

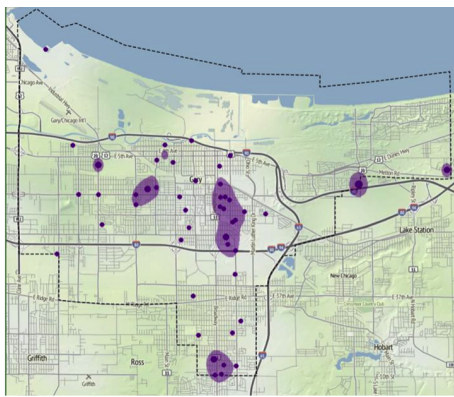
**LOCATION:** Gary, IN

**REQUESTOR:** The City of Gary and Gary Police Department (GPD)

**REQUEST:** In January 2013, the City of Gary, IN, and the Gary Police Department requested assistance in designing an overall approach to improve public safety and reduce violent crime. Gary wanted to focus on identifying and implementing data-driven strategies that target factors contributing to homicides and youth-related violent crime.

## Priorities

- Increase capacity to respond effectively to violent crimes, including homicides and youth-related crimes
- Improve the use of data to inform decision-making about law enforcement strategies
- Enhance community-police relations to improve overall community safety
- Develop leadership and management supervision training for law enforcement
- Implement effective internal and external communications strategies



More than two-thirds of all homicides occurred in four neighborhoods.



## Diagnostic Center Findings

- Violent crime patterns highlight a need to better target and focus response strategies
- Weakened community cooperation and involvement in crime control efforts
- Limited community-police engagement in prevention strategies
- Organization and management barriers at GPD limit the integration of effective strategies
- Deployment of resources not linked to a strategic public safety plan
- Limited use of data collection and analysis



## Diagnostic Center Recommendations

- Develop violent crime response strategies focused on high crime areas using community-oriented approaches
- Improve community-police relations to help build confidence in the GPD
- Develop and implement a data-driven community safety and crime reduction strategy
- Enhance capacity to use data-driven decision-making
- Institute police operation systems aligned with, and supportive of, violent crime strategies
- Enhance data use, quality and management

## Overview

The Diagnostic Center worked with GPD and the City of Gary to assess crime issues and determine their operational capability. Partnering with local, state and federal organizations, the Diagnostic Center talked with a broad range of law enforcement, academic and government organizations to determine both the challenges and possible models for response. Indiana University Northwest, Indiana State Police, the United States Attorney's Office for the Northern District of Indiana, numerous federal and local law enforcement agencies, task forces and a variety of community groups and citizens all had input into the assessment and recommendation effort.

Subject matter experts in the areas of violent crime reduction strategies, homicide investigations and task force operations were brought in by the Diagnostic Center to assist in the Diagnose phase.

Once the in-depth Diagnostic Analysis was complete, the Diagnostic Center matched a series of recommendations and data-driven models to address the City's needs and presented its findings and recommendations to the community.

Recommendations included: developing a strategy for community safety and violent crime reduction; improving data quality and enhancing management protocols to inform operational crime response strategies; and increasing community engagement and accountability.

***"If [a community has] issues related to criminal justice and the need for evidence-based practices, I think the Diagnostic Center is definitely the place to go."***

***- Mayor Karen Freeman-Wilson***

### Community’s Response - The City of Gary and Gary Police Department

The City of Gary and the GPD are determining how to best implement each of the Diagnostic Center’s recommendations. As a Strong Cities, Strong Communities (SC2) and My Brother’s Keeper site, the City is in the process of developing one comprehensive community safety and violent crime reduction strategy, called Gary for Life. This strategy is based on a similar one used in New Orleans, LA, called New Orleans for Life. Working through the Diagnostic Center’s process has allowed the City and GPD to focus on specific implementation needs and allowed them to better access the resources across the Department of Justice (DOJ). The Diagnostic Center has coordinated and leveraged existing technical assistance delivery infrastructure to help maximize the scope of recommendations that can be implemented such as Bureau of Justice (BJA) funded Crime Analysis on Demand and Crime Prevention through Environmental Design (CPTED) training and technical assistance.

Secondly, at the request of the GPD, the Diagnostic Center, in collaboration with the United States Attorney’s Office for the Northern District of Indiana, provided 31 training slots for the VALOR training. This training teaches participants about emerging threats as well as techniques for anticipating and surviving a violent encounter. Additionally, with support from the Diagnostic Center, GPD will receive training on media relations as well as technical assistance to help develop a communications strategy and crime control messaging plan.

Lastly, the GPD requested a peer assessment of its homicide strategies with technical assistance through BJA’s Major Case Investigative Teams Technical and Training Assistance. To assist in building jurisdiction capacity, a team from Gary participated in the National Network for Safe Communities’ Ceasefire University with support from the Diagnostic Center. The training helped the team understand the concepts behind Group Violence Intervention, its theory, problem analysis and implementation. The training also covered various law enforcement strategies and the importance of community engagement in developing a community safety and crime control strategy.




### What is the Diagnostic Center?

The DOJ, Office of Justice Programs launched the Diagnostic Center in Spring 2012 to serve as a technical assistance resource for state, local and tribal policymakers seeking to implement data-driven strategies to combat crime and improve public safety in their communities. The defining characteristic of the Diagnostic Center is its approach to being smart on crime by helping state and local leaders to use local data to apply what works in criminal justice in their communities. This effort ensures that limited local resources are invested wisely, federal assets are leveraged where they are needed most and communities reap better public safety outcomes.

### Contact the Diagnostic Center:

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***“The crime heat maps in the analysis which correlate crime hot spots with locations of abandoned houseblight and public housing properties helped us visualize the overlap in our efforts and demonstrates the need to leverage our resources and work collaboratively with the City.”***  
**- Deven A. Gibbs, Strong Cities, Strong Communities Initiative, Gary Team Lead**

### Lessons Learned and Next Steps

Engaging the entire community of stakeholders – government, law enforcement, business, community groups and private citizens – is critical to addressing violent crime in a comprehensive way. The City of Gary invited the public to put forward their ideas and discuss the benefits and challenges associated with various strategies. Working as a team, the community will begin addressing crime in a comprehensive way including economic development and environmental issues.

As the community’s effort is ongoing, so is the Diagnostic Center’s support. The Diagnostic Center continues to provide ongoing onsite and remote technical assistance to help with community safety and crime control planning, law enforcement leadership development, crime analysis training and CPTED training. In addition, the Diagnostic Center continues to work collaboratively with its partners to maximize and leverage federal resources, including identifying and collecting baseline indicators and assessing outcomes.

Challenges lie ahead for the City of Gary and the GPD as they seek to apply the knowledge gained through their Diagnostic Center engagement. Gary’s leaders and its citizens look forward to continuing to work together to develop a comprehensive community safety and crime control strategy that includes using data to make decisions, implementing law enforcement strategies based on data analysis and engaging the community in the process.

