



**The PFM Group**

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December 11, 2009

M. Celita Green, Director of Finance  
City of Gary  
401 Broadway, Suite 100  
Gary, IN 46402

Dear Ms. Green:

On behalf of Public Financial Management, I am pleased to transmit the report of the Fiscal Monitor for the City of Gary.

The report includes over 100 budget and operational initiatives to help the City achieve financial stability while complying with the property tax rate limitations for local governments enacted by the State of Indiana last year. Although compliance will be challenging, and will require a significant change in the nature and level of services provided by the City, this report establishes an approach for the City to meet that challenge.

Members of my team and I are deeply appreciative of the time and support you have provided us as we have worked to complete a complex assignment in a short period of time. We also thank the Mayor, Deputy Mayor, Chief of Staff, cabinet members and staff throughout the City for their cooperation, professionalism and assistance.

PFM is available to discuss our findings and recommendations with you and other City officials at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Dean Kaplan", with a long horizontal flourish extending to the right.

Dean Kaplan  
Managing Director

c: Ryan Kitchell, Chair, DUAB