



LEADING GARY TO GREATNESS

The First 100 Days of the
Melton Administration

POWERED BY THE PEOPLE OF GARY AND PRESENTED
BY MAYOR-ELECT EDDIE D. MELTON AND THE
COMMITTEE FOR A GREATER GARY



Dear friends,

Thank you for entrusting me with the opportunity to lead our city forward. We are excited about what is ahead, and we know there is a lot to be done when we officially take office in January. On election night I talked about stability, transparency, and engagement. At the core of these principles is the people. Each one of us has a role to play in transforming our city. We all need to know what is happening in Gary and what we can do to contribute to progress.

Soon we will share details for community forums we will be hosting after the holidays so you can come and share your thoughts on what you want to see prioritized in your neighborhood and your district.

This document details our plan for my First 100 Days in office. This was built based on feedback we received from citizens throughout the campaign and during community meetings led by our transition committee chairs.

I look forward to seeing you at one of the forums to talk about priorities, options, and choices so together, we can turn Gary into the greatest comeback city in America!

I wish you peace, good times and happy holidays with your family as we close out 2023 and look forward to a new year and new beginnings for our great city.

Sincerely,

Eddie D. Melton
Mayor-Elect, City of Gary

Mission. Vision. Values.

“I am proud to share the mission, vision and values I’ve established for my administration. I believe it’s very important that every employee, resident and community partner in Gary understands the expectations I have set for my administration.

The Melton administration will operate with uncompromising transparency, accountability and integrity to make Gary greater every single day for our citizens. I invite the community to take part in this new chapter in Gary’s history.”

Eddie D. Melton
Mayor-Elect, City of Gary

Our Mission and Purpose of Our Work

We are committed to improving the quality of life for every citizen through transparent, efficient and fiscally responsible leadership.

Our Vision and What We Aspire to Be

We will thoughtfully grow as a safe community that continuously improves the services we provide our citizens and businesses.

Our Values and What We Stand For ... I-Serve

- 1. INTEGRITY:** We will make ethical decisions based on “What is best for the people of Gary?”
- 2. SERVICE:** We will strive to provide the best quality services to the citizens of Gary.
- 3. EXCELLENCE:** We will operate with excellence in everything we do.
- 4. RESPONSIVE:** We will be responsive in addressing the challenges and needs of our community.
- 5. VISION:** We will inform and engage our citizens in the planning of our future.
- 6. EMPATHY:** We will always seek to understand and meet the diverse needs of our community.



POSITIONING GARY FOR GREATNESS

The Plan for the First 100 Days

GREATER GOVERNMENT

- Rapidly work towards ensuring the city's warming centers are ready to support residents during the 2024 winter season. Currently the city is under-resourced in staff and equipment. We will aggressively work towards securing the required resources and be intentional in communicating a Snow Plan to the public.
- Stabilize the city finances by renegotiating contracts, implementing financial controls, building a cost savings plan to operate the city within the available budget, and creating an effective and beneficial investment strategy for the remaining American Rescue Plan dollars.
- Create the position of Chief Operating Officer, with the responsibility of improving the efficiency and delivery city services. The COO will develop key performance indicators for every department to drive continuous improvement. "What gets measured gets improved."
- Create an ethics reform commission to develop policy recommendations that promote and reinforce a culture of ethical excellence and compliance among city employees, boards, commissions and contractors.
- Commit to procurement savings objectives for the 2024 budget. The purchasing of goods and certain services will be consolidated within the city and managed to maximize efficiency.

LEADING GARY TO GREATNESS

PUBLIC INFRASTRUCTURE

- Initiate a comprehensive capital improvement and asset management process to provide clarity and transparency around Gary's future infrastructure and investment needs (i.e. municipal buildings, streets, etc.).
- Develop a multi-year plan to repair, replace, and maintain streetlights, traffic lights, road repavement and sidewalks throughout the city. Once planning is complete we will communicate this plan to the public.
- Facilitate working sessions with the Redevelopment Commission, Gary Community School Corporation, Gary Housing Authority and private owners of vacant and abandoned structures. Co-create short and long term plans to secure and demolish the most dangerous structures throughout the city.

ENVIRONMENTAL & PARKS

- Create the Environmental and Sustainability Advisory Council to establish standards and processes for inter-agency cooperation on environmental planning and quality of life for our residents.
- Evaluate the Parks Department operations to ensure quality programming and a welcoming environment for residents and visitors.
- Develop a plan to clean up Gleason Golf Course and address the technical issues that are causing the flooding.
- Create a strategic partnership with the Indiana Department of Environmental Management (IDEM) and local law enforcement agencies to combat and prevent illegal dumping.
- Realign agencies under the Department of Public Works to have a firm and direct focus on cleaning the city, vegetation management and code enforcement, and adherence to the Indiana Unsafe Building Act to address abandoned structures.

PUBLIC SAFETY

- Initiate a community-oriented policing strategy that establishes partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.
- Direct the chiefs of the police and fire departments to develop a public safety recruitment and retention plan to address morale and increase the number of public safety professionals.
- Work with key stakeholders to create recommendations to improve the services related to animal care and control.
- Direct the police and fire chiefs to begin building a plan for disaster response and preparedness.
- Establish strategies to communicate our process of the timely conversion of out-of-state license plates of new residents.

PUBLIC HEALTH

- Work with the Gary Common Council to establish the “AARP Age Friendly Advisory Council” to address the needs of our senior citizen population (i.e. healthcare, transportation, housing, etc.).
- Establish a Community Violence and Intervention Commission that researches health-related root causes of violence in Gary.
- Work with local and state healthcare officials to address infant and maternal mortality rates in Gary.
- Establish a Community Health Network to improve mental health service coordination and develop time bound goals to work toward reductions in poverty and violence.
- Initiate the mobile mental health crisis response initiative.

ECONOMIC DEVELOPMENT & REDEVELOPMENT

- Secure and clean the exterior of the Genesis Convention Center; complete and publish a physical assessment of the facility. Strategize with community and business partners on the future use of the site.
- Engage local, county and state officials to develop a strategy to address gentrification and protect residents from being priced out of their homes and neighborhoods as we rebuild our city.
- Begin the state grant application process for READI 2.0 to help launch development downtown.
- Begin the negotiations of the U.S. Steel Yard’s (baseball field) lease agreement and renovations with the Gary RailCats.
- Launch a Downtown and Broadway Planning Summit to connect and engage residents and stakeholders on the implementation of SB 434 and development along the Broadway corridor.
- Direct Community Development, Redevelopment and Economic Development to create a 10-year Neighborhood Stabilization Plan for neighborhoods throughout the city.
- Assess the building permit process and identify next steps to streamline processes for commercial and housing development partners.
- Establish and direct the “Mayor’s Small Business Advisory Council” to develop initiatives that support, grow and recruit small business development in Gary.

EDUCATION

- Announce the new Mayoral appointment to the Gary School Board.
- Create the Mayor’s Education and Workforce Development Roundtable. We will establish strategic priorities to help improve the overall quality of education for every child in Gary.
- Identify and direct federal funding to expand youth employment, afterschool and summer programming for youth and young adults.

HOUSING

- Establish a local “Homeless Task Force” to help address our growing homeless population.
- Identify local developers to target redevelopment and new development of homes within our neighborhoods.
- Issue an executive order to restrict industrial development on all former school properties and regulate zoning of light industrial development within residential neighborhoods.

ARTS, CULTURE & TOURISM

- Establish an Arts Commission to integrate art into the city culture and to develop or attract revenue-generating arts and entertainment programming in our various neighborhoods.
- Re-establish and appoint members to the Gary Historic Preservation Commission to help develop recommendations to protect and preserve our historic buildings and districts throughout the city.
- Establish recurring citywide arts and entertainment programming and installations to generate interest and traffic in areas that are key for redevelopment, such as “The Downtown District.”



Acknowledgements

The transition process and this 100 Day plan have been powered by the incredible people of Gary and a great team of leaders and senior advisors who are directing our transition committees.

Additionally, we are collaborating with the city administration and employees who are orienting us to their departments and the status of the city, and the Gary Common Council whose members have been meeting with us to share their perspectives. We are also receiving pro-bono services and support from several companies.

We acknowledge and thank every person and company that supported us during our campaign and those who are supporting us during this transition. Though everyone is not named here, everyone is deeply appreciated. Thank you.

PRE-TRANSITION COMMITTEE CHAIRS & MEMBERS

CO-CHAIRS AND SENIOR ADVISORS

- Roderick Wheeler, *Wheeler Social Impact*
- Lacy Johnson, *Taft Law Group*
- Michael Tolbert, *Tolbert & Tolbert, LLC*
- Felicia Joy, *Edelman*
- Carl Drummer, *Taft Law Group*
- Kevin Smith, *Smith Sersic, LLC*

Assistant Co-Chair

Caroline Irwin, *Edelman*

CITY SERVICES CHAIRS

Chairs: Ellis Dumas, Carla Morgan, Darrell Riddell & Curtis Whittaker

HOUSING COMMITTEE

Chairs: Cory Armand & Saba Mohammed

ECONOMIC DEVELOPMENT COMMITTEE

Chair: Michael Suggs

Members: Joslyn Kelly, Cynthia Roberts, Carla Morgan, Christopher Harris, Matt Wells, Justin Harris, Taryl Bonds & Cynthia Williams

PUBLIC HEALTH COMMITTEE

Chairs: Dr. Janet Seabrook & Albert Gay

ENVIRONMENTAL & PUBLIC SPACES COMMITTEE

Chairs: Dorreen Carey & Carolyn McCrady

EDUCATION & WORKFORCE DEVELOPMENT COMMITTEE

Chairs: Dr. Vanessa McCloud & R. Louie Gonzalez

PUBLIC SAFETY COMMITTEE

Chair: James Miller

ARTS & ENTERTAINMENT COMMITTEE

Chair: McKenya Dilworth Smith & Tyrell Anderson

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