Hire a Public Safety Director

What it means
Joe Hogsett ran on the promise that he would be his own public safety director. He kept his word, and we are three years (at minimum) past the point of obvious failure. Good executive leaders know how to adapt to changing circumstances and even admit when they were wrong. Alternatively, one of the hallmarks of politicians is a stubbornness about changing views due to the fear of admitting failure. Indianapolis has been paying the price for his stubborn politics for years. Our city has a full time parks and recreation director and a full time director of public works. The chief responsibility of government - public safety - certainly requires a full time director as well.

Why?
Eight years of the Hogsett administration has brought Indy’s record highest number of homicides at 271 (2021) (1), and has seen three years in a row of total homicides eclipsing 225 (2020-22) (2). We are on pace to eclipse 200 again in 2023 (3). Joe Hogsett has the worst crime record of any mayor in the history of Indianapolis.

How?
As mayor, I will hire a public safety director whose sole focus is the security of lives and property. The PSD must be a professional with executive experience, not just a public figurehead. This person must have the credibility to integrate IMPD operations with other areas of government. I will, in turn, provide the public safety director the resources needed to do the job. Various departments of city government can address the quality of life issues that affect crime — hunger, deeply-rooted mental health issues, dependency issues and economic blight. Unified leadership and accountability is required.

As mayor, I will also require my Public Safety Director to audit school safety throughout Marion County, working with administrative officials to implement school safety plans with funds appropriated from the Secured School Safety Grant program from the State (4). Police officers must also be familiar with schools in their patrol areas and establish relationships to ensure a quick and effective response if there is a need.

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1. Indianapolis had 271 homicides in record-breaking 2021
2. Indianapolis Homicides in 2020: Victim Demographics, Percentage Solved; Indianapolis ends year with fewer homicides, but numbers still 'too high,' chief says
3. 2023 Indianapolis Homicide Tracker
4. Secured School Safety Grant Program - DHS
Shift Budget Needs to Achieve Police Retention and Recruiting Goals

What it means
Retention and recruiting problems are at the heart of police effectiveness. Only a fully-staffed IMPD can police proactively, rather than reactively.

Why?
Indianapolis has fewer police officers now than we had in 2017 (5). Indianapolis Metropolitan Police Department (IMPD) staffing is below nationally recommended levels. Current data suggests Indianapolis has just under 2 police officers per 1,000 residents. IMPD currently has 1,554 uniformed police officers (6). This puts Indianapolis below the budgeted number of officers this year, meaning more than 250 police-officer positions are unfilled (7).

Our problems begin with retention and extend to recruiting. We cannot continue to struggle retaining veteran police officers and expect our police force to grow. Veteran officers are leaving and more are scheduled to leave. As mayor, I will help reestablish morale — our city needs veteran officers and yes, their city and mayor will appreciate them during my administration. We also cannot recruit officers and abandon them later in their career. We must financially incentivize good, veteran officers to stay on the force. There is no excuse for a mayor to continue to throw money at starting salaries alone. Losing veteran officers means losing the expertise to train future officers.

Both recruiting and retention suffer from competition with growing counties that surround us. To the extent this competitive threat is financial, we must find the resources to pay higher compensation for work that is, in fact, more difficult in our urban environment than in suburban counties.

Support Law Enforcement Beyond Funding

What it means
The moral support of police work by the mayor, and the rallying of citizen support for our front-line police force, is essential to morale, recruitment, retention and effectiveness on the force. The mayor and the Public Safety Director must be visible - often literally - standing with the police in their sometimes dangerous efforts to protect us.

Why?
In the summer of 2020 our city saw unprecedented riots that turned deadly and left downtown in ruin for months (8). Joe Hogsett was absent when Indianapolis and IMPD needed him most. Our police need support from a strong leader in the mayor’s office for recruitment, retention and morale.

How?
As mayor, I will personally attend police roll calls once a month. A leader visibly present sends a message to residents that their city government is serious about safety. No one will have to ask where their mayor is in times of crisis, because I will be present, along with our PSD.

5. Fact checking Mayor Hogsett’s claims on IMPD recruitment, high officer salaries
6. IMPD to streamline recruitment process to address officer shortage
7. IMPD faces tough competition for police recruits – Indianapolis Business Journal
8. This weekend marks 1 year since protests, riots rocked Indianapolis. Here’s a look back.
**Give IMPD the Tools They Need**

**What it means**

Ensuring our streets and parks are well lit, increasing the number of cameras, and exploring innovative technology solutions to monitor criminal hotspots. Innovative solutions include implementing audio technology or gunshot detection tools to pinpoint where shootings take place and allow officers to be dispatched to the area immediately. Cameras used in tandem with gunshot detection tools provide the opportunity to monitor high crime areas, and provide law enforcement more tools to mitigate risk, de-escalate conflict, and sort out investigative leads.

**Why?**

We cannot stay the course of the last 8 years and expect different results. An astounding 65% of homicides are going unsolved in our city (9). Crime and violence occur in areas where criminals feel emboldened by the idea that no one is watching or they will never be caught. Citizens feel safe in areas where they believe there is an involved community looking out for each others’ safety and criminals will be held accountable. Sufficient lighting, cameras, and exploring new audio detection systems will assist law enforcement in gathering information, should a shooting or other crime occur (10). It also deters criminals, as they are less likely to commit a crime when they think their actions are being recorded. A proactive, present, posture of safety is crucial in both deterring and solving crime.

**How?**

As mayor, I will shift funding so that our streets are well-lit and cameras are installed in areas where they are needed the most. Innovative solutions like audio detection equipment will be explored and implemented when effective. Using innovative technologies can allow us to collect more data that will be used to identify high risk zones in our city. Using this data, we can develop a more accurate response and deterrence strategy to our city’s crime problem. This includes proactively reviewing data acquired and utilizing the data to focus on crime issues as well as quality of life issues. We must share this data with our robust non-profit community and regularly meet to share data and forge partnerships to deal with myriad issues.

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9. IMPD 2022 homicide clearance rate at 35%
10. 3 people wounded after shooting on Indy’s canal as efforts continue to keep the canal safe
**Overview**

Any local government effort to improve public safety must be comprehensive. There are far too many guns in the hands of lawless individuals on our streets. We need to do everything possible to reduce the number of guns AND the number of lawless individuals.

Local firearm laws are preempted in almost every respect by the state legislature. We should acknowledge the wisdom in the old saying: “Where you stand depends on where you sit.” There should be plenty of room for wide differences of opinion on constitutional regulation of firearms that meet the needs of differing constituencies. To that end, a Shreve Administration will seek home rule on gun regulation for the purpose of restricting the almost unlimited approach presently mandated by the Indiana General Assembly.

Critics may say that Shreve policies on parts of this subject are not different from Mayor Hogsett’s. However, the process of approaching the General Assembly matters. The Shreve administration will advocate earnestly and on Day 1, not after session closes, for changes in state law to accommodate the crisis of violence plaguing our city. Political rhetoric designed to inflame emotions will not bring us closer to a deal that can help save lives.

**Raise the Minimum age to Purchase All Firearms to 21 in Indianapolis**

**What It Means**

Under federal law, the minimum age to buy a handgun is 21, so long as it is bought from a federally licensed dealer (11). However, that age drops to 18, when the handgun is purchased through a private sale (12). The age to buy a long gun is also 18 (13). Age restrictions to buy a firearm should be consistent. As mayor, I will proactively advocate to increase the age required to purchase any firearm from 18 to 21, no matter what kind of sale occurs.

**Why?**

Both fatal and non-fatal shootings are on the rise in our city and guns are too accessible to young people (14). Indiana mandates 21 years of age to purchase alcohol. However, an 18-year old can purchase a semi-automatic rifle or handgun through a private sale. If we do not trust young people to purchase alcohol, how can we be ok with them purchasing a firearm? Teenagers are more prone to acting on impulse rather than thinking through the consequences. Many of our homicide numbers are attributed to disagreements among teenagers, who then escalate the situation by bringing guns into the mix. I believe that raising the minimum age to purchase any gun to 21 will make it more difficult for these young people to access firearms and reduce the likelihood that a disagreement will result in a shooting. Additionally, there is evidence that those who are 21 and unable to purchase a firearm due to their criminal record may send out their younger friends, with no criminal record, to purchase a firearm for them. Changing the age requirement will inhibit this practice. If a juvenile utilizes a weapon to commit a crime, it is imperative that we go after those that provided the weapon.

11. 18 U.S.C. § 922 (b)(1)
12. 18 U.S.C.A. § 922 (x)(1)
13. § 922 (b)(1)
Ban Assault Weapons in Indianapolis

What It Means
Defining the term “assault weapon” is itself difficult. Federally introduced legislation provides a start (15). However, coming to the state legislature as the mayor of Indianapolis, to advocate for legislation specifically for Marion County, I want any legislation to contain definitions tailored to our city’s needs. As such, I will meet with law enforcement leaders and determine which weapons criminals are using when committing violent crime and draft the most appropriate definition into our request for home rule.

Why?
Many assault-style semi-automatic weapons are easily accessible to those with unlawful intent. Their presence alarms law abiding citizens, poses a dire threat to life and safety in the hands of the mentally ill, and can dramatically escalate any otherwise merely combustible situation.

Restore the Requirement for a Permit to Carry a Concealed Firearm in Indianapolis

What It Means
Before the Indiana State Legislature passed permitless carry in 2022, Hoosiers were required to apply for a concealed carry permit before legally carrying a handgun.

Why?
The majority of shootings across the nation are caused by handguns (16). The permitting process was a crucial barrier to keeping guns out of the hands of those who were prohibited from possessing a firearm. The review process made legal possession of a concealed weapon more difficult for people with criminal records or people with histories of disturbing behavior. Restoring this law would reduce the number of guns on our streets, make firearm possession by criminal elements much more difficult, and most of all, give cops a tool in policing currently withheld from them.

How?
Passing local ordinances that remain ineffective due to the state’s preemption laws is not a solution that carries any weight. As mayor, I will proactively and personally advocate for changes in our state law that are negatively impacting the city of Indianapolis. My legislative proposals will include banning assault weapons, reinstating permit requirements before carrying a handgun, and raising the age to buy a firearm from 18 years old to 21 years old. If the legislature will not implement these changes statewide, which is likely, I will ask that Indianapolis have the autonomy we deserve to address these matters at home. These will be included in my legislative proposals for the state legislature at the start of the state’s legislative session and NOT after session has concluded, or after being in office for 8 years. Mayor Hogsett avoids the tough discussions, the tough fights. I will not waste the city’s time and money by advocating for toothless non-enforceable ordinances; rather I will take the fight to where it needs to be, the Indiana Statehouse.

16. What the data says about gun deaths in the U.S. | Pew Research Center
Pass a City-Wide Ordinance Prohibiting Discharge of a Firearm with Maximum Allowable Penalties

What It Means
The state has preempted local control of firearm purchases, transportation, and possession (17). The state also preempts local communities from passing criminal ordinances that bear the penalty of incarceration (18). However, local governments can regulate the use of dangerous property (firearms) under state law (19). Several cities across the state have enacted ordinances to prohibit the discharge of a firearm within city limits (20). Some have moved legislation even within the last year (21). Indianapolis currently has a firearm discharge ordinance, but the ordinance only applies within the police special service district (otherwise known as the old Indianapolis city limits before Unigov), along reservoirs, and across public ways (22). This is an opportunity to restrict reckless gun use -- it has been common knowledge for years that people recklessly fire weapons into the sky for amusement or to threaten others.

Why?
Police dispatch radio crackles nightly with dozens of reports of “shots fired. Yet, for 7 ½ years, not a peep out of our seated mayor. It may be that “his hands have been tied” on some matters by the State Legislature, but any earnest search for ways to limit reckless gun usage would have led to this simple action. Violent crime in our city is at an all-time high and homicides continue to grow this year (23). Shootings, both fatal and nonfatal, have escalated to record numbers under Joe Hogsett’s leadership (24). Our city leadership has proven ineffective in offering real solutions to decreasing the number of shootings in Indianapolis. Instead, Joe Hogsett is focused on passing toothless, non-enforceable gun legislation. Hogsett is consumed with passing laws he cannot enforce, while other mayors in the state are enacting ordinances that they can enforce, including prohibitions on discharging a firearm within their cities.

How?
As mayor, I will seek to expand the boundary for local ordinances banning firearm discharge to include the entire city limits. The law should apply where people are routinely present and would be endangered by discharged bullets, including bullets returning to earth shot skyward. This would include all residential neighborhoods and commercial and retail areas; it should include a list of common sense exceptions such as gun ranges, acts of self defense, and rural farmland. The penalty for violation of this ordinance should be the maximum allowable under state law ($2,500 for the first offense and $7,500 for each subsequent offense) (25). Additionally, as a means of restoring the civil order caused by the unlawful firearm discharge, the penalty for a violation shall carry a requirement of 25 hours of community service per violation. Fines from this ordinance shall be deposited in a new IMPD officer retainment fund. Community service shall be performed in blighted neighborhoods. It took Joe Hogsett 7 ½ years to approach his own City-County Council’s committee meeting (26). When he finally did, it was to support meaningless, unenforceable legislation. Hogsett is consumed with passing laws he cannot enforce, while other mayors in the state are enacting ordinances that they can enforce, including prohibitions on discharging a firearm within their cities.

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17. IC 35-47-11.1-2
18. IC 36-1-3-8
19. IC 36-8-2-4
20. La Paz Ordinance
21. Hammond Ordinance
22. Sec. 451-2, Sec. 451-3, Sec. 451-6
23. 2023 Indianapolis Homicide Tracker
24. Indy tops 700 non-fatal shooting victims for second year in a row
25. IC 36-1-3-8
26. “Hogsett on Tuesday appeared in person to address a City-County Council committee for the first time during his seven-plus years as mayor.”
What it means
The following elements of this plan address the longer-term comprehensive solutions to our City’s crime problems. They focus on community engagement with law enforcement that enables proactive policing (vs reactive), tackling the root causes of crime, and transparency to enable good management and public accountability. But in the immediate short term we must stem the crisis of violence that is gripping our streets.

Why?
Because we cannot move to the long term crime agenda without restoring a normal environment. And because we cannot move onto the other giant issues facing the city unless a sustainable baseline of public safety is established.

How?
Guns don’t shoot themselves, and even the essential gun regulations I advocate will not in and of themselves solve our violent crime problem. People, mostly young men, commit these violent crimes and those criminals must be removed from our streets. The so-called “revolving door” in which the same offenders have brief encounters with the criminal justice system in between successive crimes must end. (More than one police officer has said to me: “we know which ~200 people are the source of ~90% of the violent crime; if we could get them off the streets, violent crime will drop through the floor.”)

Fundamentally, serious crime must have serious consequences. Inter-agency coordination is required for every link in the chain of the justice system to hold. I will back the police in doing the work of getting violent offenders, especially repeat offenders, off our streets. I will work with the prosecutor to get all elements of law enforcement in Indianapolis on that same page. And my office will provide transparency into every aspect of this process: police actions, prosecutor actions and the actions of criminal court justices, as former Mayor Ballard did, through the Office of Audit and Performance (OAP). This must be part of the social contract for local government; we cannot hold the various branches of government accountable for results unless citizens can easily see those results.
Coordinating with Community Leaders

**What It Means**
A public safety plan must have a community approach to lowering crime focused on grassroots and neighborhood engagement. Community groups play a substantial role in preventing retaliatory homicides and violence.

**Why?**
IMPD, no matter how fully staffed, can't fix our crime issues alone. A police force is just that - partly about force. No matter how many police officers a city has, people trust neighbors who show concern for the mutual welfare of their community. Neighborhood and community associations can be trusted because they are outside of political influence (27). However, many community programs that can have a positive impact are drastically underfunded.

**How?**
As mayor, I will increase funding to these community-led groups and get behind efforts to prevent violent crime from the ground up by giving them the resources they need to strengthen anti-violence social norms and peer relationships. Though some funding continues to find its way to ex-offender groups which are crucial, these groups do not have the same impact on reducing violent crime (28). Increasing funding to groups focused on violent crime reduction is a crucial part in decreasing crime at the community level through intervention and prevention.

Reinstating Mayor's Night Out

**What It Means**
Input from the community is crucial in attacking our city's struggles from the ground up. Mayor’s Night Out is - was - a way for the mayor and city-government leaders to hear directly from community members.

**Why?**
Joe Hogsett is a photo-op mayor, who will show up for 10 events in a day to take photos or cut ribbons but not stay to engage residents in the places where he's needed. According to all readily available records, Joe Hogsett has never hosted such an event.

**How?**
As mayor, I will reinstate the Mayor's Night Out program. These will be events where the focus won't be hearing from me, but rather hearing from neighbors. These opportunities will be open for all to attend and share concerns and possible solutions. I will attend these in every community, lending an ear to hear and learn from residents who wish to share their stories. I will appear in all 9 townships in the first 90 days of my term, and repeat visits regularly. I will ensure that the word gets out by notifying community organizations, neighborhood groups, and business leaders. I will ensure that information can be found online through the mayor's office and that dates and times maximize participation.

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28. Community Violence Intervention Overview
Improving Community-Police Relations

What It Means
Growing our city's police force is not effective unless the community-police relationship is strong. Police officers should view themselves as part of the community in which they serve and our city government must encourage them to prove it with actions. Positive interactions between police and community members build the mutual trust essential to good law enforcement.

Why?
Last year, nearly two-thirds of crimes committed in Indianapolis were unsolved (29). This is unacceptable. A low clearance rate (solved crimes) is evidence that the community-police relationship is broken. Potential informants and victims need to work with police investigators to solve crime. These are often very difficult conversations. Information shared between community members and the police will not only help solve crimes, but help officers recognize potential threats.

How?
As mayor, I will incentivize - financially and otherwise - our city's police officers to engage with the community not only in their role as law enforcement officers, but as members of our community as well. Our police officers' involvement in the community should be viewed as crucial to maintaining peace, and part of basic performance metrics for our officers.

The Growth in IMPD Needs to Reflect the Demographics of Indianapolis

What It Means
Indianapolis is a diverse city and our diversity continues to grow rapidly (30). Living in Indianapolis may also mean you live in Broad Ripple, Fountain Square, or Haughville. Unique neighborhoods have unique challenges. Unique challenges across neighborhoods require unique solutions that are better implemented by those that share similar backgrounds with neighborhood residents. Growing the number of officers within IMPD is important, but so is recognizing the need for as many home-grown officers as possible.

Why?
A police force that sufficiently reflects the demographics of a city is a crucial part of building trust with the communities they serve. They are neighbors, friends, and family and they are there to keep peace and maintain safety.

How?
I will be purposeful in recruitment and retention strategies to ensure our city's officers mirror the residents they serve and protect. Recruitment should be occurring throughout the city, with geographic metrics. Recruiting should begin in our schools, and offer students the opportunity to learn about the profession. Non-profit community organizations and centers can have a formal role in recruitment. Through targeted outreach programs and marketing we can reach quality residents of Indianapolis with diverse backgrounds that may never have previously considered a career in law enforcement. None of this is possible if potential recruits don't believe the department and its mayor will treat them fairly. As mayor, I will.

29. IMPD 2022 homicide clearance rate at 35%
30. Indianapolis Racial Equity Report Card - SAVI
Engage multiple city partners to reduce recidivism through engagement at different phases of individuals' lives.

What It Means

Locking up low level offenders shouldn't be at the top of our list in this current crisis of violent crime. Marijuana possession should not result in jail time. At different stages of individuals’ lives in which they may struggle and slip into criminal behavior, Indy must have a plan to help them through those stages. Young people new to the criminal justice system, those facing reentry to society after incarceration, those with serious mental health struggles, and people confronting food shortage all present different patterns if they slip into a pattern of unlawful behavior. We should plan for each.

Why?

Age, poverty level, and education are the key variables to predict criminal behavior. Education and crime are intertwined: keeping our city’s young people in school reduces the likelihood they will engage in criminal behavior (31). Reentry for inmates is a crucial stage to ensure that upon release, sufficient opportunities exist that help individuals stay out of jail. Programs that offer a wide range of services after incarceration lead to lower recidivism rates. Those that begin as early as possible in an inmate’s sentence are more successful (32).

A successful public safety plan must address mental health differently than Indianapolis has in the past. Suffering from mental health alone does not correlate to an increase in criminal behavior (33). We must not use city resources to incarcerate those who suffer from poor mental health but pose little threat to our safety, as that does little to solve the overarching problem. We should focus our resources on preventing those struggling with poor mental health from falling into substance abuse - which can more readily correlate with criminal behavior. My administration will direct our faith leaders throughout the community to focus on preventing our young people from following this dangerous path. As a Catholic and a philanthropist, I will help lead these efforts personally.

Indianapolis has struggled with food scarcity and eliminating food deserts in the past, evidenced by the fact that 23% of children in Marion Co. were food insecure in 2020 (34). Food insecurity has a damaging impact on our city’s young people contributing to both physical and behavioral issues (35). Business incentives to shrink the number of food deserts in Indianapolis is directly correlated to keeping our city safe.

How?

As mayor, I will implement an effective, data-driven and financially sustainable early childhood education/public safety initiative that engages individuals from birth to any stage of life specifically to prevent recidivism. Public-private programs for incarcerated individuals will focus on re-entry from the first day of an inmate's sentence, by providing skills training as well as mentoring (36). I will work toward business incentives aimed at increasing the availability of healthy foods and will track and publish progress toward shrinking the number of food deserts in our city.

32. 4 Elements of Successful Reentry Programs for Inmates
33. Mental illness and violence: Debunking myths, addressing realities
34. Hunger and food insecurity in Indianapolis
35. Effects of Hunger | Feeding America.
36. BOP: Reentry
Eliminating Perceptions of Chaos

What It Means
Disorder is commonly linked to crime at the community level (37). Abandoned buildings, broken street lights, and shattered or boarded up windows all contribute to a perception by residents and visitors that a city is in a state of chaos. Unclean alleys and streets contribute to this perception by signaling that city-government is absent. Not only is it unpleasant to look at, but it sends a message that the city does not care. People do not want to live in cities that look this way. They want to live in vibrant, beautiful neighborhoods. If a built environment appears chaotic, it shows that no one is watching. If no one is watching, criminals are emboldened.

Why?
Over the last seven years Indianapolis businesses and residents were forced to board up windows and doors, and many haven't recovered from the violent riots that shook our city. Others have opted to close rather than jeopardize the safety of their employees or customers. A city with poorly-lit streets along storefronts of shattered or boarded up windows can expect crime soon to follow. Restoring deteriorating spaces will motivate residents to maintain the sidewalks and public spaces outside their homes and incentivize businesses to take interest in maintaining the streets outside their doors. We have to do better and we will.

How?
As mayor, my administration will work to fill abandoned spaces, fix broken street lights, clean our streets, and not give up on any place as too dangerous, too broken or too unimportant to fix. I will invest and improve physical neighborhoods without displacing residents. I will work with smaller communities to improve crime prevention through environmental design, to create or restore public spaces where people can gather together and feel safe. I will ensure that our streets and alleys are clean by aggressive enforcement and increased penalties for illegal dumping.

Performance Reviews of Our Public Safety Agencies

What It Means
The public has a right to be kept apprised of department budget challenges, staffing struggles, and a department’s responsibility to taxpayers. Without transparency and accountability, citizens cannot assess the effectiveness of city departments and their personnel, and thus cannot have confidence. The Office of Audit and Performance (OAP) has the capacity to conduct reports and evaluations of city and county government departments and has done so in the past. Under Mayor Ballard, the OAP conducted regular reviews of certain departments to evaluate performance, set key performance indicators (KPIs) and suggest improvements in problem areas to better serve taxpayers.

Why?
The mayor should have hard data on what is occurring in every city department tasked with addressing public safety - including the shortcomings. Reports required by the OAP and conducted by an agency should be public and reliably periodic, not reduced to just one agency report per year (38). Biannual reports ensure that we are up to date on the present-day issues and are developing current solutions to address them. For example, on June 4th of this year, our neighbor Carrie Petty laid in a pool of her own blood for 10 minutes, while her husband and a neighbor attempted to call 911, but no one answered (39). In meeting with others, I have heard similar stories. This is unacceptable. As Carrie put it, “Indianapolis, Marion County: we are better than this” (40). The residents of Indianapolis need to know how long it takes to answer 911 calls and why this is happening. The last time a report was conducted by the OAP on this issue was in 2018 (41). This system of reporting should not be limited to just 911 calls, but for all city agencies, especially those dealing with public safety.

How?
As mayor, I will require public safety agencies to present reports to the Office of Audit and Performance on a rolling basis. These reports will not be merely audits of the agency’s processes, but performance evaluations as well. I will require all city and county public safety departments to develop KPIs by which to measure their progress in addressing problem areas, and publish those KPIs. These reports will be made public on the OAP website to ensure transparency. This will measure the success of agencies. In instances like Carrie Petty’s, we will be able to break down what went wrong, so we can develop a strategy to ensure it never happens again.

38. indy.gov: City-County Audits
39. Indianapolis woman voicing concerns over 911 dispatch response times | Fox 59
40. Id.
41. An Assessment of the Marion County Sheriff’s Office