- Work with community partners to achieve universal access to quality Pre-K that provides more pathways to success and reduces violent behavior over the long term
- Advocate for smart decarceration policies and support second chance programs to connect more residents to opportunity
- Advocate for common sense gun regulations like universal background checks at the state and federal levels

RECRUITING AND RETAINING A DIVERSE WORKFORCE REFLECTIVE OF THE COMMUNITY

BACKGROUND

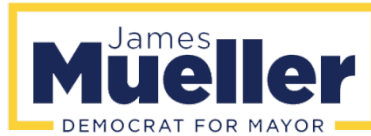
We must recruit and retain diversity to create a police department that reflects the community and builds a greater understanding of community needs. That starts with establishing a culture of inclusion within the department that values diversity.

Being a police officer is not easy, and we must do what we can to make good on the promise of being a great employer with great employees. During the last contract negotiation process, I made sure the City put forth a strong offer to recruit, retain, and reward our officers.

I also worked with police leadership to reorganize the department in 2016. By clarifying the reporting structure and utilizing civilians for several positions, sworn officers can focus more on the tasks only they can do and do best. The reorganization also reduced the number of sworn officers needed for the same level of service - a critical step given officer shortages nationwide and in our city. As recently as this February, the South Bend police department faced a double-digit shortfall in the number of officers.

The current budgeted level of sworn officers is 240, or 2.36 per one thousand residents. According to an analysis by *Governing*, this places us well above the average for a city of our size, toward the top of cities in Indiana, higher than Indianapolis, Elkhart, and Mishawaka. While this is helpful as a comparison to other cities, we must move toward establishing staff levels based on calls for service workload and expanded opportunities for proactive community policing.

As mayor, I will prioritize recruiting and retaining skilled officers who reflect our community's diversity, sensibilities, and values because we all share the same goal of ending the violence and making our city safe for everyone.



MUELLER'S PLAN TO RECRUIT AND RETAIN A DIVERSE WORKFORCE REFLECTIVE OF THE COMMUNITY

- Base staffing levels on calls for service workload to ensure bandwidth for proactive community policing and officer wellness
- Establish an inclusive work culture with a zero-tolerance for discrimination or harassment
- Provide compensation levels that are competitive regionally and with peer cities
- Streamline paperwork process to free up more time for officers
- Establish appropriate incentives for retention and lateral recruitment
- Reallocate a portion of excess budgeted funds due to staffing shortfalls to professional recruitment services
- Partner with the County and support the Homegrown Program in which 18-year olds can enter the pipeline to a career in law enforcement
- Engage minority businesses and community leaders to help identify potential diverse candidates and encourage their application to the police department
- Establish appropriate incentives for officers living within city neighborhoods to reflect additional community benefits from their residency

IMPROVING RESIDENT PARTICIPATION, OFFICER TRAINING, AND POLICIES

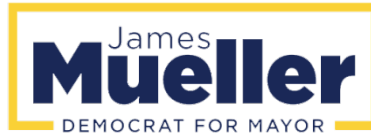
BACKGROUND

According to State law, the Board of Public Safety (BPS) is responsible for approving officer promotions, demotions, and discipline, including terminations. State law also requires the BPS to have three or five members, all appointed by the mayor.

We must find effective ways to share the community's perspective with these decision-makers. Since August the BPS has held seven Community Action Group meetings on a variety of topics, including recruiting, training, and policies on vehicle pursuit, use of force, and body cameras. There is another scheduled meeting in November to discuss discipline.

Over the past three years, the City has become a national leader by increasing the amount of materials and data available on its transparency hub. We must engage the community to see what information is most helpful in providing the full picture of what's actually happening in our city.

As Mayor, I will make sure our officers understand the community's perspectives and expectations and adapt policies and training accordingly.



MUELLER'S PLAN TO IMPROVE RESIDENT PARTICIPATION, OFFICER TRAINING, AND POLICIES

- Establish a working group to explore and evaluate options to expand resident participation, including the potential for a community advisory board
- Work with the BPS and police department to implement the community's recommendations for policies on body cameras, vehicle pursuit, use of force, and training
- Work with the BPS and the FOP, along with community leaders, to establish disciplinary guidelines and parameters that set clear, fair, consistent and progressive consequences for officer misconduct
- Engage the community on the transparency hub to see what information is most useful to share
- Conduct regular resident surveys to track progress and identify opportunities for continuous improvement
- Expand training for officers and city services to respond to mental health crises and drug overdoses
- Regular, mandatory trainings for officers on implicit bias, de-escalation techniques, use of force and vehicle pursuit policies, procedural justice, and problem solving
- Establish minimum cultural competency levels for new recruits

BUILDING RELATIONSHIPS THROUGH COMMUNITY POLICING

BACKGROUND

It is critical for our residents to feel that they can trust and rely upon our law enforcement officers, and equally important for officers to trust and rely on our community in which they serve. We must increase the visibility and approachability of our police officers through open conversations, community events, and regular check-ins.

We must also work with our schools, parents, and community leaders to teach our children how to resolve conflicts peacefully. This starts with a school discipline process that emphasizes repairing and rebuilding relationships over punitive responses. Implementing restorative justice circles in our community is one important step to keep our youth in school and reduce criminal outlets.

As Mayor, I will work to implement and continue best practices for community-relationship policing and will lead by example in engaging our neighborhoods.



MUELLER'S PLAN FOR COMMUNITY POLICING AND BUILDING RELATIONSHIPS

- Revamp Mayor's Night Out to include neighborhood walks with senior officials and beat police officers to build trust and awareness of issues important to residents
- Promote community policing programs like foot patrols, neighborhood "meet 'n' greets," listening sessions, and regular resident check-ins that build trust between police officers and community members
- Meet community members where they are, go to trusted places, and explore the implementation of roving roll calls
- Partner with South Bend Schools to support restorative justice circles and ensure School Resource Officers (SROs) have positive interactions with students rather than negative ones related to student discipline
- Create neighborhood officers dedicated to responding to lower priority calls for service and engaging key communities

