

COUNCIL PENDING  
RESOLUTION NO. 2010-04  
RESOLUTION NO. 2930  
AS AMENDED: 4/13/2010  
CERTIFICATION DATE: \_\_\_\_\_  
CERTIFIED BY: \_\_\_\_\_  
FAVORABLY \_\_\_\_\_  
UNFAVORABLY \_\_\_\_\_

**A RESOLUTION OF THE COMMON COUNCIL FOR THE CITY OF GARY  
APPROVING THE TERMS OF THE PFM FINANCIAL PLAN SUBJECT TO  
EXCEPTIONS AND ALTERNATIVE COST SAVING INITIATIVES FOR 2010**

**WHEREAS**, a fiscal body of a distressed political subdivision may petition the Distressed Unit Appeals Board (DUAB) for relief pursuant to Indiana Code 6-1.1-20.3 for property taxes due and payable in 2010; and,

**WHEREAS**, the Common Council is the fiscal body of the City of Gary, Lake County, Indiana; and,

**WHEREAS**, on December 8, 2009, the City of Gary and other Gary Units ("Petitioners") petitioned the DUAB for relief; and,

**WHEREAS**, on January 6, 2010, an initial hearing on the petition was held by the DUAB, including a presentation by Public Financial Management (PFM), in which PFM presented a multi-year financial plan for the Petitioners; and,

**WHEREAS**, since the hearing on January 6, 2010, the Petitioners have worked with DUAB staff to determine how the Petitioners can implement PFM's financial plan; and,

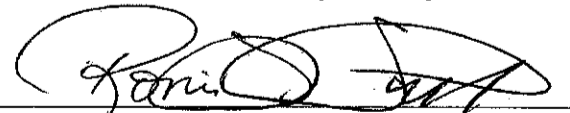
**WHEREAS**, the City of Gary has revised and reduced its 2010 budget, to implement some of the PFM financial plan initiatives; and,

**WHEREAS**, according to Indiana Code 6-1.1-20.3-8(a) and Rule 7-1 of the DUAB Administrative Policies and Procedures, before the DUAB may grant relief the governing body of each petitioner that is affected by the financial plan must adopt a resolution agreeing to the terms of the financial plan;

**NOW THEREFORE BE IT RESOLVED** by the Common Council of the City of Gary that:

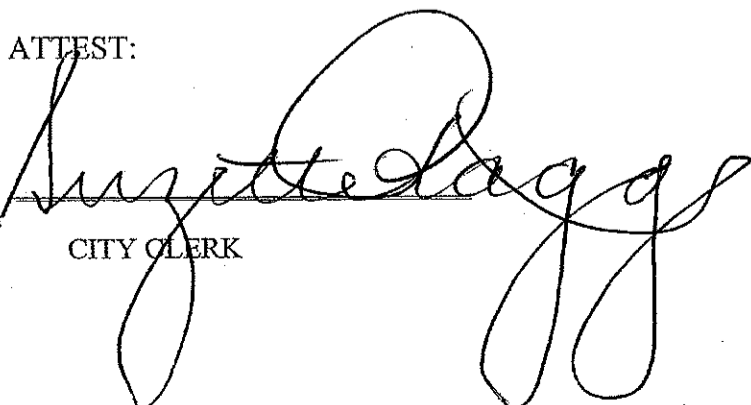
1. The City of Gary agrees to the terms of the financial plan as outlined by PFM attached to this resolution as Exhibit A, subject to the following exceptions and alternative cost savings initiatives for 2010:
2. The Common Council approves the revised 2010 Salary and Operating Budgets
3. This resolution shall be effective as of the date of the passage

13<sup>th</sup> **PASSED and ADOPTED** by the Common Council of the City of Gary, Indiana this day of April, 2010.



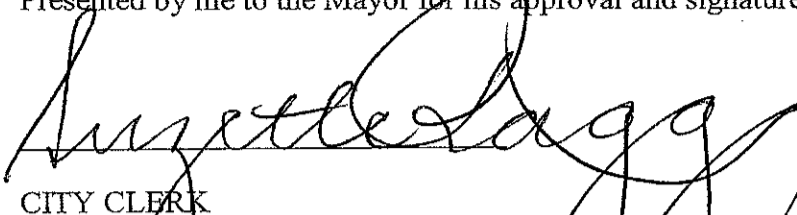
PRESIDING OFFICER, GARY COMMON COUNCIL

ATTEST:

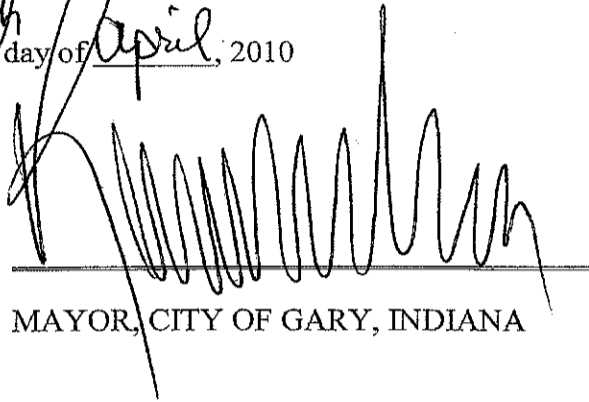


CITY CLERK

Presented by me to the Mayor for his approval and signature this 14th day of April, 2010

  
CITY CLERK

APPROVED and SIGNED by me this 15th day of April, 2010

  
MAYOR, CITY OF GARY, INDIANA

PREPARED BY: Law Department  
SPONSORED BY: Honorable Mayor Rudy Clay  
M. Celita Green, Controller

COMMITTEE ASSIGNMENT FINANCE Reported-out/Date 4-6-10  
1st Reading/Date 4-6-10 Committee Hearing/Date 4-13-10 2nd Reading/Date 4-6-10  
Public Hearing/Date 4-13-10 3rd Reading/Date 4-13-10 Final Reading/Date 4-13-10  
Passed/Date 4-13-10 Defeated/Date \_\_\_\_\_ Deferred/Date \_\_\_\_\_  
Tabled/Date \_\_\_\_\_ Override/Date \_\_\_\_\_ Adopted/Date \_\_\_\_\_ Publication/Date \_\_\_\_\_  
Community Hearing/Date \_\_\_\_\_ Veto \_\_\_\_\_ Pocket Veto \_\_\_\_\_ Adopted \_\_\_\_\_



Human Resources	Create a Human Resources prioritization plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Human Resources	Monitor and report leave accruals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Human Resources	Coordinate and support regular employee evaluations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Law	Consolidate legal services in the Law Department	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Law	Increase internal capacity by reducing reliance on outside counsel	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Law	Create a pro bono and municipal law intern program	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Law	Pay outstanding judgments and legal bills and adjust future budget appropriations	-500,000	-485,000	-370,000	-354,000	-370,000	-354,000	-370,000	-354,000	-370,000	-354,000	-370,000	-354,000	Yes	
Law	Increase department accountability for claims, judgments and settlements	0	33,000	66,000	99,000	132,000	165,000	198,000	231,000	264,000	297,000	330,000	363,000	Yes	
Law	Increase cost recovery for public record requests	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Law	Meet new CMS reporting requirements for liability claims	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	-12,000	Yes	
Health	Close Health Department and transfer responsibilities to Lake County	383,000	390,000	397,000	405,000	415,000	425,000	435,000	445,000	455,000	465,000	475,000	485,000	No	
Health	Operate Health Department on grant funding only	383,000	390,000	397,000	405,000	415,000	425,000	435,000	445,000	455,000	465,000	475,000	485,000	No	
Health	Increase revenues and decrease expenditures to maintain operations	244,000	249,000	255,000	260,000	266,000	271,000	277,000	282,000	288,000	293,000	299,000	304,000	Yes	
Health	Leverage additional funding opportunities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
HRC		95,000	97,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	Yes	
Commission on Wo	Explore opportunities to partner with local non-profits and faith-based organizations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Create a fire station cut list	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Restructure staffing and operations	833,000	3,397,000	3,468,000	3,545,000	3,629,000	3,710,000	3,795,000	3,884,000	3,977,000	4,074,000	4,175,000	4,280,000	Yes	
Fire	Fire station consolidation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Yes	
Fire	Transfer cost of Station 14 to Gary/Chicago International Airport	0	752,000	787,000	784,000	802,000	810,000	828,000	836,000	854,000	862,000	880,000	888,000	Yes	
Fire	Overtime reduction strategy	371,000	371,000	371,000	371,000	371,000	371,000	371,000	371,000	371,000	371,000	371,000	371,000	Yes	
Fire	Overhaul sick leave policy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Reinstate uniform allowance at a reduced level	0	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	-94,500	Yes	
Fire	Strengthen mutual aid agreements with neighboring jurisdictions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Create vehicle replacement plan for fire apparatus	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Civilianize fleet operations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Create replacement schedule for turn-out gear	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	-56,500	Yes	
Fire	Implement a false alarm policy	37,000	29,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	Yes	
Fire	Implement fire report fee	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Yes	
Fire	Implement hazardous material incident response fee	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Yes	
Fire	Pursue federal grant opportunities in concert with previous initiatives	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Issue a request for proposal (RFP) for emergency medical services	505,000	1,014,000	1,020,000	1,025,000	1,032,000	1,039,000	1,046,000	1,053,000	1,060,000	1,067,000	1,074,000	1,081,000	Yes	
Fire	Increase collections for outstanding EMS claims	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	Yes	
Fire	Reduce EMS overtime to FLSA required levels	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Fire	Consolidate Fire and Police Commission administration	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	
Fire	Increase weight of written exam in promotional process	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Reassess staffing levels after COPS grant expires	0	0	0	717,000	733,000	750,000	767,000	784,000	801,000	818,000	835,000	852,000	Yes	
Police	Pursue civilianization to bolster police force	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Consolidate communication operations with the County	120,000	1,329,000	1,355,000	1,384,000	1,416,000	1,450,000	1,484,000	1,519,000	1,554,000	1,589,000	1,624,000	1,659,000	Yes	
Police	Eliminate three special police positions	0	122,000	125,000	128,000	132,000	136,000	140,000	144,000	148,000	152,000	156,000	160,000	Yes	
Police	Transfer animal control functions to the County	0	182,000	185,000	188,000	191,000	194,000	197,000	200,000	203,000	206,000	209,000	212,000	Yes	
Police	Transfer code enforcement position to Building Department	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Reinstate uniform allowance at a reduced level	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	-118,000	Yes	
Police	Reduce shift differential	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	Yes	
Police	Reduce longevity	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	Yes	
Police	Reduce special assignment pay	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	Yes	
Police	Monitor comp time usage and modify comp time policy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Explore short-term disability coverage and modify sick leave policy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Conduct a comprehensive fee analysis and collect on dormant revenue sources	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Police	Consolidate Fire and Police Commission administration	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000	62,000	63,000	64,000	No	
Public Works	Bid building service contracts in bulk	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	
Public Works	Invest savings generated by other Plan initiatives in capital projects	0	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	Yes	

Use option HD03  
Use option HD04

In-process  
In-process

In negotiation  
In negotiation

In-process  
In-process  
In-process

Will reduce professional services

Determining practicality, and County acceptance.

Done  
In-process  
Agree, but implementation is dependant on negotiations  
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Will reduce professional services

Category	Activity	Cost	Revenue	Net Cost	Net Revenue	Net Total	Status	Notes
Building	Enchance code enforcement activity	N/A	N/A	N/A	N/A	N/A	Yes	
Building	Institute a fee for electrical service turn-on inspections	76,000	76,000	0	380,000	380,000	Yes	
Building	Cross-train trades inspectors	N/A	N/A	N/A	N/A	N/A	Yes	
Building	Implement a landlord registration program	N/A	N/A	N/A	N/A	N/A	Yes	
Planning	Convert initial business license fee to application fee	N/A	N/A	N/A	N/A	N/A	Yes	
Planning	Shift responsibility for the business licensing process to the Finance Department	N/A	N/A	N/A	N/A	N/A	Yes	
Planning	Implement site plan review fee	N/A	N/A	N/A	N/A	N/A	Yes	
Traffic Control	Privatize traffic control operations	N/A	N/A	N/A	N/A	N/A	Yes	
Traffic Control	Upgrade or eliminate traffic signals	N/A	N/A	N/A	N/A	N/A	Yes	
Traffic Control	Establish a street light utility	N/A	N/A	N/A	N/A	N/A	Yes	
General Service	Eliminate General Services department	N/A	N/A	N/A	N/A	N/A	No	Not practical
General Service	Consolidate Parks Maintenance staff with the Department of Public Parks	See PR01	See PR01	See PR01	See PR01	See PR01	Yes	
General Service	Reconfigure street maintenance staff	227,000	233,000	6,000	1,169,000	1,169,000	Yes	
General Service	Reduce demolition unit staffing	48,000	49,000	1,000	247,000	247,000	Yes	
General Service	Other department personnel cost reductions	390,000	407,000	17,000	2,040,000	2,040,000	Yes	
General Service	Complete trash collection privatization	0	0	0	22,000	22,000	Yes	
General Service	Charge street cut fees	35,000	63,000	28,000	287,000	287,000	Yes	
General Service	Pursue federal grant opportunities	N/A	N/A	N/A	N/A	N/A	Yes	
General Service	Prioritize City street maintenance	N/A	N/A	N/A	N/A	N/A	Yes	
Recycling	Ensure all operating costs are charged to the Recycling Fund	N/A	N/A	N/A	N/A	N/A	Yes	
Recycling	Reduce expenditures to the level supported by external revenues	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Vehicle Maintenance Outsource vehicle maintenance services	152,000	367,000	215,000	1,696,000	1,696,000	Yes	
Vehicle Maintenance	Complete a vehicle inventory audit	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Implement a vehicle reduction plan	1,474,000	940,000	534,000	5,303,000	5,303,000	Yes	
Vehicle Maintenance	Eliminate take-home vehicle privileges	See VM03	See VM03	See VM03	See VM03	See VM03	Yes	
Vehicle Maintenance	Draft and implement a vehicle use policy	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Standardize vehicle fleet	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Vehicle replacement plan	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Conduct regular vehicle utilization reviews	N/A	N/A	N/A	N/A	N/A	Yes	
Vehicle Maintenance	Fuel site reduction	N/A	N/A	N/A	N/A	N/A	Yes	
Parks	Focus limited resources on "Jewel Parks"	304,000	313,000	9,000	1,620,000	1,620,000	Yes	
Parks	Eliminate property tax subsidy for the Hudson Campbell Sports and Fitness Center	152,000	312,000	160,000	1,449,000	1,449,000	Yes	
Parks	Eliminate property tax subsidy for the South Gleason Golf Course	117,000	242,000	125,000	1,137,000	1,137,000	Yes	
Parks	Continue to pursue Marquette Park renovation	N/A	N/A	N/A	N/A	N/A	Yes	
Parks	Establish a parks conservancy to support the City's parks	N/A	N/A	N/A	N/A	N/A	Yes	
Parks	Maintain consistent and comprehensive program utilization records	N/A	N/A	N/A	N/A	N/A	Yes	
Parks	Establish a formal grounds maintenance agreement with the private contractor	N/A	N/A	N/A	N/A	N/A	Yes	
Parks	Eliminate property tax subsidy for the Genesis Convention Center	361,000	740,000	379,000	3,448,000	3,448,000	Yes	
Genesis Center	Merge operations with the Department of Public Parks	N/A	N/A	N/A	N/A	N/A	Yes	
Youth Services	Economic Development Reorganize development functions in one division and unify strategy	N/A	N/A	N/A	N/A	N/A	Yes	
Economic Development	Reconstitute Economic Development Department	N/A	N/A	N/A	N/A	N/A	Yes	
Economic Development	Community Development Cease funding of redevelopment activities until HUD findings are remedied	N/A	N/A	N/A	N/A	N/A	Yes	
Community Development	Fund code enforcement with reprogrammed CDBG funding	87,000	87,000	0	435,000	435,000	Yes	Done
Community Development	Fund new Development Division and reconstituted Economic Development Department with reprogrammed CDBG funding	N/A	N/A	N/A	N/A	N/A	Yes	Need to determine legality
Redevelopment	Transfer demolition function to the Building Department	N/A	N/A	N/A	N/A	N/A	Yes	Need to determine legality
Redevelopment	Improve professional redevelopment capacity	N/A	N/A	N/A	N/A	N/A	Yes	Transferred to Public Works
Redevelopment	Use Tax Increment Financing (TIF) funds more effectively	N/A	N/A	N/A	N/A	N/A	Yes	In-process of dissolving some districts
Redevelopment	Monitor and manage utility services	N/A	N/A	N/A	N/A	N/A	Yes	
Redevelopment	Communicate with on-site facility staff about utility usage, costs and priorities	N/A	N/A	N/A	N/A	N/A	Yes	
Redevelopment	Invest in energy efficient improvements	N/A	N/A	N/A	N/A	N/A	Yes	
Redevelopment	Consider establishing an energy cost contingency account	N/A	N/A	N/A	N/A	N/A	Yes	
Environmental Affairs	Coordinate brownfield development with other economic activities	N/A	N/A	N/A	N/A	N/A	Yes	